

SUCCESSFUL SERVICE DELIVERY OF MASS SPORTS PROGRAMS IN MALAYSIA

**A thesis submitted in fulfilment
of the requirement for the degree of
DOCTOR OF PHILOSOPHY**

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ABSTRACT

This research explores successful service delivery of Mass Sports programs by using an organisational effectiveness framework and Appreciative Inquiry approach. The main aim of this research was to determine the factors needed for successful service delivery of Mass Sports programs and to promote public participation in sports and physical activities. The context was the management and delivery of Mass Sports programs sponsored by the Malaysian government. Specifically, the objectives of this research were to: develop a set of descriptive performance indicators that measure successful service delivery of Mass Sports programs; determine the internal and external factors contributing to successful service delivery of Mass Sports programs; establish the organisational capabilities needed for successful service delivery of Mass Sports programs; and determine stakeholders' satisfaction level with the service delivery performance of Mass Sports programs by public sports organisations.

The theoretical framework of this study is based on the organisational effectiveness theory, resource-based view theory and open systems theory. This study has addressed successful service delivery of Mass Sports programs in the effectiveness domain by looking into the main areas of: management practices; service delivery; organisational capabilities; and performance of Mass Sports programs service delivery as perceived by the internal and external constituencies.

In this mixed methods study, data from both qualitative and quantitative approaches were analysed and merged to answer the research questions. The population for this study was government servants dealing with Mass Sports programs development under the jurisdiction of public sports organisations at federal and state levels in Malaysia. It also included sports leaders from various levels. The methodology was a literature review followed by a qualitative and quantitative study. Data gathered from both a survey and interviews were analysed to assess how well the services have been delivered against targeted goals. Nvivo 8 was used as a tool to facilitate the thematic analysis of the interview data. Statistical software packages for the social sciences (SPSS version 18) were used to analyse the multivariate data from the survey. The statistical analysis included descriptive statistics, principal component analyses, analysis of variance and hierarchical multiple regression.

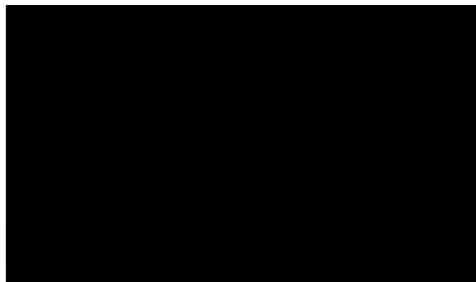
The present study has found that measuring successful service delivery of Mass Sports programs shows a link between an organisation's missions, goals, strategies and programs. The definition of success was defined by how the programs should be measured. The conclusions drawn from the research are that the indicators for successful service delivery of Mass Sports program are: program sustainability; level of public participation; stakeholders' satisfaction; received recognition; and goal attainment. It is evident that the characteristics of the programs and organisations, management practices in the organisation systems, and people together with their roles and responsibilities in the organisation setting are important for successful service delivery of Mass Sports programs. Among those, 'service delivery leadership and governance' and 'program development capabilities' were two crucial areas that contributed the most to stakeholders' satisfaction. By blending policy and strategy implementation with human resources and documentation processes, the governance system has evolved in the public sports organisations setting. This study has argued strongly for the need for good governance as a way to enhance the capabilities of public sports organisations in delivering more successful Mass Sports programs.

This study suggests that future research should concentrate on establishing a theoretical foundation related to this topic and redefining program success indicators, taking into account the specificity of programs' impact on community lifestyle and health status. The measurement of successful service delivery of Mass Sports programs should take into account an investigation from various perspectives, from an early stage of decision making to outputs and outcome achievement.

DECLARATION

"I, **ZAINAH SHARIFF**, declare that the PhD thesis entitled *Successful service delivery of Mass Sports programs in Malaysia* is 100,000 words in length, exclusive of tables, figures, appendices and references. This thesis contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this thesis is my own work."

Signature: _____



Date: 16 Feb. 2012.

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PUBLICATIONS AND CONFERENCES

Shariff, Z., Van Gramberg, B. & Foley, P. 2008, 'Proposal Paper of Successful Service Delivery of Mass Sports Programs in Malaysia', in *School of Management and Information Systems Research Student Seminar*, City Queens Campus.

Shariff, Z., Van Gramberg, B. & Foley, P. 2010, 'The Usefulness of Appreciative Inquiry as a Method to Identify Mass Sports Program Success', *Transylvanian Review of Administrative Sciences*, no. 30E, pp. 118-31.

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DEDICATION

This thesis is dedicated to:

My beloved husband

Huzaizi Hamzah, who has sacrificed so much with unwavering patience and encouragement, who is always there when it matters, for the big things and little ones, I will always love you. With all my heart and love.

My very, very wonderful children

Aiman Huzrin Adleena, Aiman Huzrin Ameera & Muhammad Aiman Ashraf, for their understanding and all the joy and endless blessings they bring to me.

My mother, *Maimunah Mat Dolan*

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My mother-in-law, *Kalsom Be Mohd Salleh*

My one and only elder sister, *Zamrudah Shariff*

My one and only brother in-law *Ahmad Safian Abdullah*

and all my family members

Thank you for your thought and good support.

With all my love

Zainah Shariff

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CHAPTER 1: BACKGROUND TO THE STUDY

1.0 Introduction

In modern society, physical inactivity, obesity and non-communicable disease rates are increasing globally. For example, the 11th World Sport for All Congress 2006 highlighted that 60% of the global population is not active enough to gain health benefits; the number of obese people with unhealthy lifestyles is increasing; at least 1 in 6 of the world's population is overweight; and physical activity and physical education are declining at school level (Cuban Olympic Committee 2006). This is associated with increasing population health problems (Cuban Olympic Committee 2006; Sport England 2004). As a result, the World Sport for All Congress 2006 suggested that all countries should enhance sports and physical activity interventions to promote healthier lifestyles in their communities (Cuban Olympic Committee 2006).

The public sports organisations in Malaysia (Sports Development Department at federal and state levels under the Ministry of Youth and Sports Malaysia) are responsible for providing leadership and direction to the development of sports in Malaysia, focusing on public participation from grassroots to national levels. Since 1988, the Malaysian government has promoted sports participation through the 'Malaysia Cergas' (Active Malaysia) campaign. Unfortunately, there are no known studies on its success in cultivating an active and healthy lifestyle among the Malaysian community. In fact, there has been a trend observed where the obesity rate among Malaysian communities is increasing due to lack of physical activity (Ismail et al. 2002; Wilson 2008; Zalilah et al. 2006). This trend is also reported in the 10th Malaysian Plan document (Malaysia Economic Planning Unit 2010). According to this document, more than 70% of the Malaysian population will be living in urban areas by the year 2020 and the incidence of lifestyle-related diseases is expected to increase due to modernisation and the high percentage of the ageing population. Here, the government highlighted findings from research done by the Ministry of Health Malaysia which showed that, for the period of 1996 to 2006, the Malaysian population has shown significant increases in lifestyle-related diseases: 43% for hypertension; 88% for diabetes and 250% for obesity. As a result, the government has increased activity in a campaign on active and healthy

lifestyles and agreed that more programs and facilities need to be provided to the community. This initiative strengthened the Malaysian government's previous statement in the 9th Malaysian Plan which encouraged all public organisations, including the Ministry of Youth and Sports Malaysia, to improve service delivery effectiveness (Malaysia Economic Planning Unit 2006, p. 502), so that Mass Sports programs can be more successfully delivered to the community.

However, there are significant challenges in addressing successful service delivery of Mass Sports programs to the community, including examining the capabilities enhancement of public sports organisations. Assessing those aspects involve multidimensional concepts and the performance of public sports organisations in promoting public participation is still vague. It can be seen in the 10th Malaysian Plan that the Malaysian government's evaluation of successful service delivery of health programs was based on infant fatality rate, financial performance and number of patients who received services from hospitals. However, there is no clear indicator that has been used to assess successful service delivery of Mass Sports programs.

Based on the 10th Malaysian Plan (Malaysia Planning Economic Unit 2010), by the end of 2009, the Malaysian government through the Ministry of Youth and Sports successfully attained its target outputs: the percentage of sports culture among the Malaysian population increased from 21% in 2006 to 29.3% in 2008; 1,282 multipurpose sports complexes were developed; 21,200 trainers and facilitators for active and healthy lifestyle activities have been trained; 78 healthy lifestyle programs have been implemented; and 2.6 million people participated in 2,012 aerobics and fitness programs throughout the country.

When compared to the Malaysian population of 27.9 million, this participation rate indicates that the level of public participation in physical activities is still low in Malaysia and health problems including obesity rate among the population keep increasing. There is a big gap between the participation rate reported in 2009 and the targeted goal, '50 per cent of Malaysian will be directly involved in fitness and healthy lifestyle activities by year 2010', reported in the 9th Malaysia Plan (Malaysia Planning Economic Unit 2006,p. 479).

Furthermore, the Malaysian government has established the Minister's Key Performance Index for public agencies to assess their organisational performance in achieving their program's outcomes (Malaysia Economic Planning Unit 2010). Here, resources allocation for every level of government will be provided by the central government based on the organisational accountability and targeted outcomes. Thus, there is a need to investigate the organisational capabilities enhancement of public sports organisations (Sports Department at the federal and state levels under the Ministry of Youth and Sports Malaysia) for delivering more successful service pertaining to Mass Sports programs.

1.1 Research on organisational effectiveness and success in the sports domain

The organisational effectiveness of non-profit sports organisations, high performance sports programs and in campus recreation programs has become a growing research interest. (Daprano, Pastore & Costa 2008; Madella, Bayle & Tome 2005; Papadimitriou 2007; Weese 1997; Wolfe, Hoeber & Babiak 2002). Rarely have these studies focused on the missions of Mass Sports programs in the public sports organisations setting the broader factors and the factors that enable success in service delivery. As Cameron (1980, p. 70) notes , 'no single approach to the evaluation of effectiveness is appropriate in all circumstances therefore various approaches will be needed to measure success in service delivery'. Literature from organisational theory reveals that there are four major approaches to measuring organisational effectiveness. These approaches are the: goal attainment approach; systems approach; process approach; and multiple constituency approach.

Since public sports organisations aim to achieve their broad mission and fulfil stakeholders' or constituents' satisfaction, therefore it will be argued that the multiple constituency approach is appropriate for this present study. The principle of this approach is that an organisation is considered successful when the interest of the constituencies that are often referred to as 'stakeholders' has been fulfilled (Scheid & Greenley 1997). Constituents of public sports organisations consist of the management group, as well as organisational members who represent and articulate services to the target group, and sports leaders from various non-governmental organisations (NGOs). What has been absent from the literature is research that focuses on the factors contributing to successful service delivery of Mass Sports

programs in the public sector setting using the constituents of public sports organisations as definers of the factors that enable success in service delivery.

1.2 Research objectives

This research has used the organisational effectiveness theory to generate an understanding of what constitutes success in relation to Mass Sports programs. The main aim of this research was to determine the factors needed for successful service delivery of Mass Sports programs and promoting public participation in sports and physical activities. Here, the research gap was addressed by examining the factors which act to enhance public sports organisations' capacity to deliver the programs that enable them to fulfil their broader mission and aims.

The present study focuses on the context of Malaysian Mass Sports programs. Specifically, the objectives of this research were:

1. to develop a set of descriptive performance indicators that measure successful service delivery of Mass Sports programs
2. to determine the internal and external factors contributing to successful service delivery of Mass Sports programs
3. to establish the organisational capabilities needed for successful service delivery of Mass Sports programs
4. to determine stakeholders' satisfaction level with the service delivery performance of Mass Sports programs by public sports organisations.

1.3 Significance of the research

There is little extant literature on Mass Sports programs and what makes them successful in the eyes of their stakeholders. This is complicated by the fact that there is a lack of both commonly agreed on and stakeholder credible indicators to monitor Mass Sports programs

and to measure their social and health impacts (WHO European Working Group 1998). There is a lack of literature on the impact of sports and recreation as it operates in a complex behavioural, social, environmental, physical and political domain (Cunningham & Beneforti 2005). Cunningham and Beneforti (2005, p.96) noted that:

to date, most research has focused on exploring the links between physical activity and various health outcomes, however, this work has essentially been confined to the realm of targeted research and has not extended to routine monitoring and evaluation of service delivery.

What determines successful sports policy implementation should ideally be explored by looking into the effectiveness of public sports organisations. However, measuring organisational effectiveness in public sports organisations is not as straightforward as it may initially seem, since it involves complex behavioural, social, environmental, physical and political dimensions that relate to the ability of such organisations to generate attractive program that result in not only consistent participation from the community but also fulfilment of other key stakeholders' expectations (Slack & Parent 2006). The effectiveness of both organisations and programs cannot be measured directly and may involve competing stakeholder definitions (Cameron 1986). Any measurement of effectiveness involves multiple concepts such as goal attainment, organisation structure, organisation systems, organisation processes, organisational competencies and organisational capabilities (Chelladurai 1999; Chelladurai & Haggerty 1991; Papadimitriou 2007; Slack & Parent 2006). These aspects make measuring organisational effectiveness in the domain of sports, especially at the program level, difficult. For example, Weese (1997) stated that because measuring organisational effectiveness in campus recreational programs is difficult, therefore less attention has been given to it. The relationship between different measures of effectiveness and different stakeholder perceptions of success is also a complex one. This complexity is explored in this thesis.

A review of the literature shows that there are many studies of organisational effectiveness but only a few have been conducted on non-profit or public sector sports organisations (Chelladurai & Haggerty 1991; Daprano, Pastore & Costa 2008; Madella, Bayle & Tome 2005; Papadimitriou 2007) and very few studies have explored the program level (Cunningham & Beneforti 2005; Weese 1997; Wolfe, Hoeber & Babiak 2002). While each of these studies contributes to our understanding of organisational effectiveness in non-profit

sports organisations, there is a clear research gap in this area. There is a need to explore ‘what works’ in promoting public participation in sports and physical activities.

This research has therefore explored what constitutes a ‘successful’ service delivery of Mass Sports programs by public sport organisations in Malaysia from the perspective of a multiple constituency of stakeholders. In this sense, the research addressed a broader question than measuring the effectiveness of a particular program. Instead, through the use of the Appreciative Inquiry approach in the interviews, the project explored the factors that have led to community acceptance and cultural change in particular programs, greater and ongoing participation and a range of other factors, which may contribute to a wider understanding of ‘what works’ in enhancing the capacity to generate successful outcomes.

This study has used the Appreciative Inquiry approach as a novel way of exploring program success and developing a set of reliable and valid measures for Mass Sports program performance in public sport organisations in Malaysia. Thus this research will also contribute to a greater understanding of Appreciative Inquiry as a methodology for capability development and enhance the usefulness of the organisational effectiveness theory in investigating program success.

Furthermore, this research will extend the literature on organisational success and effectiveness, particularly in a sports management context. It will increase the awareness and benefits of evaluating Mass Sports programs through the Appreciative Inquiry approach. In doing so, this research will assist in achieving a better understanding of the range of factors that constitute success, which in turn will allow other sports providers to replicate those factors.

1.4 Practical value of the study

This study will make a contribution to the development of government policy in sports development and support the decision-making process in public sports organisations by providing information about how Mass Sports program targets can be reached.

This study adds to the limited literature on Mass Sports program service delivery. The findings of this study are of practical significance to policymakers related to sports development in the public sector. It is hoped that this study will enable public sports organisations to identify areas of organisational performance that may require attention and to facilitate improvement in these areas.

1.5 Outline of the thesis

The background to the research problem, purpose, hypotheses and significance of the present study are discussed in Chapter 1. This chapter has provided an overview of the research on organisational effectiveness and success in the sports domain.

A literature review of the emergence of success in the public sports organisation domain is discussed in Chapter 2. This chapter enhances understanding about the usefulness and appropriateness of the organisational effectiveness theory in investigating success in sporting organisations, including public sports organisations. This is followed by Chapter 3, which explains the theoretical framework of the present study.

The research methodology is outlined in Chapter 4. Chapter 5 reports the results of the interviews, followed by Chapter 6, which reports the results from the survey. Findings from both interviews and survey are discussed in Chapter 7. The conclusions, including new knowledge found in the present study, research limitations and directions for further research, are discussed in Chapter 8.

1.6 Chapter summary

Mass Sports programs or *Sports for All* programs are normally government-funded programs with essential goals of providing a range of opportunities for all people in the community to participate in sports, recreation and physical activities. Governments normally organise these programs and promote public participation as a way to cultivate sports culture and to enhance social development, community cohesion and healthy lifestyles. Here, sports programs are not merely for achieving sports performance or sports excellence, but are rather a bundle of

attributes, characteristics and outcomes that people or communities obtain from these programs. The activities are used to address a number of broader social issues such as community wellbeing, health, social inclusion, national identity and unity.

This research has investigated factors for successful service delivery of Mass Sports programs from internal and external key stakeholders' perspectives, on how variables related to organisational effectiveness (organisational context and capabilities) affect program delivery and performance in the public sports organisation setting. Here, the variables studied were at both the organisation and the program levels.

CHAPTER 2: LITERATURE REVIEW THE EMERGENCE OF SUCCESS IN THE PUBLIC SPORTS ORGANISATION DOMAIN

2.0 Introduction

This chapter provides information to understanding the organisational effectiveness measures and approaches to assessing successful service delivery of Mass Sports programs. This information lays the foundation for this study and is organised into several literature groupings. A brief discussion of organisational effectiveness in sports organisations is followed by a discussion of the research into the organisational effectiveness of public sports organisations that focus on successful service delivery of Mass Sports programs. It is organised into four subsections: from effectiveness to success; program success; successful service delivery; and organisational capabilities.

2.1 Understanding organisational effectiveness in sporting organisations

One emerging area of research significance is the growing interest in organisational effectiveness in non-profit sports organisations, high performance sports programs and in-campus recreation programs (Daprano, Pastore & Costa 2008; Madella, Bayle & Tome 2005; Papadimitriou 2007; Weese 1997; Wolfe, Hoeber & Babiak 2002). These studies have tended to focus on specific effectiveness indicators but not the broader factors that enable success in service delivery and the broader missions of Mass Sports programs in the public sports organisation setting. This research addresses this knowledge gap.

2.1.1 Definition of organisational effectiveness

In the study of organisations, organisational effectiveness is often observed as a dependent variable and there is no agreement about its definition (Babiak 2009; Cameron 1986; Chelladurai & Haggerty 1991; Christine 2008; Papadimitriou 2007). However, Dressler's (2004) organisational effectiveness framework enhances an understanding of this construct. According to Dressler (2004, p. 43):

Organizational effectiveness is the result of effective interplay of a company's vision and strategic goals with the chosen structural design, processes, assigned responsibilities, available skills, knowledge and capabilities, and reliable performance measurement.

Drawing on the work of Dressler (2004), the organisational effectiveness framework is modelled on five components: organisational context; corporate and business unit structure; organisational infrastructure; team and individual capabilities; and performance measurement and target setting. Dressler explained that the organisational context drives all organisational activities and demonstrates how an organisation's purpose has been translated into mission and goals, how value and strategic capabilities have evolved and how the organisation fits into its environment. Furthermore, he noted that organisational structure, infrastructure and capabilities describe how the organisation delivers its services, and that performance measurements and target setting direct an organisation to strive to fulfil its mission. Effectiveness in an organisation is about how successfully the organisation translates its mission, vision, value and strategy into performance objectives (Niven 2008) and all these help to align the organisation's direction towards its success (Sawhill & Williamson 2001).

2.1.2 Measures of organisational effectiveness

According to Cameron (1980, p. 70), 'no single approach to the evaluation of effectiveness is appropriate in all circumstances or for all organisational types' and therefore various approaches have been used by researchers to measure effectiveness. Literature from organisational theory reveals that there are four major approaches to measuring organisational effectiveness. These approaches are the: goal attainment approach; systems approach; process approach; and multiple constituency approach. Briefly, these four approaches assume that an organisation is an open system that consists of input, throughput and output (Slack & Parent 2006). The systems approach relates to organisational input, the process approach relates to organisational throughput, the goal attainment approach relates to

organisational output and finally the multiple constituency approach relates to all aspects of organisational input, throughput and output (Slack & Parent 2006).

These four approaches have been variously used to explore the effectiveness of sports organisations (Chelladurai & Haggerty 1991; Daprano, Pastore & Costa 2008; Madella, Bayle & Tome 2005; Papadimitriou 2007; Papadimitriou & Taylor 2000) and sports programs (Cunningham & Beneforti 2005; Weese 1997; Wolfe, Hoeber & Babiak 2002). Those studies have looked at organisational effectiveness from various perspectives that revealed results that could not be compared with each other. However, many researchers (Chelladurai & Haggerty 1991; Papadimitriou 2007; Papadimitriou & Taylor 2000; Wolfe, Hoeber & Babiak 2002) agree that the multiple constituencies approach is the appropriate approach to measure effectiveness because it integrates all aspects of the organisational system, process and structure, from both internal and external perspectives. The principle of this approach is that: the effectiveness measures are dependent on who is making the judgement (Cameron 1986; Herman & Renz 2004; Slack & Parent 2006; Wolfe, Hoeber & Babiak 2002). What can be learned from their research is that constituents' or stakeholders' satisfaction, and organisational internal and external factors, are commonly used as important indicators to measure organisational effectiveness.

Since public sports organisations strive to achieve their broad missions and fulfil stakeholders' or constituents' satisfaction, therefore the multiple constituency approach is appropriate for this present study. Here, the organisation is considered successful when the interests of the constituencies, often referred to as *stakeholders*, have been fulfilled (Scheid & Greenley 1997). Constituents of public sports organisations consist of the management group, as well as organisational members who represent and articulate services to the target group, and sports leaders from various non-governmental organisations (NGOs).

2.1.3 Usefulness of the multiple constituency approach

Chelladurai and Haggerty (1991) assessed the effectiveness of Canadian National Sports Associations using a multiple constituency approach and found that job satisfaction of the Administrator of the Canadian National Sports Association was significantly related to his perception of the effectiveness of organisational internal processes involving decision making

and personnel relations aspects. In this study, they measured the organisation's output effectiveness based on two dimensions: high-performance sports effectiveness, measured based on Canada's Sport Recognition System, and Mass Sports program effectiveness measures, based on the number of participants served by the organisation. Even though their study was based on output effectiveness, they successfully confirmed the usefulness of the multiple constituency approach to assessing factors contributing to organisational effectiveness. They admitted that organisational factors affect members' satisfaction, which in turn contributes to organisational effectiveness.

Wolfe, Hoeber and Babiak (2002) also applied the multiple constituency approach in examining the effectiveness of the Intercollegiate Athletics program in the United States. They found that perceptions of organisational effectiveness varied among different constituencies depending on their priorities. The authors were able to identify six themes or factors that determined the perceptions of success of intercollegiate athletic programs (external profile, resource management, performance on the field, ethics, education and institutional enthusiasm). Their research showed that the multiple constituency approach is applicable to exploring determinants of success at program level. The point of view argued for here is that these six factors only reflect intercollegiate athletic programs and not Mass Sports programs. As government-funded programs, Mass Sports programs have broader missions and goals compared to intercollegiate athletic programs and their success measures may involve different perspectives.

Papadimitriou (2007) also conducted an organisational effectiveness study based on the multiple constituency approach. It involved interviewing the general managers of the 20 largest Greek National Sports Organisations, followed by extensive semi-structured interviews with members of the boards, paid administrative staff, technical staff, international officials and elite athletes. Of the 72 effectiveness items, the expert panel for his study determined 40 items for a subsequent survey of 423 respondents from Greek National Sports Organisations. The researcher concluded that there are five dimensions of effectiveness for non-profit sports organisations, which encompass: the calibre of the board and external liaisons (board's perception of effectiveness in terms of policy formulation, decision-making, staff management and external liaisons); interest in athletes (service effectiveness provided by the organisation to improve sports performance); internal procedures (effectiveness of the

organisation's internal administration systems); long-term planning (reflecting the administrative activities of planning and programming); and finally sports science support (organisation's ability to ensure a sports science approach to the technical domain). Papadimitriou (2007) made the point that these indicators reflect management effectiveness and service delivery effectiveness. The cluster of 'internal procedures and long term planning' reflects the effectiveness of management practices (example of indicators were clarity in objective, long term planning, role clarity, operational efficiency and activity coordination). Two clusters, 'sports science support' and 'interest in athletes' both reflected the effectiveness of service provided. The perspective presented here is that the multiple constituency approach has successfully identified management and service delivery effectiveness as two new dimensions for assessing organisational effectiveness.

2.1.4 Management and service delivery effectiveness

Following from Papadimitriou's (2007) work on management and service delivery effectiveness as new dimensions for assessing organisational effectiveness, Shilbury and Moore (2006) also found that the marker variable for organisational effectiveness of non-profit Australian National Olympic Sporting Organisations (NOSOs) is referring to their ability to deliver services that meet constituents' expectations. Shilbury and Moore (2006, p. 31) concluded that the effectiveness of NOSOs is referring to:

the organisation's ability to be productive, that is, to achieve its strategic goals, provide services to players and coaches, and maximise the use of financial and human resources, while at the same time maintaining stability through retention of coaches, volunteers, players and officials as well as demonstrating consistency of decision making and a high degree of flexibility through board receptivity for change, monitoring constituent group expectations, plus monitoring changes to government funding and economic conditions.

Babiak (2009), who studied the effectiveness of inter-organisational relationships of non-profit Canadian sports organisations and their partners, also made a point to measure effectiveness from a service perspective. According to this author (p. 8), 'another means to assess effectiveness was to consider the range of services provided by the network: specifically, the mix, or content of services provided, and how they collectively addressed the needs'. The results of his study showed that client outcomes, acquisition of resources and the degree of satisfaction with the relationships determined the effectiveness of inter-organisational relationships of non-profit Canadian sports organisations and their partners.

This is enhanced by a South African study (AfriMAP; Open Society Foundation for South Africa 2007) showing that there are seven main areas believed to contribute to the effectiveness of service delivery in health and education services: international and national legal frameworks; information collection; publication and management; strategic planning; budgeting and expenditure management; human resource management; and external oversight mechanisms. In addition, this study found that the gap between policy formulation at a national level and implementation at a local level also influences service delivery effectiveness, and suggested that organisations should establish human resource development programs to enhance organisational outcomes through strategic thinking and effective service delivery (Agere 2000).

Some interesting lessons can also be learned from the study of organisational effectiveness in a non-profit organisation setting. Like the public sector, some non-profit organisations also have a broad mission and social objectives. For example, Herman and Renz (1998) conducted an organisational effectiveness study involving two types of non-profit organisations in the United States: health and welfare charities that received some funding from the local United Way; and charities that provided services to customers with developmental disabilities. They used nine elements (financial management; fundraising; program delivery; public relations; community collaboration; working with volunteers; human resource management; government relations; and board governance) to measure non-profit organisational effectiveness. They claimed that management practices (such as needs assessments; strategic planning; and measures of customer satisfaction) and certain management strategies (such as seeking new revenue sources and cutting costs) enhance organisational effectiveness. Herman and Renz's conclusion is that organisational effectiveness for non-profit organisations is enhanced by: improving management practices; increased use of correct procedures; pursuing strategies of seeking new revenues; and continuing attention to and interaction with stakeholders. From Herman and Renz's works it can be determined that the application of good management practices helps non-profit organisations to be effective and those organisations will be more capable of fulfilling the needs and expectations of their stakeholders or constituents.

Along the lines of Herman and Renz (1998), Zairi and Jarrar (2001) put forward the idea that assessing organisational effectiveness in a non-profit organisation setting should not only focus on measuring the outcomes but, more importantly, should examine its drivers, such as ‘structure of the organisation, style of the management, skills of the people, staff employed, values shared by the staff, systems in place and the strategy developed’ (Zairi & Jarrar 2001, p. 888). Zairi and Jarrar have investigated the factors contributing to organisational effectiveness in a National Health Service Trust throughout England and Wales. They did quantitative research involving a distribution of questionnaires to 464 National Health Services Trusts. The questionnaire assessed management effectiveness based on 10 key areas: strategy development; business planning; marketing and communications; interagency partnership; performance management; financial management; corporate governance strategy; clinical effectiveness development; activity/demand management; and corporate governance. They found that staff involvement with open communication, a strong sense of leadership, teamwork, minimal hierarchy and bureaucracy reflect management effectiveness.

The organisational effectiveness study reviewed above makes some general suggestions about the significance of organisational contexts related to management and service delivery effectiveness for assessing organisational effectiveness. A point can be made that management effectiveness leads an organisation to deliver its services successfully. However, no specific suggestion has been made for public-sector agencies, especially for public sports organisations. What has been absent from the literature is research that focuses on the factors contributing to successful service delivery of Mass Sports programs in the public sector setting; that is, research that investigates the organisation and program delivery. The present study addresses this gap in the research.

2.2 The effectiveness of public sports organisations: The case of successful service delivery of Mass Sports programs

Public sports organisations refers to the government agencies that are responsible for sports policies and legislations. As in other government agencies, public sports organisations are not financially driven. They are more mission driven. These agencies lead sports development and provide various services in the sports systems. They establish a broad mission and social objectives that aim to cultivate a sports culture, social engagement and community cohesion

through sports participation, and also provide support for elite athlete development. These organisations are responsible for providing a range of opportunities for public (mass) participation in sports, recreation and physical activities. Thus, the organisational mission and goals are two important factors associated with organisational effectiveness for this kind of organisation (Dressler 2004; Sawhill & Williamson 2001; Sowa, Selden & Sandfort 2004).

For example, Parhizgari and Ronald Gilbert (2004) conducted a large-scale study, which involved 28 private and 41 public sector organisations with 11,352 cases, in the United States. They found that achieving an organisational mission was the most important measure for assessing organisational effectiveness in both public and private sectors. Other measures were: supportive policies towards the workforce; appropriateness of organisational design; working conditions; pay and benefits; positive supervisory practices; workforce loyalty and pride; operational efficacy; and customer oriented behaviour. According to Parhizgari and Ronald Gilbert (2004), these measures were related to organisational internal structures and processes.

Thus, it can be determined that for public sports organisations, there is a need to understand organisational contexts, especially the organisation's mission, because these factors contribute to organisational effectiveness. However, there is a challenge to assessing organisational effectiveness in the public sports organisations setting, because they often establish a broad mission and objectives without specifying quantifiable measures. Measuring 'mission accomplishment' for this kind of organisation is difficult and financial performance may not reflect its effectiveness. Therefore, effectiveness measures should take into account an investigation from various perspectives, from an early stage of decision-making to outputs and outcomes achievement (Herman & Renz 1998; Slack & Parent 2006; Williams 1980). Indeed, effectiveness in this setting is a matter of comparison of constituents' satisfaction perspectives, ranging from citizens to political leaders (Herman & Renz 1998). The greater the number of constituents satisfied by the organisation, the higher the effectiveness score of the organisation. The conclusion of this is that an effectiveness measure for this kind of agency (government agency that is not a profit-making agency and has established a broad mission and objectives) is multidimensional and measuring its effectiveness may involve the application of theory from the various areas of organisation development, human resource

management, service delivery and quality. Hence, a multidimensional framework is required and the application of the multiple constituency approach for this present study is justified.

2.2.1 From effectiveness to success

As Friesen and Johnson (1995) noted, increasing organisational effectiveness increases organisational success and the organisation needs to know the critical success factors (CSFs) contributing to its performance. They explained that CSFs are about managerial factors that help the managerial team to focus on the organisation's direction with an appropriate and effective action to move towards organisational excellence in achieving its strategic goals. The CSFs describe the things an organisation must do well to achieve its strategic goals and emphasise the importance of understanding the organisation's mission as a way to achieve success (Friesen & Johnson 1995; Sawhill & Williamson 2001). According to Friesen and Johnson (1995), critical success factors are different for every organisation and efforts to assess quality and customer satisfaction can help the organisation to identify its success factors. They concluded that this approach reveals the organisation's strengths, weaknesses and capabilities.

A success measure is beyond an effectiveness measure and covers all aspect of inputs, outputs and outcomes. For example, Sawhill and Williamson (2001) emphasised that indicators for measuring success in the non-profits sector should spell out a link between the organisation's mission, vision, goals, strategies and programs. They claimed that the success indicators used in their study (impact, activity and capacity) provide a linkage between the organisation's mission, vision, goals, strategies and programs. They also described that 'impact measures would assess mission success ... activity measures would focus on achieving goals and implementing strategies ... capacity measures would gauge the degree to which the organisation mobilized the resources necessary to fulfil the mission' (Sawhill & Williamson 2001, p. 375). They emphasised that these indicators generate clear direction for an organisation in achieving its targeted goals and employees are clearer about what to do in measuring the organisation's performance. These authors concluded that there is no general indicator to measure organisation success, but an organisation must set measurable goals because success in achieving these targeted goals is a means for achieving mission success and organisational success.

However, the challenge of the sports system is that input does not always equate to output and outcomes are difficult to measure (Babiak 2009). This is due to their broad mission, which aims to cultivate an active and healthy lifestyle by delivering various programs to different levels and different groups of population. The throughput processes from decisions to the point of program delivery have a few stages with various constraints, including political issues from either the internal or external environments (Williams, 1980). Furthermore, public sports organisations cannot measure their success by profit or market share. They are not generating any revenues. Instead, as a government agency, their financial support from the federal government is guaranteed. Somehow, this kind of organisation often measures their success by evaluating their performance against criteria that demonstrate success in achieving the organisation's targeted goals and mission (Niven 2008; Parhizgari & Ronald Gilbert 2004; Sowa, Selden & Sandfort 2004). Thus, in order to develop an understanding of effectiveness and success, there is a need to investigate the processes involved in translating the organisational input into output and desired outcomes (Zairi & Jarrar 2001).

Since there are no direct measures of effectiveness and success in the public sports organisation setting, guidelines suggested by Cameron (1986) for investigating organisational effectiveness are relevant for this present study. Cameron, who investigated the effectiveness of colleges and universities in the United States, used seven guidelines in his study (Table 2.1). These guidelines can be used in any effectiveness research setting, especially in the public sports organisation setting, which has broad organisational goals and mission. It provides guidance for research focus and direction, not only looking into organisational effectiveness measures but also offering directions, in which to explore organisational success. Thus, the present study has used these guidelines to investigate factors contributing to successful service delivery of Mass Sports programs.

Table 2.1 Guidelines to assess organisational effectiveness

Guideline	Circumscription
From whose perspective is effectiveness being judged?	Dominant coalition members constitute the relevant perspective in the study. This group comprises the major decision makers in the institutions and the ones that have the most influence on institutional policy, direction and performance.
On what domains of activity is the judgement focused?	The undergraduate portion of the institutions was assessed. This was selected because it is a comparable domain across all the schools, and because it comprises the major area of activity and identity for each of the institutions.
What level of analysis is used?	The organizational level of analysis was the focus. This level is important in making comparative judgements across institutions, and because it has largely been ignored in past evaluations in higher education. Moreover, none of the institutions is so large as to make institutional wide ratings infeasible.
What is the purpose of the assessment?	This assessment sought to identify areas of strength and weakness on various dimensions of effectiveness. Guaranteeing confidentiality for institutions helped to eliminate the threat that the assessments would be used for political or punitive purposes, and that biased data would result.
What timeframe is employed?	Criteria of effectiveness were all oriented towards static, short-term indicators. They focused on the extent to which the institutions currently possess characteristics indicative of high effectiveness.
What type of data is sought?	Perceptual ratings of effectiveness were sought by way of questionnaires.
What is the referent against which effectiveness is judged?	Schools were assumed to be highly effective if they scored higher on a dimension than other institutions in the sample. Therefore, a comparative referent was employed.

Source: Adopted from Cameron, K 1986, 'A Study of Organizational Effectiveness and Its Predictors', *Management Science*, vol. 32, no. 1. P. 93.

Since this present study aims to explore factors contributing to successful service delivery of Mass Sports programs, the next topic will provide a discussion of program success, including program evaluation and performance measurement, then move to a discussion of successful service delivery and organisational capabilities.

2.2.2 Program success

Program success is defined in various ways depending on its targeted goals as set by the relevant organisation (Watt 1998). This means that achieving or fulfilling a program-targeted goal has been used as a guide to know whether the program was successful or not. As for Mass Sports programs, they establish broad goals to enhance community wellbeing through sports participation. Broad goals such as ‘improve the quality of life’, ‘reduce crime and drug abuse’, and ‘increase social cohesion’ indicate unclear and immeasurable outcomes that make success indicators complicated (Burnett 2008, p. 264). This is why impact assessment of sports, recreation and physical activity on communities’ lifestyles is very limited and less information has been published on the indicators that can be used to measure program success (Burnett 2008). However, Burnett (2008, p. 272) suggested that measuring program success should look into areas of ‘program management and delivery with reference to planning, documentation and policies, as well as access to main resources in terms of information, physical, financial and human resources’. This opinion is similar to that of Watt (1998) who suggested that sports organisations should obtain appropriate funding, people, structure and systems as a way to achieve success in delivering programs as intended. Indeed, Watt (1998, p. 203) outlined characteristics of successful sports programs. According to him, to be successful, a program should establish:

definite purpose; market research; customer care; feasibility study; committed personnel; clear objectives; coordinated effort; quality leadership; appropriate structure; business planning; good communications; resource committed; appropriate management; political support; flexible systems; public support; accurate budgeting; financial control; and detailed evaluation.

This shows that success measures for programs in sports settings are complex. The success is not only determined by the organisational capabilities but also influenced by the organisational environment (McDavid & Hawthorn 2006). This includes both the internal and external environment of the related organisation. As for the programs in public organisations, internal factors include influences from other programs, top management, organisational structure, policy, politicians and funding, whereas the external environment refers to other influences that come from related constituents in the society (McDavid & Hawthorn 2006, p. 66). Table 2.2 below shows examples of the environment highlighted by McDavid and Hawthorn that may influence a program’s success in the publicsector setting:

Table 2.2 Examples of factors in the environments of programs that can offer opportunities and constraints to the success of programs

Factors in the public sector	Factors in society
<ul style="list-style-type: none"> - Other programs - Senior Executives - Other departments/agencies - Funding agencies - Elected officials - Regulatory agencies - Courts 	<ul style="list-style-type: none"> - Clients* - Interest/advocacy organisation** - Media - Exogenous events
<p>*Some programs have outcomes that are focused within a department or across departments of a government, in which case the clients would be in the public sector.</p> <p>**Public sector labour unions could become an interested party if a program was focused on the public sector</p>	

Source: Adopted from McDavid, J. C. & Hawthorn, L. R. L. 2006, *Program Evaluation & Performance Measurement: An Introduction to Practice*, Sage Publications, California. p. 66.

In sports developments settings, generally, programs are assumed successful when they ‘meet the needs of participants, engender positive relationships among participants, peers, and program leaders, and implement activities that facilitate appropriate interaction’ (Green 2008, p. 140). In order to assess these achievements, it is critical to know about a program’s development direction, including its purposes, objectives and focus. Green indicated that a successful program depends on the experience that the program provides and the way that the program has been implemented. According to Green: participants’ enjoyment of the program; media attention; good program structure and activities; good relationship between the organiser and participants; and good relationships among the participants themselves help a program’s success and sustainability. Green depicted elements of successful sports development programs and he notes (p.137):

A number of researchers ... have studied youth sport and recreation settings purported to promote positive development. Although the programs vary in terms of their goals, participants, sport activities, and political and geographic contexts, programs that have had success as change agents share two common features: (1) an emphasis on relationships and relationship building; and (2) a positive experience. These elements are present in successful programs of all kinds-sport for social inclusion, sport as diversion, and sport as a hook. However, the way that each of these elements is provided varies dramatically and must be tailored to the programs’ goals and targeted participants to have a clear developmental orientation.

This belief supports Williams (1980), who noted that implementation issues have an impact on a successful service delivery of a program, and is also in line with Real and Poole (2005),

who emphasised the importance of well founded and valid measures of implementation as a baseline to measure a program's impact. Therefore, the implementation stage is very important and program is assumed successful if the organisation successfully manages and integrates all the implementation issues in delivering the program (McAlearney 2000).

Some interesting lessons can be drawn from research by Cunningham and Beneforti (2005), who explored indicators for successful sport and recreation programs in Indigenous communities in Australia. After a review of the related literature and interviews with related constituencies, Cunningham and Beneforti (2005, p.93) concluded that the most key components for successful sports and recreation programs are 'quality, resources, community, opportunities, and accesses'. They also identified three types of indicators for measuring the health and social impacts of sports and recreation program in Australian Indigenous communities (p. 94) which were:

1. program viability and sustainability indicators (measures of the processes of program functioning including turnover of sports and recreation officers, levels and stability of funding, community consultation and support, involvement, employment and training of local people, succession planning, adequacy of facilities and equipment, and access to facilities and equipment)
2. participation indicators (measures of community participation in sports and recreation programs and physical activity and, where relevant, the participation of the target group, which is determined based on the program's aims)
3. outcomes indicators (changes in health and other areas of social concern such as crime, school attendance, health status and violence).

Cunningham and Beneforti's (2005) components for successful sports and recreation programs in Indigenous communities in Australia (quality, resources, community, opportunities and accesses) are relevant for the present study, which helps to identify key components of successful service delivery of Mass Sports programs in Malaysia. This is because sports and recreation programs in Indigenous communities in Australia can be categorised under the umbrella of Mass Sports programs or *Sports for All* that do not emphasise competition or high performance. Another lesson learned from Cunningham and Beneforti's study is that constituents' perspectives can be used to identify factors contributing

to program success. This is in line with Real and Poole (2005), who suggested that program success can be assessed by analysing key stakeholders' attitudes and beliefs on the effect of the program implementation, importance of the program, satisfaction, acceptance and commitment. However, Real and Poole explained that judgements about program success not only rely on customers' satisfaction but should also fulfil management expectations.

For example, this approach also applies in a project management area where a project's success factors were determined not only from stakeholders' views but included the perceptions of management, customers and employees. Belout and Gauvreau (2004) applied this concept to analyse the impact of the lifecycle stage of the project, type and structure of a project on the relationship between the critical factors (project mission, management support, project schedule, clients acceptance, personnel, technical tasks, communication, monitoring, trouble-shooting & client consultation) and project success. They found that all these critical factors had a moderating effect on project success and project structures. They also found that management support and troubleshooting variables were significantly correlated with success. However, they found that the personnel factor did not have a significant impact on project success. Contrary to Belout and Gauvreau (2004), Procaccino and Verner (2006) and Zwikael and Globerson (2006) found that the personnel factor, competencies of the project manager and team members, especially in the planning and execution stage of the project, affected project performance, client satisfaction and project acceptance.

The above literature shows that a program's success was judged based on various perspectives and involved complex indicators. A few components were identified that contributed to program success such as: clear and measurable goals; the effectiveness of the management and program delivery including organisational structure and systems, human resources and organisational capabilities; and clear direction of the program development and implementation (Burnett 2008; Cunningham & Beneforti 2005; Green 2008; McAlearney 2000; Watt 1998). Analysing those components, the following assumption is being made here that the organisational effectiveness concept can be applied to explore a program's success. This is because those components also emerged as indicators of sports program effectiveness in some of the organisational effectiveness literature (e.g. Cunningham & Beneforti 2005; Wolfe, Hoeber & Babiak 2002).

The concept of organisational effectiveness can be used as a framework to explore whether a program was successful or not. For example, this concept has been applied in program evaluation that aims to assess a program's performance (Herman & Renz 1998). This approach is common in any organisational setting including public, non-profit and private organisations and helps organisations to be aware of whether their policy and program work, as outlined in their organisation's mission (McDavid & Hawthorn 2006). From this evaluation process, the program's key stakeholders know whether the combination of resources such as finance, staff and facilities, together with the administrative arrangement to implement the program, have led the program to attain its objectives (King, Morris & Fitz-Gibbon 1987).

This evaluation processes assists organisations to enhance their planning, designing, implementing and assessing the result of their efforts (McDavid & Hawthorn 2006). This process provides information as to whether the program was delivered in line with its preliminary plan. The program's key stakeholders, either the employees or customers, are aware of any weaknesses or strengths of the program in fulfilling its objectives and achieving its targeted goals. As Chen (2005, p. 7) stated, program evaluation will provide information to the stakeholders about whether:

the program is reaching the target group, if the treatment/intervention is being implemented as directed, if staffs are providing adequate services, if clients are making a commitment to the program, and if the environment seems to be helping or hindering the delivery of services.

According to Henry (2002), the criteria for program success traditionally evolved through the process of program evaluation. While his study did not use the theoretical tenets of organisational effectiveness in a sports setting, his findings prove the usefulness of the multiple constituency approach in identifying criteria for program success. Henry's finding is similar to that of Wolfe, Hoeber and Babiak (2002) who studied organisational effectiveness in a sports setting, that each constituent has a different judgement of the criteria for program success. More interesting about Henry's work is that he found that all constituents relevant to his research setting (success of a public preschool program in the United States) agreed on quality in service delivery as one of the important indicators for the program's success. This is in line with Cunningham and Beneforti (2005), who also indicated that quality is one of the important elements contributing to successful sports and recreation programs in Indigenous communities in Australia. The literature mentioned above shows that the multiple

constituency approach and service delivery aspect was found in organisational effectiveness as well as evaluation for assessing program success. Hence, this supports the present study, which aims to explore successful service delivery of Mass Sports programs by using an organisational effectiveness framework.

Since organisational effectiveness is associated with program evaluation and performance measurement, the next subsection discusses these two areas of program evaluation and performance measurement. However, prior to that, it is interesting to differentiate between program evaluation and performance measurement. By using the work of McDavid and Hawthorn (2006, p. 293) and Kettner, Moroney and Lawrence (1999, p. 217), it can be shown that program evaluation is different from performance measurement (see Table 2.3). The main difference between these two dimensions is that program evaluation is targeted to tackle more specific issues at one specific duration of time and focuses more on policy or planning. It aims for program or policy improvement. Whereas performance measurement is an ongoing process that tackles more broad issues and establishes general standards of performance that focus more on financial or management aspects. Performance measurement aims to prove program accountability to its constituencies. Program success is more than what Table 2.3 has explained. It covers both performance measurement and program evaluation aspects, involving the whole process of program delivery.

Table 2.3: Comparisons between program evaluation and performance measurement

Program evaluation	Performance measurement
Unit of analysis is a program	Unit of analysis is a program
Primary purpose(s): Program and policy improvement	Primary purpose(s): External reporting
Perspective(s): Policy/planning	Perspective(s): Financial/managerial
Use of data: Feedback on program results (outcomes) and impact to policymakers and planners	Use of data: Feedback on program performance to external stakeholders
Episodic	Ongoing
Issue-specific	Designed and built with more general issues in mind. Once implemented, performance measurement systems are generally suitable for the broad issues/questions that were anticipated in the design
Measures are usually customized for each program evaluation	Measures are developed and data are usually gathered through routinized processes for performance measurement
Attribution of observed outcomes is usually a key question	Attribution is generally assumed
Targeted resources are needed for each program evaluation	Because it is ongoing, resources are usually a part of the program or organisational infrastructure
Program evaluators are not usually program managers	Program managers are usually expected to play a key role in developing performance measures and reporting performance information
The intended purposes of a program evaluation are usually negotiated up front	The uses of the information can evolve over time to reflect changing information needs and priorities

Source: McDavid, J.C. & Hawthorn, L.R.L. 2006, *Program Evaluation & Performance Measurement: An Introduction to Practice*, Sage Publications, California. Page 293; Kettner, P.M., Moroney, R.M. & Lawrence, L.M. 1999, *Designing and Managing Programs. An Effectiveness-Based Approach*, 2nd. edn, Sage Sourcebooks for The Human Services Series, Sage Publications, London. p. 217.

2.2.2.1 Program evaluation

Program evaluation is defined ‘as the application of evaluation approaches, techniques, and knowledge to systematically assess and improve the planning, implementation, and effectiveness of programs’ (Chen 2005, p. 3). A program, on the other hand, is a ‘group of related activities that are intended to achieve one or several related objectives’ (McDavid & Hawthorn 2006, p. 15). The program evaluation process is principally concerned with

feedback to improve policy and program planning through assessing program results (outcomes) and measuring a program's impact (Kettner, Moroney & Lawrence 1999; McDavid & Hawthorn 2006).

In general, there are two types of program evaluation: formative evaluation; and summative evaluation. Formative evaluation aims to improve program implementation in future but not to describe in detail the program's crucial characteristics. While formative evaluation identifies and analyses information that can be used to enhance a program's performance, summative evaluation gathers detailed information on a program's crucial characteristics for future programming (King, Morris & Fitz-Gibbon 1987). For example, King, Morris and Fitz-Gibbon (1987) explained that summative evaluation gathers information as to whether the staff delivered the service they promised, sets down a concrete description of the program that can be used for its replication, and provides a basis for thinking about the relationships between implementation and program effects. On the other hand, formative evaluation gathers information on how the program evolves and how it changes, explains the program development and provides information on the flaws and successes.

These two types of evaluation are also known as *process evaluation* and *outcome evaluation*. From Hurd, Barcelona and Meldrum's (2008) point of view, process evaluation focuses on what is being done and outcome evaluation focuses on the end product or the results of the program. In other words, formative evaluation focuses on the process of program development, whereas summative evaluation focuses on the program effectiveness (Edginton & Griffith 1983). Both formative and summative evaluations provide information for decision making to improve the program and realise future programming needs. In order to understand this concept, five types of evaluation developed by Owen (1993) in Gevers and Eslick (2000, p. 37) clearly show the evaluation approaches and their functions. These five types of evaluation are shown in Table 2.4. From the table, it is seen that this present study, which aims to explore successful service delivery of Mass Sports programs, is associated with process evaluation and management evaluation. This study will explore how policies, processes and practices of public sports organisations are associated with successful service delivery of Mass Sports programs.

Table 2.4: Types of evaluation

Types of evaluation	Approaches and functions
Development	Done before a program is implemented in order to assess the need, the best practice approach and the models of service.
Design	Done in early stage of a program to clarify the philosophy, objectives, policies and activities of a program and ensure that they are consistent with the aims of the program and with the philosophy, goals and objectives of the organisation.
Process	Examines the policies, processes and practices used in service delivery and makes recommendations on how these can be made effective or efficient.
Impact	Focuses on the results or outcomes of a program.
Management	Look at the accountability factors such as how funds are spent, and whether the services they provide meet their contracted outputs and outcomes.

Source: Gevers, L. & Eslick, S. 2000, *Evaluating Service Delivery in Human Service Organisations*, First edn, Thomas-Gevers Pty Ltd, North Fremantle WA. p. 37.

According to Gevers and Eslick (2000), evaluation has been neglected by many service providers, especially involving human service organisations, since they do not have clear understanding of the indicators and the process is time-consuming and difficult to implement. Gevers and Eslick's view on this issue is in line with those of Weese (1997) and Edginton and Griffith (1983). Weese noted the same issues of evaluation in the sporting program setting, and Edginton and Griffith highlighted that most evaluation that has occurred in the recreation and leisure service domain focuses on the quantitative aspects of service delivery and expends very limited resources on outcomes evaluation. This explains why very limited information can be assessed on Mass Sports program evaluation, including information on its impact and outcomes.

Mass Sports programs are social programs that are justified on the basis of one intention: to cultivate sports culture and generate active and healthy communities. They involve human service that try to change people's knowledge, belief and attitude towards active and healthy

lifestyles. Because of this, we cannot use profit or loss as a measure of these programs' success. Evaluating this kind of program, where its targeted goals involve individual clients and the surrounding community, needs a holistic approach of evaluation (Chen 2005). Special attention should be given to program evaluation in the public sports organisations setting, because the processes of evaluating sports programs and developing a set of performance measures for program success will generate more understanding of 'how the program operates and what it is intended to accomplish' (McDavid & Hawthorn 2006, p. 41). Therefore, there is a need to know whether a particular strategy of Mass Sports program development has been successful and to identify the factors that contribute to its success or lack of success. This is the main reason to investigate this government-funded program: to assess whether these programs are doing things well and gain information to generate better performance.

There has been little information on any significant achievement in overall Mass Sports program development, particularly in Malaysia. Successful and unsuccessful programs have not been well documented due to lack of information on their successful indicators. Therefore, this research study focuses on exploring the enabling factors that enhance the performance of Mass Sports program service delivery in Malaysia and tries to establish descriptive indicators for their success. The investigation focuses on the process of delivering the service and explores whether service delivery performance is in line with constituents'/stakeholders' expectation.

The position outlined in this subtopic is, in essence, that evaluation has both qualitative and quantitative dimensions. It involves more than measurement of effectiveness and attention has to be given to what is necessary to generate success. While much has been written about program evaluation, there is no absolute or best practice for conducting the process. It depends on the need and purpose of the evaluation. The process should meet both assessment needs and improvement needs that enhance an organisation's capability to deliver the services and achieve targeted goals (Chen 2005). As emphasised by Chen, 'evaluation's ultimate task is to produce useful information that can enhance the knowledge and technology we employ to solve social problems and improve the quality of our lives' (Chen 2005, p. 7). According to Chen, the evaluation draws conclusion about program relevance, effectiveness, efficiency, impact and sustainability.

Since performance measurement is also related to the organisational effectiveness framework and program evaluation that aim to assess programs' performance, the next subsection of this chapter focuses on performance measurement. As highlighted by Williams (1980, p.84):

When we ask how well a program or project is working, we are addressing the basic issues of organisational and program performance ... These elements of performance can be bought off in terms of a 'theory' about program delivery. When a law is passed, the ostensible assumption is that program inputs and outputs (organizational performance) will produce desired objectives (program performance).

2.2.2.2 Performance measurement

Hatry (2006, p. 3) explains that although performance measurement has many meanings, in the context of organisational performance it is a 'regular measurement of the results (outcomes) and efficiency of services or programs'. This application of performance is able to help organisations to understand their achievements in performing their roles and functions.

Performance measurement can be applied at any organisational level including the program level. McDavid and Hawthorn (2006) explained that performance measurement is useful in improving program performance because it provides interactive links between program planning, implementation and evaluation that help decision-makers to move forwards to program adjustment. According to McDavid and Hawthorn (2006, p. 282):

performance measures can be used for at least two broad purposes: making adjustments in the process that produces outcomes (formative uses) and reporting the actual results (outcomes) to stakeholders, including the public, elected officials, and governing boards (summative uses).

The process of performance measurement at program level provides 'feedback on how well a program is performing in terms of outputs, quality outputs, outcomes, cost-efficiency, and cost-effectiveness' (Kettner, Moroney & Lawrence 1999, p. 216). However, the challenge to implement performance measurement at program level in public and non-profit organisational settings is to develop the logical links between programs' inputs, outputs and outcomes (Newcomer 2001; Propper & Wilson 2003). This is because the main components of performance measurement (inputs, activities, outputs and outcomes) for a program in public organisations are often not clear (Schacter 2002). Furthermore, outputs and outcomes

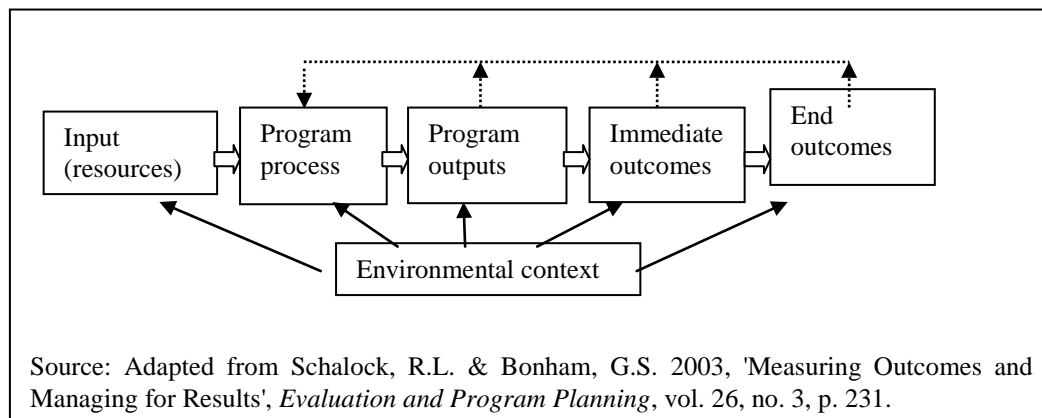
of the programs are influenced by many other factors that exist around the programs' environment (McDavid & Hawthorn 2006). Another challenge is that the programs' objectives in the public sector setting are always difficult to measure (Schacter 2002). This is in line with Propper and Wilson (2003, p. 252), who noted that 'the multiple and sometimes vague goals of the public sector mean that performance relative to these goals is difficult to measure'. They emphasised the need to develop multiple indicators for measuring program performance in the public sector setting. Propper and Wilson argued that even though performance measurement has been implemented in public services in the UK and US, there is a lack of evidence of how this practice has actually improved organisational outcomes. However, Schacter (2002, p. 3) stated that performance measurement is important for public organisations to know the extent to which they achieve their mission. Schacter suggested that public organisations develop performance measures for their programs based on three guidelines as follows:

1. agree on the ultimate objective(s) to which the program is supposed to be contributing
2. create a logical model that links program inputs, activities and outputs to ultimate objectives; and
3. derive performance indicators from the logic model.

Analysing Schacter's (2002) work in this way, it can be seen that this author emphasises developing a program logic model that link program inputs, activities, outputs and outcomes at the early stage of program development. This view is similar to that of Schalock and Bonham (2003), who also put emphasis on the usefulness of a program logic model as an integral part of the measurement of outcomes and managing results for human service programs. Based on the work of Schacter (2002) and Schalock and Bonham (2003), it can be shown that a program logic model provides clear relationships between inputs, activities, outputs and outcomes, which are helpful in developing performance measures for a program (see Figure 2.1). Figure 2.1 shows that outcomes are the intended effects of services provided by the organisation to its target group. Here, inputs are the resources provided for program execution, including staff, money, infrastructure and expertise. The process transforms inputs into outputs to achieve missions such as increasing sports participation among communities. Outputs are direct products of program activities, such as the number of services provided and the number of individuals that participated in programs. Outcomes are impacts that

emerge after output. Here, there are two types of outcomes: immediate and end. This integrated program logic model is helpful in improving programs because it considers stakeholders' agreement on programs' missions, objectives, performance measures and indicators from an early stage of the program development process, making a program ready for evaluation.

Figure 2.1: Program logic model



According to Herman and Renz (1998), effective service delivery is a result of careful program planning and development. Schalock and Bonham's (2003, p. 231) point of view is that the 'program process', which is the throughput process from inputs (resources) to program outputs, is the stage that will 'allow program managers to better align services and supports to the predictors of desired outcomes' (see Figure 2.1 above). This is in line with Propper and Wilson (2003) who indicated that measuring a process is useful for an organisation to improve its production. In addition, Schalock and Bonham explained that judgement of the success or failure of a program is not only based on outcome achievement, but is related to all feedback on program inputs, processes and outputs. The argument being put forward here is similar to that of Herman and Renz (1998) who explored the effectiveness measure in a non-profit organisation setting, noting that measuring a program's success is not only based on program outcomes but also depends on how the program is delivered.

Through policy development, organisations set goals and objectives, which they execute with planning, implementation and performance reviews. These are common processes in the management systems of public organisations, which are driven by the organisational mission

(McDavid & Hawthorn 2006). These mission, goals and objectives are often used as references in developing performance measures (Hatry 2006; Poister & Streib 1999) to show that the organisation has reached its mission, goals and objectives and is thus considered highly performing.

Good performance measurements for programs in the public organisation setting can provide clear information about: programs' objectives and targets; the process of how to achieve the objectives; indicating appropriate indicators and approaches to assess program performance; and finally giving direction on how to achieve better results (McDavid & Hawthorn 2006; Schacter 2002). In this way, organisations can prove to their related constituents that services have been delivered as intended (Hatry 2006). Indeed, performance measures help organisations to establish benchmarks on what should be considered important in delivering services and what should be measured (Watt 1998).

Although a detailed discussion of the use and usefulness of performance measurement and program evaluation is beyond the scope of this study, information about these two areas may help to increase understandings of how to define the successful service delivery of Mass Sports programs in Malaysia. Here, the program evaluation approach is used to measure program performance based on both outputs and outcomes achievement over a specific time and for a specific purpose. On the other hand, performance measurement focuses more on outcomes associated with accountability, efficiency, quality and effectiveness (Hatry 2006; Martin & Kettner 1996) to establish indicators for a purpose that is more general. It consists of an assessment tool that measures effectiveness. Performance measurement focuses more on customer satisfaction rather than to justifying the satisfaction of internal constituents responsible for delivering the service (Hatry 2006).

2.2.3 Successful service delivery

Studies of organisational effectiveness mark service delivery as one of the important areas that needs to be improved as a way to enhance organisational effectiveness and success. The notion of this is also relevant to an organisation in the public-sector setting (Leslie & Tilley 2004; Njoh 1994).

Information gathered from literature in organisational effectiveness, program evaluation and performance measures shows that in investigating successful service delivery of a program, there is a need to understand the complex chain of organisational mission, strategy and goals to inputs, throughput and output. In this sense, there is a need to explore how effectively the organisation manages its resources to produce services as intended. Thus, both systems and processes involved in transforming organisational inputs to outputs become integral to be investigated in this study. According to Dougherty and Bonanno (1985, p. 3):

a system is a group of elements all working together for a single overall objective ... the basic elements of a systems approach are input, process, output, feedback, and control ... input, when affected by process yields output ... output consists of one's desired goals or objectives

They also defined a process as the:

the systematic means by which inputs are used in the production of output. Essential steps in the process phase are the development and organisation of the specific components of the system, as well as a plan for their ongoing management and coordination' (Dougherty & Bonanno 1985, p. 4).

Dougherty and Bonanno further advocate that continuous planning is very important in every stage of processes, as this helps to align the process direction towards achieving targeted outputs. Dougherty and Bonanno's views about process and system are similar to that of Harvey (2006). According to Harvey (2006), in the preface of his book:

A process is a system of activities (together with the associated resources) that takes an input and transforms it into an output of greater value for a customer, and it is processes that create value, not individual departments (or centres of expertise) in an organisation. Functions contribute to value creation through the part they play (that is, the tasks they perform) in processes. Processes create the benefits customers want by delivering the service, or by making this delivery possible in one way or another.

The conclusion of this is that the process is part of the system. It shows that organisational systems consist of continuous processes to transform organisational inputs into outputs. Harvey's (2006) concept of processes seems to be that service delivery is processes associated with organisational mission, strategy and goals that frame how an organisation implements its functions to produce outputs or results. This view seems consistent with Williams's (1980), who insisted service delivery is an important stage for policy implementation. Williams stated in the preface of his book:

The main message of the implementation perspective is that the central focus of policy should be on the point of service delivery. It is not the big decisions made in the legislature or the upper reaches of executive agencies with their intrigue and glamour, but rather the management and delivery capacity of local organizations

directly providing services that will determine the degree to which those served received significant benefits. The implementation perspective redirects concern to that crucial spot where social programs and projects get put in place and operate in the field.

According to Harvey (2006), performance of a process is judged based on its effectiveness and efficiency. He elaborated that effectiveness is measured based on the degree of customers' satisfaction 'ranging from outputs do not meet any customer requirement to outputs exceed most customer requirements' (Harvey 2006, p. 163). Furthermore, he depicted that 'efficiency is about the best possible use of resources in the pursuit of effectiveness ... ranging from the process being plagued with defects, waste, and long cycle time, to being defect-free, and having a short cycle time and no waste' (Harvey 2006, p. 163). Since the present study focuses on service delivery of the program rather than the product, therefore the focus of the investigation is based on the effectiveness that is judged by the degree of constituents' satisfaction with the performance of processes in delivery of the program.

As a human service, the delivery of Mass Sports programs can be categorised into two categories: direct service delivery; and enabling or indirect service delivery (Edginton & Griffith 1983). From Edginton and Griffith's point of view, direct service delivery establishes a linkage between the organisation and its workforce, as a service provider, with the customers or participants. According to them, although the organisation and its workforce are viewed as experts in providing the product and services, the consumers or participants are also involved in decision-making. On the other hand, enabling or indirect service delivery establishes a different kind of linkage between the organisation and its customers/participants. In this concept, the organisation and its workforce associate themselves with the customers or clients on an advisory basis. Edginton and Griffith (1983, p.37) elaborate that:

the work of the professional using this approach [enabling or indirect] to service delivery is not oriented toward the creation and distribution of facilities and activities, but rather is focused on helping individuals to attain appropriate knowledge and skills.

In this concept, the customers or participants are encouraged to plan, organise implement and monitor their own program or activity independently and establish their own service delivery system. When they themselves are capable of organising programs on their own with limited support from outside, then the program is expected to resume its sustainability (Cunningham & Beneforti 2005).

As explained by Edginton and Griffith (1983), it is seen that in the context of enabling or indirect service delivery, a Mass Sports program manager acts as an advisor, facilitator, catalyst and problem-solver to encourage a sports body (sports association, sports club etc) in developing, implementing and monitoring their own Mass Sports programs. The sports bodies are responsible for the success or failure of the programs. In the context of direct service delivery, a Mass Sports program's manager is involved in developing the program, including planning, organising, promoting, implementing, monitoring, providing facilities and managing information systems. This approach has established a linkage between the organisation as a provider with its consumers or participants in terms of mutual understanding and decision-making. The effectiveness and efficiency indicators for this kind of service delivery are more focused on quantitative measure such as number of participants served, the number of facilities, number of programs and activities offered (Edginton & Griffith 1983, p. 37). This study, however, tries to explore how successful service delivery of Mass Sports programs is actually defined by the key stakeholders. It moves away from counting the number of people served, the number of programs offered and the number of facilities developed by offering to analyse how people accept and value the performance of program service delivery. This study explores successful service delivery of Mass Sports programs in Malaysia by using an organisational effectiveness approach through the application of the Appreciative Inquiry (AI) approach (details of the AI approach are provided in Chapter 4).

There are many factors contributing to successful service delivery of a program. For example, Shannon and Longbottom (2004) who conducted a case study to review the capacity development of the health program for Aborigines and Torres Strait Islanders in Australia. They identified factors that influence poor performance of the health system in achieving its goals including (Shannon & Longbottom 2004, p. 4): difficulty of access; poor interdepartmental networking; poor interprogram linkages; poor systems to fulfil target groups' needs; inaccurate promotion; workforce not well trained; workforce not committed to their jobs; and lack of training provided for appropriate people. Furthermore, Shannon and Longbottom also found that the capacity of the service was contributing to program success. They stated that a service with capacity should have (p. 70): clear mission statement; clear roles, aims and objectives; supportive organisational structures, policies and procedures;

appropriate workforce; management practices that support human resource management, financial management and planning; ongoing training; information well documented; data used as baseline in planning; and realistic timeframes to achieve targets. Although Shannon and Longbottom conducted a study in the health program setting, their findings can be adapted to explore the factors contributing to successful service delivery of Mass Sports programs. This is because both health and Mass Sports program services are mainly provided by government organisations. They aim to improve a population's quality of life.

Service delivery of a program was also investigated by Tontisirin and Gillespie (1999), who conducted a study in the context of maternal and child nutrition in Thailand. From Tontisirin and Gillespie's point of view, the effectiveness of government action contributed to the success of the community-based programs and service delivery of the program. They portrayed that: political commitment; clear goals; good strategic and program planning; sustained integrated action and systematic monitoring; and program empowerment to the community members contributed to program success. They emphasised that successful service delivery of a community-based nutritional program in Thailand emerged from good cooperation and collaboration between the government and other related agencies, especially at grassroots level. Tontisirin and Gillespie elaborated that competent government officers led community leaders and volunteers to deliver the program as intended.

Another interesting lesson can also be learned from Tontisirin and Gillespie (1999) who captured the factors contributing to the success of the community-based nutritional program organised in 1995 by UNICEF's Regional Office for South Asia. According to them, the following factors contributed to the success of the program: political commitment; organisational capabilities; good infrastructures to deliver services; staff commitment and capabilities to deliver the services; charismatic community leaders; program was integrated with other related activities such as the implementation of nutritional and poverty-reducing programs; program assessment, evaluation and monitoring were well organised; program empowerment; clear goals and measurable objectives were well developed; good communication and promotion about the program; and good organisational structure from national to grassroots level to produce the services. The perspective presented here is that the organisation responsible for delivering the program should establish clear organisational context, develop appropriate structures and infrastructures and be capable of delivering the

program by implementing effective management practices including establishing good cooperation and coordination with other related parties to deliver a program. This perspective seems in line with the organisational effectiveness framework developed by Dressler (2004) that is modelled on five components: organisational context; corporate and business unit structure; organisational infrastructure; team and individual capabilities; and performance measurement and target setting.

Following from Tontisirin and Gillespie's (1999) points, good cooperation and coordination among related organisations also work for successful service delivery of a program, especially a program organised by the public sector. As Mass Sports programs are government-funded programs that are distributed to the population at federal, state and grassroots levels, the issue of coordination becomes central for the efficacious delivery of these program services. In this case, it is important to establish good partnerships between the various related agencies that have similar interests because this is helpful for program sustainability (Green 2008).

Successful service is about the achievement of the service against the standard of best practice (Gevers & Eslick 2000). Gevers and Eslick (p. 5) indicated best practice is one of the important key concepts of evaluation in the human services setting that provides an explanation about the 'optimum or highest level of service that could be provided' by the service provider. According to these authors, there is no specific standard of best practice because it depends on organisation priorities. However, they advocated that judgement of *best practice* in the human service setting is always based on the degree of customers', stakeholders' or constituents' satisfaction on 'access to services, user rights, affordability, meeting client needs, cultural appropriateness, non-discrimination, safety, timeliness and quality' (Gevers & Eslick 2000, p. 6). The following point can be brought out of Gevers and Eslick's work: quality is another area that cannot be avoided in evaluating organisation services. This is similar to the views of Cunningham and Beneforti (2005) and Henry (2002), who documented that quality, is one of the important indicators contributing to program success.

The definition of quality varies from individual to individual or from situation to situation but in general 'quality is recognized as successfully conforming to customer satisfaction'

(Friesen & Johnson 1995, p. 166). Service quality is the service that 'is consistently fit for its stated purpose, performs to agreed standards and is responsive to the needs of the user' (Gevers & Eslick 2000, p. 7).

According to Williams (1998), service delivery quality can be measured by using a model developed by Ziethaml et. all (1990). Williams quoted Ziethaml et. all's model of quality, which comprises five dimensions: tangibles; reliability; responsiveness; assurance; and empathy. However, Williams, who measured service delivery quality in the UK leisure industry, indicated that this model is not the ultimate way for assessing service quality but it can be used as guidance in assessing service quality in various domains. Another model was developed by Martin (1993). Martin developed a quality dimension that suits the human services setting. According to Martin (1993, p. 18), his dimension suits these characteristics of the human services setting: services produce no tangible outputs; services produce non-standard outputs; services involve high levels of customer contact; and service quality control is primarily process control. His quality dimension included (Martin 1993, p. 28): accessibility; assurance; competence; conformity; courtesy; deficiency; durability; empathy; humaneness; performance; reliability; responsiveness; security; and tangibles. Since public sports organisations provide their intangible services (Mass Sports programs) for the benefit of people in the community, the quality dimensions developed by Martin can be adapted in the present study.

For example, Eley et al. (2008) conducted research to explore issues related to quality and effectiveness of service delivery of mental illness program among Indigenous people within a health district of southern Queensland. Their study assessed respondents' experiences towards the services they received, accessibility of the service and the effectiveness of the cultural sensitivity approach. They found that the program failed to satisfy target group needs because of a lack of information about benefits of the program. Eley et al. put forward that the service providers need to enhance their effort to create more promotion and publicity about the program delivery, and develop cultural competencies among the staff who are responsible for the program. The point of view argued for here is that a program will be successful if it has been delivered in line with the target group needs and the target group understands the benefits that the program will bring to them.

Dehn, Reinikka and Svensson (2001, p. 8) suggested that in analysing service delivery of public organisations' programs, it is important to investigate the processes of how the organisation develop their policy, quality of the policy and availability of resources. They developed this suggestion based on their research that focused on a strategy for developing a quantitative service delivery survey for public expenditure in the health system in Uganda. They highlighted that surveys of service delivery often involve multiple elements, providing information about: organisational context of the service provider; organisational resources and how these resources have been utilised in the process of delivering the service; organisational mechanisms and accountability (management structures, system and processes); and issues influencing service delivery such as inefficiency, low quality of service and leakage of resources. Dehn, Reinikka and Svensson's work shows that successful service delivery is about high quality and effectiveness of the organisational systems, processes and capabilities to produce products or services.

The organisational capabilities is another area that has emerged in the literature on organisational effectiveness, program evaluation and performance measures. For example, Wan-Jing April & Tung Chun (2010, p. 636) stated:

organisational effectiveness refers to how successfully organisations achieve their missions. Organisational effectiveness measures are concerned with understanding the unique capabilities that organisations develop to ensure that success.

Therefore, there is a need to explore how organisational capabilities lead to successful service delivery of Mass Sports programs. In order to understand this, the following subtopic focuses on organisational capabilities.

2.3 Organisational capabilities

This subsection aims to generate an understanding of the organisational capabilities of public sector organisations, paying special attention to public sports organisations. Even though public organisations lack competition, exploring organisational capabilities within this domain is important as a way to help them to improve their performance and success (Schreyogg & Kliesch-Eberl 2007; Spanos & Prastacos 2004). This indicates that organisational capabilities are one of the important factors that contribute to the organisation's performance. For example, Schreyogg and Kliesch-Eberl (2007, p. 914)

highlighted that organisational capabilities are ‘depicted as critical success factors’ which are associated with the organisation’s excellence. This is because organisational capabilities represent mutual integration of organisational systems, processes, structure and resources that enable the organisation to achieve its strategic goals (Gill & Delahaye 2004; O’Regon & Ghobadian 2004; Smallwood & Ulrich 2006; Vorhies 1998). Thus, public sports organisations should have a significant understanding of their essential capabilities and what they need to do to advance their performance in promoting public participation in sports, recreation and physical activities. For this reason, organisational capabilities are another area to look at as a way of understanding how organisations attain success. One way to achieve this is by identifying which capabilities lead them to achieve targeted goals.

However, limited research has been found on the organisational capabilities of public sports organisations. Even though they are increasingly expected to improve service delivery and performance, it seems that less attention has been paid to knowing how public sports organisations have utilised their resources to achieve successful outcomes and which areas need enhancement. Existing literature on organisational capabilities, such as Gill and Delahaye (2004), O’Regon and Ghobadian (2004) and others, is largely confined to private companies and profit-making organisations. Nevertheless, the literature is useful for understanding the concept of organisational capabilities and their role in predicting successful program delivery. For example, Vorhies (1998) found that marketing capabilities are strongly associated with organisational effectiveness in multinational corporation agencies. O’Regon and Ghobadian (2004) prescribed eleven organisational capabilities for small to medium-sized enterprises that predict effective manufacturing performance. These comprise: advertise/promote the product or service; deliver a broad product range; distribute products widely; respond to swings in volume; make rapid design changes; compete on price; provide after-sales service; deliver product quickly; involve top management; involve line managers; be flexible to adapt to unanticipated changes; provide high-performance products; deliver products on time and finally offer consistent quality (O’Regon & Ghobadian 2004, p. 9). While these factors are informative in relation to the current study, the literature review has showed that there is a gap in exploring the organisational capabilities for successful service delivery of programs in sporting organisation settings. Thus, it is the aim of this study to explore the factors that enable success in public sports organisation settings, including

identifying the organisational capabilities that lead to successful service delivery of Mass Sports programs.

2.3.1 Definition of organisational capabilities

There is a lack of agreement on the exact definition of organisational capabilities (O'Regon & Ghobadian 2004). Often, the terms *capabilities* and *competencies* are used interchangeably (Grant 2005; Spanos & Prastacos 2004). For example, Grant (2005, p. 144) defined the term *organisational capability* as 'a firm's capacity to undertake a particular productive activity'. On the other hand, Carpenter and Sanders (2009, p. 77) admitted that *capabilities* and *competencies* refer to the same concept, as they defined *organisational capabilities* as:

a firm's skill in using its resources (both tangible and intangible) to create goods and services. A synonym that is often used to describe the same concept is competences ... In essence, they are the combination of procedures and expertise that the firm relies on to engage in distinct activities in the process of producing goods and services.

Furthermore, Carpenter and Sanders (2009) explicated that there are three classes of capabilities, which are dynamic capabilities, distinctive capabilities and core capabilities. Dynamic capabilities are the capabilities needed to fit the organisation's development and distinctive capabilities are the organisation's unique capabilities that make the organisation different from other organisations. Core capabilities, on the other hand, are the organisation's key capabilities necessary to running its main operation, which help the organisation in developing new products and services. It seems that these three categories of capabilities have been utilised in the organisational effectiveness framework developed by Dressler (2004). In the framework, Dressler has referred to them as strategic capabilities, one important dimension for achieving organisational effectiveness. According to Dressler (2004, p. 46), 'strategic capabilities, which are often considered to be a given to a firm, are mostly the result of decades-long efforts to develop them'. Dressler (p.53) explained that strategic capabilities should be aligned with purpose, mission and values; reflect the core competencies that are available within the organisation; have a long-term effect and be difficult to copy; and become a base for a competitive advantage.

Further understanding of organisational capabilities can be developed based on the paper of Gill and Delahaye presented in the Proceedings of the 18th Annual Conference of the

Australian and New Zealand Academy of Management in 2004. They defined organisational capabilities as the:

embodied knowledge set that support competitive advantage through innovation and flexibility gained by building alignment between the expertise of the strategic direction, the organisational structure and the knowledge and expertise of the individual in the workforce (p. 1).

The substance of Gill and Delahaye's paper is about the model of organisational capabilities that integrates the organisational processes and systems. They modelled organisational capabilities based on three main domains: strategic intent; organisational structures; and individual knowledge. According to Gill and Delahaye, the strategic intent domain is the first domain, based on the Resource Based Theory of the Firm (RBTF). The second domain is organisational structures, which represents the traditional human resource (HR) strategies and processes. Finally, the individual knowledge domain is related to individual differences in attributes in knowledge, skill and attitude (KSA). Another example comes from Winter (2003, p. 277) who defined organisational capabilities as:

a high-level routine (or collection of routines) that, together with its implementing input flows, confers upon an organization's management a set of decision options for producing significant outputs of a particular type.

Winter's main point is that organisational capabilities were developed based on organisational routine.

Garratt (2000), in the introduction of his book refers to organisational capabilities as the 'ability to make things happen in the way intended by directors and senior managers, and with the active co-operation of employees'. According to Garratt (p. 103-104), to increase performance an organisation has to develop capabilities that focus on both internal and external needs. The internal focus is on: clarity of personal responsibility; organisational clarity; financial rewards; personal rewards; personal performance indicators; and group performance indicators. The external focus is on: work quality perspective; competitor orientation; organisational addictiveness; customer orientation; leadership orientation; and learning climate. Garratt further explained that elements in both internal and external focuses were energised by leadership orientation and learning climate.

From a distillation of views on organisational capabilities, a summary can be made that organisational capabilities are represented by the mutual integration of organisational

systems, processes, and resources that foster the efficiency and effectiveness of an organisation in achieving its goals. Here, in order to be effective and efficient, an organisation needs to have a clear goal, the right organisational structure and to establish the right professional development for employees (training, competencies). Therefore, the following is a succinct and useful definition that is used in the present study: **the term *organisational capabilities* in the present study is referring to the ability of public sports organisations to utilise their resources for producing successful services in line with their organisational mission and targeted goals.**

2.3.2 Organisational capabilities as a factor for success

Organisational capabilities are seen as an internal organisational factor that can be associated with the organisation's strengths or weaknesses in performing its roles and achieving its targeted goals. Organisational capabilities are well documented, especially in the business environment, where resources and capabilities are the determinant for competitive advantage, strategic planning and firm performance (Grant 2005; O'Regon & Ghobadian 2004; Ray, Barney & Muhanna 2004; Wernerfelt 1984). Here, the idea that organisational resources and capabilities focused on the internal environment of the organisation has a significant impact on improving the organisational performance is well justified.

2.3.2.1 Organisational resources

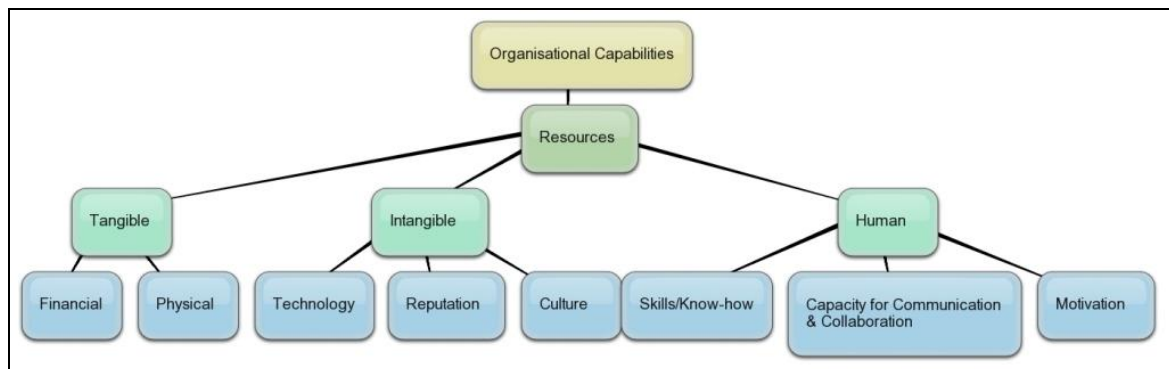
From the perspective of the resource-based view, the analysis of an organisational performance is based on the resource setting instead of looking at the organisational output (Wernerfelt 1984). Here, the organisation resources and ability to utilise those resources are viewed as an integral foundation for attaining organisational success.

After reviewing literature in many areas, Ray and Ramakrishnan (2006, p. 4) defined resources as 'the tangible and intangible assets of a firm which can be drawn upon by the firm when required to achieve its objective(s)'. This notion is in line with Grant (2005) and Ray, Barney and Muhanna (2004) who insisted that resources and capabilities are an organisational internal environment that determines organisational performance. However, Ray, Barney and Muhanna (2004) referred to *resources* and *capabilities* interchangeably as

‘the tangible and intangible assets firms use to develop and implement their strategies’ (p. 24) and explained that in any organisation ‘intangible and tangible resources will often be bundles together to enable the execution of a particular business process’ (p. 26). These mechanisms for combining resources form the organisational processes that involve a combination of competencies (Ray & Ramakrishnan 2006). Here, Ray and Ramakrishnan elaborate that a combination of competencies generates the ability of the organisation to take actions for utilising its resources and this is called the capabilities of the organisation. Thus, organisational capabilities involve the ability to combine organisational resources, whether intangible, tangible or human resources, that need to be managed and coordinated to produce services or products in line with the organisation’s mission and goals (Grant 2005). However, Ray, Barney and Muhanna (2004) argued that an organisation that is rich in resources will not necessarily achieve high performance unless the organisational process or activities or routines for combining those resources has effectively been developed for producing the organisational product or service. As advocated by Dutta, Narasimhan and Rajiv (2005, p. 278) ‘capabilities are intermediate step between resources and outputs’. Here, Dutta, Narasimhan and Rajiv referred to resources as organisational inputs and to organisational objectives as outputs.

Grant (2005, p. 138) argued that ‘resources are the productive assets owned by the firm’ and ‘capabilities are what the firm can do’ to utilise those resources for performing the organisational roles. Based on Grant (2005), key organisational resources are divided into three groups: tangible (financial and physical); intangible (technology, reputation and culture); and human (skills, capacity for communication and collaboration, and motivation). These resources form foundation for the capabilities of the organisation. The links between organisational resources and capabilities as explained by Grant (2005) is illustrated in Figure 2.2 below:

Figure 2.2: Organisational capabilities and resources



Source: Grant, R.M. 2005, *Contemporary Strategy Analysis*, 5th. edn, Blackwell Publishing, Malden, USA. p. 139.

2.3.2.2 Analysing organisational capabilities

There are two ways to identify the organisational capabilities. It can be done by using a functional analysis or a value chain analysis (Grant 2005). Grant pointed out that:

A functional analysis identifies organizational capabilities in relation to each of the principal functional areas of the firm ... a value chain analysis separates the activities of the firm into a sequential chain ... distinguishes between primary activities (those involved with the transformation of inputs and interface with the customer) and support activities ... value chain identifies a few broadly defined activities that can be disaggregated to provide a more detailed identification of the firm's activities (and the capabilities that correspond to each activity) (Grant 2005, p. 145).

A functional analysis identifies organisational capabilities in relation to each of the principal function areas of the organisation. Table 2.5 depicts this approach:

Table 2.5: A functional classification of organisational capabilities

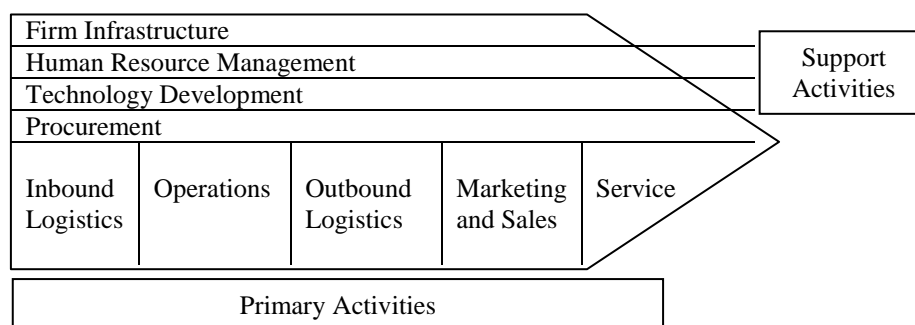
Functional area	Capability
Corporate functions	<ul style="list-style-type: none"> - Financial control - Strategic management and multiple businesses - Strategic innovation - Multidivisional coordination - Acquisition management - International management
Management information	Comprehensive, integrated MIS network linked to managerial decision making
Research & development	<ul style="list-style-type: none"> - Research - New product development
Operations	<ul style="list-style-type: none"> - Continuous improvement in operations - Flexibility and speed of response
Product design	Design capability
Marketing	<ul style="list-style-type: none"> - Brand management - Promoting reputation for quality - Responsiveness to market trends
Sales & distribution	<ul style="list-style-type: none"> - Effective sales promotion and execution - Efficiency and speed of order processing - Speed of distribution - Quality and effectiveness of customer service

Source: Adopted from Grant, R.M. 2005, *Contemporary Strategy Analysis*, 5th. edn, Blackwell Publishing, Malden, USA. p. 147.

A value chain analysis separates the activities of the organisation into a sequential chain.

Grant (2005) illustrates this process as shown in Figure 2.3 below:

Figure 2.3: A value chain analysis



Source: Grant, R.M. 2005, *Contemporary Strategy Analysis*, 5th. edn, Blackwell Publishing, Malden, USA. p. 146.

What can be learned from both approaches for analysing organisational capabilities is that organisational resources are an important element in analysing organisational capabilities.

The process reveals organisational strengths and weaknesses that are related to the ability of the organisation to utilise its resources successfully.

Based on Grant (2005), therefore, a value chain analysis approach is utilised in the present study because the focus is on the delivery process of organisational activities or services that involve the transformation of organisational inputs into outputs and interaction between internal and external stakeholders.

An understanding of how organisational capabilities and its attributes drive successful service delivery of sports programs in the public sports organisation setting is not well developed. However, based on research done in many other organisational settings, especially involving business settings, organisational capabilities have a positive impact on organisational performance (O'Regon & Ghobadian 2004). For example, O'Regon and Ghobadian found that the most important capabilities in small firms' performance are the capabilities for providing high-performance products and the capabilities for offering consistent quality.

Another good example is derived from a study done by Doyle (2009). Doyle saw that the mission statements from various non-profit organisations responsible for promoting active lifestyles in America make clear their roles for promoting an active lifestyle among the American community. Understanding Doyle's work, it is clear that as a way to enhance public participation in physical activity, the service provider needs to be able to: integrate their effort with other relevant agencies for promoting an active lifestyle and encouraging the community to get involved in physical activities; have an ability to coordinate and collaborate with other agencies at national, state and local levels; make more resources, including human resources, available for performing services; develop and enhance delivery systems; have an ability to advocate, to undertake relevant research and to conduct promotion and publicity continuously; and enhance a suitable environment to suit the community to organise physical activity including providing more infrastructures and facilities.

Beside this, people in high-capability organisations are expected to have a clear understanding of their organisational mission and values; know appropriate action to execute organisation strategies to attain organisational targeted goals; marshal and allocate both financial and human resources; have clear organisational direction; and be able to become

organisational representatives (Heskett & Schlesinger 1997). In this sense, an organisation needs the capacity for developing competent employees to produce successful services.

2.3.3 Organisational capabilities of the public sports organisations

As public organisations are responsible for sports, which are *mission-based organisation*, their performance relies ‘heavily on the skill, dedication, and alignment of their staff to achieve their socially important goal’ (Niven 2008, p. 35). Although people, strategy and processes are the three main dimensions associated with organisational effectiveness in the public organisation setting (Rainey 2003), public sports organisations are mostly relying on their people to achieve success (Garratt 2000; Watt 1998). Individuals in an organisation are the integral component that runs various organisational activities.

Along the lines of Watt (1998), Stier (1999, p. 245) also noted that:

the success of individual programs or activities is also dependent on the individuals who have responsibility for implementing the programs and carrying out the activities associated with such programs.

Here, Stier suggested that every sports manager has to have high motivation to perform his or her tasks, practise good leadership skills and be competent in ‘communication, decision-making, evaluating, budgeting, directing, staffing, planning, organising, problem-solving, prioritizing, coordinating, reporting, recording, facilitating’ (Stier 1999, p. 53).

As public organisations exist to fulfil public needs, the success of their programs is evaluated by various people with different perspectives (Rainey 2003). In Malaysia, public sports organisations are responsible for implementing various Mass Sports programs that have longer-term goals to improve public participation in sports, recreation and physical activities that will increase public health and community wellbeing. Here, public sports organisations are not only charged to attain public need but also to satisfy the central government’s expectation. This makes their tasks and responsibilities for developing sports to increase public participation exciting but challenging. For this reason, the central government continuously supports them to improve the effectiveness of their services by providing various resources such as financial support, approved organisational expansion, approval to develop/built new facilities and political support. This offers great opportunities for change

and improvement that help the public sports organisations to increase their service delivery. The service delivery strategies used by them (public sports organisations at federal and state levels) share similar policies. Their programs are often federally strategised but the service delivery operates both federally and locally. Here, they need capabilities to transform their resources into successful outcomes. Capabilities in organising things become an integral part here. This is because the principles of organising are: the achievement of tasks, the *hard*, rational, quantitative side of organising; the use of appropriate social processes to ensure the effective delivery of the task by releasing the emotional energy of the people involved, the *soft*, qualitative, side of organising; and learning regularly and rigorously from the total activity, the integrative, quantifiable, side of organising (Garratt 2000, p. 2). Moreover, Garratt emphasises that public managers should be competent to formulate policy in line with an organisation's purpose, vision and values.

Lessons can be drawn from research organised by Lewis, Lock and Sexton (2009), who studied the contributions of capability and efficiency to effectiveness for major league baseball teams in the USA from 1901 to 2002. Even though they measured performance based on the team's winning percentage, they emphasised that 'to be effective, organisations need capabilities relevant to their missions and they must manage those capabilities efficiently' (Lewis, Lock & Sexton 2009, p. 731). They concluded that in the sports domain, capability is a more important contributor to effectiveness than efficiency. Here, an organisation itself has to make an effort to align its capabilities with its mission. Appropriate capabilities should be identified and developed. This is an internal organisational agenda. The organisation has to invest in both management and staff for improving its capabilities, which will lead them to deliver services as intended. This notion is in line with Williams (1980, p. 104) who stated that:

Improved organisational performance ultimately demands institutional investment in management and staff to build organizational capacity ... The goal is sufficient organizational and technical skills of the management and staff of social service delivery organizations in order both to exercise reasonable discretion at the point of service delivery and provide the particular services that are required and to respond appropriately to future, yet unspecified implementation demands.

Beside the management and staff, in order to achieve successful service delivery of sports and recreation programs, sport organisations should establish systems and structures that enable sport and recreation officers to broaden their roles, including community consultation, relationship building and skill transfer (Cunningham & Beneforti 2005). Competent people,

good organisational structure and management practice are essential for management effectiveness in sports organisations (Watt 1998). Moreover, according to Watt, sport as public service should also be practising good leadership, effective planning and marketing and should be customer focused. In detail, the author suggested that this kind of organisation should be capable in financial management, collaborations, the ability to identify and maximise utilisation of the internal and external resources, problem solving, creativity in developing opportunities, systematic approach to tasks and event management.

According to Salaman and Asch (2002), organisational environment, strategy and capabilities are three core elements that an organisation should look into in its effort to enhance organisational performance. Organisational environment relates to the internal and external influences that affect organisational activities, and strategy is 'the identification of the ends the organisation intends to pursue and the means chosen to achieve these end' (Salaman & Asch 2002, p. 188).

The government, through public sports organisations, has put in various efforts for developing sports. These are proven through the establishment of various strategies. Here, there is a need to integrate and coordinate those strategies with clear communication, roles and functions with other related agencies, yet the human resources to support the implementation of these strategies should also be considered by policymakers (Bull et al. 2004). Working together with other related agencies will enhance public sports organisations' abilities to attain effectiveness and success. Networking with various departments and agencies in sports development process is vital. Therefore, partnership and liaisons between various agencies are required. These partnerships will work if: the project objectives are clear; commitment to achieve these projects is shared among those are involved; there are honest and trustworthy relations among the agencies involved; work roles are clear; strong interpersonal relationships are well established; and people involved are dedicated, hard working and providing full efforts to achieve the targeted objectives (Watt 1998).

2.3.3.1 Dynamic capabilities

In line with the resource-based view, dynamic capabilities incorporate internal organisational distinct skills, processes, procedures, structures, decision rules and disciplines (Teece 2009)

with the main focus to improve organisational resources to suit internal and external environment change (Ambrosini & Bowman 2009; Teece 2009). Ambrosini and Bowman argued that dynamic capabilities are different from capabilities, because dynamic capabilities are an advancement of capabilities and they expounded that:

A dynamic capability is not a capability in the RBV sense, a dynamic capability is not a resource. A dynamic capability is a process that impacts upon resources. Dynamic capabilities are about developing the most adequate resource base. They are future oriented, whereas capabilities are about competing today, and they are 'static' if no dynamic capabilities are deployed to alter them (Ambrosini & Bowman 2009, p. 34).

Similarly, Teece (2007, 2009) introduced the concept of sensing, seizing and managing threat/transforming as a foundation of dynamic capabilities for organisation performance. It can be seen from the model of 'foundation of dynamic capabilities and business performance' (Teece 2007, p. 1342) that Teece incorporated those three elements of sensing, seizing and managing threat as ongoing actions for the organisation to achieve higher performance. Teece explained that: sensing is an analytical system to learn and to sense, filter, shape and calibrate opportunities; seizing is an enterprise structure, procedures, designs and incentives for seizing opportunities; and managing threat/transforming is a continuous alignment and realignment of specific tangible and intangible assets. Thus, it is clear that dynamic capabilities help organisational development in the right direction and help the organisation to fulfil internal and external organisations' demands. Based on Teece's model the concept of sensing, seizing and managing threat/transforming can be integrated in public sports organisations. This will allow the public sports organisations: to identify and decide the best Mass Sports programs for the community (sensing); to plan and select the best way to organise and deliver the programs to the right targeted groups (seizing); and to achieve program success and sustainability (managing threat/transforming).

2.3.4 Organisational capabilities and governance for successful service delivery of Mass Sports programs

The organisational capabilities concept is emphasising the ability of the organisation to utilise resources in order to attain its targeted goal. In order to manage and administer the organisational resources, the effective combination of control, decision-making and accountability should be applied. Here, effective management practices occur under the concept of governance. This concept has become important in the public sector domain as it

establishes the way the organisation should proceed to satisfy its stakeholders 'by demonstrating accountability and transparency while effectively: implementing policy; utilizing resources; and delivering services' (Crawford & Helm 2009, p. 76). Governance is widely acknowledged as an essential mechanism for holding organisational policy and procedures in the organisational systems that help the organisation in controlling its direction towards performance.

In the sport domain, Hums and MacLean (2009, p. 4) define *governance* as:

sport governance is the exercise of power and authority in sport organizations, including policy making, to determine organizational mission, membership, eligibility, and regulatory power, within the organization's appropriate local, national, or international scope.

Hums and MacLean introduced planning, organising and decision making as critical managerial functions that relate to governance in the sport organisation setting (Hums & MacLean 2009, p. 21). They emphasised that planning is crucial in governance and should be based on the organisational mission, goals, objectives, tactics/strategies, roles and evaluation. On the other hand, organising is more related to staff and organisational structure in which roles and functions are justified accordingly. In this case, organisational structure is one important element in governance that determines the flow of power, responsibilities and information. Finally, decision-making in the sports domain has to take into account six aspects of 'social, legal, economic, ethical, political and education' (Hums & MacLean 2009, p. 36). Decisions are made not only for the benefit of the organisation but include the public. Every process and activity in the organisation involves decision-making. A combination of good decision-making and planning is crucial for good strategic management that helps the organisation to drive its roles and function towards its targeted goals (Hums & MacLean 2009). Hums and MacLean's point of view supports that of Turner and Keegan (1999, p. 302) who found in their study that 'decentralization of decision-making on operational issues, with empowering governance' is practised by successful project-based organisations. Turner and Keegan's (1999, p. 303) key finding was that there are four elements or functions of operational control in the project-based organisation: client management; input management; process management; and output management. All those four functions are aligned through governance. Turner and Keegan (1999, p. 303) explained further that the roles of governance in this aspect are to: set strategic direction; set and monitor levels of performance, especially

profitability; provide finance and control financial returns; provide technical expertise through centres of excellence; provide an audit function; and control risk exposure.

This tendency is consistent with the organisational effectiveness theory, where good management and control of all aspects of organisational contexts including fulfilling stakeholders' satisfaction will lead the organisation to attain success. With many conflicting interest among stakeholders, good governance is needed for attaining stakeholders' satisfaction. Furthermore, as service delivery of sports services involves partnership and collaboration with various agencies, the importance of good governance has emerged as one of the success factors (McDonald 2005). Governance provides control and distribution mechanisms of power and resources, and regulates the activities of the organisation (Hums & MacLean 2009). In this situation, good governance is needed to make sure the roles and functions of the organisation are in the right direction, in line with the organisational policy. In addition, successful project governance system is believe to contribute to organisational effectiveness (Weaver 2005). Therefore, organisational capabilities of public sports organisations should include governance. To be specific, good program governance is more relevant to this kind of organisation because their main policy is providing sports opportunities and promoting sports participation through various programs and activities.

2.3.4.1 Program governance

A program is made up of a few projects and this makes the concept of project governance applicable in understanding program governance. The central issue behind these two concepts is to successfully deliver program outcomes that are sustainable and in line with the organisational policy. Although most project governance research centres on the issues related to cost, time to complete the project and quality control, this concept is developed based on governance and project/program management perspectives that emphasise planning, organising, decision-making and control (Bekker & Steyn 2007; Crawford & Helm 2009; Du & Yin 2010; Klakegg & Haavaldsen 2011; Klakegg et al. 2008; Turner 2006; Turner & Keegan 1999, 2001). For example, Patel and Robinson (2010) investigated the state of governance and its impact on the delivery of complex NHS PFI (National Health Service Private Finance Initiatives) schemes in the UK. They found that:

Project governance influences project delivery in terms of cost, speed of completion, quality and its financial viability as it is critical in providing clear organisational structure, effective decision making structures and control processes (Patel & Robinson 2010, p. 216).

In addition, according to Du and Yin (2010), the domain of program or project governance is placed at the organisational level. Du and Yin studied public project governance and explained that:

Public project governance can be broken down into governance structure and governance mechanism, the former is the frame defining the contractual relationships of the key stakeholders in a project and the latter is the means to deal with the contractual incompleteness ... governance structure focuses on allocating the rights, especially residual rights of control and residual clemency; while governance mechanism aims at harmonising the key stakeholders using various governance tools ... both governance structure and governance mechanism are dealing with the relationship among the key stakeholders, especially the relationship between the government and the agent of public projects (Du & Yin 2010, p. 288).

The public sector delivers its policies or strategies through various programs and this makes program governance relevant to the public sector domain. For example, Klakegg and Haavaldsen (2011, p. 162) investigated governance functions in supporting decision-making, planning and execution of major public projects in Norway. They found that ‘the most important governance functions in the front-end of projects are defining a clear decision-making process, and controlling the quality of documents used as a basis for decisions’. This finding is in line with Hums and MacLean (2009), who explained that information and good documentation are important for establishing good governance. Good documentation introduces and establishes authorities, roles and functions that provide a baseline for decision-making.

In addition, Bekker and Steyn (2007) have investigated the definition and framework of project governance by using the Delphi technique involving nine large capital projects in India, the UK, France, the USA and Mexico. By combining perspectives from corporate governance and project management, Bekker and Steyn finally defined project governance as:

a set of management systems, rules, protocols, relationships and structures that provide the framework within which decisions are made for project development and implementation to achieve the intended business or strategic motivation (Bekker & Steyn 2007, p. 5).

Bekker and Steyn commented that their definition of project governance is not emphasis on personal accountability. However, their definition is similar to Turner's (2006) which is more related to the process of managing and delivering the program:

Project governance provides the structure through which the objectives of the project are set, and the means of attaining those objectives are determined, and the means of monitoring performance are determined (Turner 2006, p. 93).

As Turner (2006) emphasised the importance of organisational structure in program governance, so do Patel and Robinson (2010). According to Patel and Robinson, effective organisational structure enables successful service delivery of the program, as it enhances program governance by establishing a clear reporting structure, accountability, responsibility and decision-making. In addition, Patel and Robinson (p. 220) emphasised the importance for the top or senior management group 'to be clear about strategic goals and the roles and relationship between the different organisations and stakeholders involved' in the process of program delivery. Here, Patel and Robinson cited the work of Tukel and Rom (1995) who found that top management support as the most important factor that enabled successful service delivery of the project they studied.

All the above studies enhanced the work of Turner and Keegan (2001) who introduced the program governance mechanism concept. According to Turner and Keegan (2001, p. 256) program governance mechanisms are important for enhancing 'the operational control processes, and to manage the interface between project teams and their clients'. They emphasised the importance of clear communication and role clarity among the people in charge. In their work, Turner and Keegan (2001) also proposed the need to align communication between the project team and their clients for achieving program success.

Thus, this practice could also be applied within the public sporting organisation domain for delivering more successful Mass Sports programs to the community. It describes the process and systems which public sports organisations should establish to direct and control Mass Sports program development and delivery throughout the country. In this case, role clarity, clear communication and clear flow of decision-making should be established between public sports organisations at the federal and state levels including with NGOs at the particular level. In order to sustain program success, public sports organisations have to strengthen their ability to manage and control the program development direction and delivery process in line

with the organisation's policy. Thus, program governance is needed for enhancing organisational capabilities of public sports organisations in delivering more successful programs to the community. All these aspects are in line with the organisational effectiveness theory on which this current study is based. Thus, it is strongly believed that governance is another crucial element in the organisational effectiveness framework for achieving organisational excellence.

2.4 Chapter summary

The above literature shows that there are many aspects contributing to success. Organisational effectiveness is one key aspect that contributes to organisational success because it reflects the capabilities of an organisation to attain its mission, goals and objectives (Hurd, Barcelona & Meldrum 2008). This study aims to explore this issue by using an organisational effectiveness framework to investigate what aspects of the main activity of public sports organisations (Mass Sports programs) help public sports organisations attain their mission, goals and objectives. The investigation focuses on exploring factors contributing to successful service delivery of Mass Sports programs that relate to the aspects of organisational context (mission, goals and strategy), organisational systems and processes, organisational structure and organisational capabilities.

CHAPTER 3: CONCEPTUAL FRAMEWORK

3.0 Introduction

This chapter will discuss a conceptual framework for exploring successful service delivery of Mass Sports programs in the public sports organisation setting.

3.1 Theoretical framework for successful service delivery of Mass Sports programs

The theoretical framework of this study is based on organisational effectiveness theory, resource-based view theory and open systems theory. A review of the literature on organisational effectiveness, specifically in sporting organisation and non-profit organisation settings, showed that various measures and approaches have been used in organisational effectiveness studies. The literature review in Chapter 2 showed that assessing effectiveness involves multiples measures (Chelladurai & Haggerty 1991). The results of those studies were varied. Thus, a comparison between past researches was not a top priority. However, a few organisational effectiveness studies in the sports domain (Babiak 2009; Chelladurai & Haggerty 1991; Cunningham & Beneforti 2005; Daprano, Pastore & Costa 2008; Papadimitriou 2007; Papadimitriou & Taylor 2000; Wolfe, Hoeber & Babiak 2002) and others that involved non-profit service organisations (AfriMAP; Open Society Foundation for South Africa 2007; Herman & Renz 1998, 2004; Hermans et al. 2009; Zairi & Jarrar 2001) were used as a guide to execute the research.

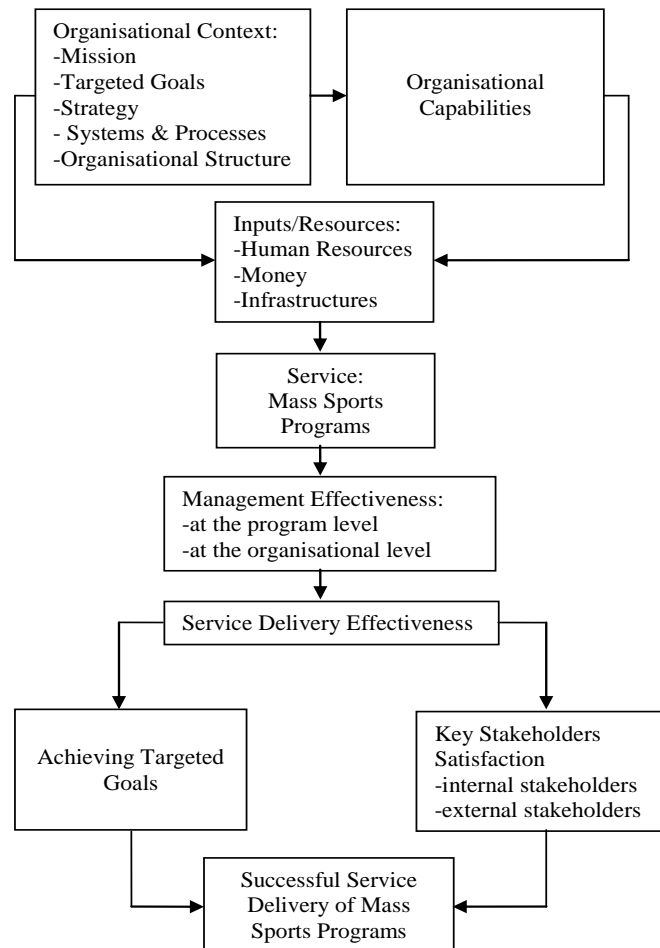
Since the outcomes of Mass Sports programs cannot be measured directly and are uncertain (may not directly occur because of the programs), the present study applied organisational effectiveness theory (specifically the multiple constituencies approach), focusing on the process of delivering services for Mass Sports programs, ranging from inputs to intermediate outcomes. In this case, intermediate outcomes are expected to lead to the final outcomes (Cunningham & Beneforti 2005; Hatry 2006). This is in line with Hatry (2006, p. 21) who noted, ‘intermediate outcomes usually are related to the particular way the program delivers

the service, whereas end outcomes typically do not vary with the delivery approach'. Thus, successful service delivery of Mass Sports programs in this study refers to public sports organisation success in translating their mission through the transformation of inputs into targeted outputs by utilising their resources effectively (Dougherty & Bonanno 1985; Harvey 2006; Williams 1980). Schalock and Bonham (2003) supported the present study, which argues that investigating the *program process* will help organisations to understand how to enhance program service delivery performance. Here, all activities from the stage of decision-making to program execution, including program environments, are important factors that determine a program's success.

Mass Sports program service delivery focuses on changing people's behaviours and attitudes towards sustaining and promoting healthy lifestyles and educating them about the benefits of physical activity (Chelladurai 1992). Thus exploring the measurement of program success should be based on aspects of both the management and the service delivery, including the capabilities of the organisation (Cunningham & Beneforti 2005; Dressler 2004; Papadimitriou 2007; Sowa, Selden & Sandfort 2004). Therefore, this study was developed by exploring multiple stakeholders' perspectives related to management and service delivery practices in delivering Mass Sports programs to the targeted groups. The context chosen for this study is to explore the extent to which the management and delivery process contribute to Mass Sports program success and which areas met with stakeholders' satisfaction. This relates to how Mass Sports program services are planned, managed and organised in order to achieve certain outcomes. This involves exploring perceptions from those stakeholders who are providing, managing and receiving the service. This has provided perspectives from various stakeholders of what constitutes successful Mass Sports programs and performance of Mass Sports program service delivery.

Figure 3.1 summarises the conceptual framework to the study of investigating factors contributing to successful service delivery of Mass Sports programs in the public sports organisation setting.

Figure 3.1: Conceptual framework



As shown in Figure 3.1, there are several factors underlying successful service delivery of Mass Sports programs. It begins with the organisational context (mission, targeted goals, strategy, systems and processes, and organisational structure) which provides information about the organisational existence and direction including flow channels of decision-making and activities. Organisational capabilities are developed to meet the organisational context. These capabilities enhance the efficient transmission of an organisation's resources/inputs throughout the process of delivering the service. Then, management effectiveness at both organisation and program levels influences service delivery effectiveness. When key stakeholders are satisfied with the service performance and targeted goals have been achieved, this leads to successful delivery of the service. Here, the framework addresses the gap in our understanding of what determines successful service delivery of Mass Sports programs by applying management and organisational approaches to Mass Sports program service delivery. This is the initial stage for establishing meaning, indicators, factors and

organisational capabilities for successful service delivery of Mass Sports programs by the multiple constituency model (Papadimitriou & Taylor, 2000; Wolfe, Hoeber & Babiak, 2002). Here, the players within public sports organisation systems are named as internal and external stakeholders and they have their own desires and judgements on the success of Mass Sports programs. Their satisfaction with the service provided is the key element to the organisation's success, which reflects the ability of this organisation to fulfil its mission (Niven 2008). Selected top management of public sports organisations at federal and state levels were interviewed by using the Appreciative Inquiry approach to explore their judgements of meaning, indicators, enabling factors and performance of successful service delivery of Mass Sports programs in the Malaysian context.

As shown in Figure 3.1, this study suggests that service delivery of Mass Sports programs was judged to be successful when key stakeholders were satisfied with the service delivery performance related to the management effectiveness and the effectiveness of the service provided (Papadimitriou 2007; Shilbury & Moore 2006). This is because service delivery involves all the systems and processes for transforming organisational inputs to outputs and outcomes that fulfil the organisation's mission, goals and objectives. In the case of public sports organisations, it is believed that success in delivering their main service or product (Mass Sports programs) inspires organisational effectiveness and success. Success in this sense means more than achieving organisation and program targets because the judgement of success is also influenced by the degree of constituents' satisfaction with the performance of services being delivered (Williams 1980). Here, factors contributing to Mass Sports program success were identified as independent variables and stakeholders' satisfaction as the dependent variable.

Here, the key research question this thesis explored was: How can Mass Sports programs in Malaysia be made more successful? This was followed by the seven research subquestions, using a multiple constituency and appreciative inquiry approach, as below:

1. How is successful service delivery of Mass Sports programs defined and measured?
2. What are the factors that determine a Mass Sports program's success?

3. Are these factors equally important to the key internal stakeholders (senior sports development officers) and key external stakeholders (sport leaders) for the Ministry of Youth and Sports (MoYS) Malaysia?
4. What are the capabilities needed by public sports organisations for successful service delivery of Mass Sports programs?
5. How can the capabilities of public sports organisations be enhanced to achieve successful Mass Sports program delivery?
6. What are the levels of stakeholders' satisfaction with Mass Sports program service delivery performance by public sports organisations?
7. What are the reasons for key internal stakeholders' satisfaction (executive group, senior directors and senior sports development officers) and key external stakeholders' satisfaction (sports leaders) with the performance of Mass Sports program service delivery by public sports organisations?

In order to answer the above research questions, the corresponding study hypotheses were formulated as follows:

1. Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean scores) between key internal and external stakeholders of the Ministry of Youth and Sports Malaysia.
2. Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean scores) between groups of key *external stakeholders* (sports leaders at federal, state and district levels).
3. Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean scores) between groups of key *internal stakeholders* (senior sports development officers at federal and state levels).

4. Perceptions of the organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean scores) between key internal (senior sports development officers) and external (sports leaders) stakeholders of the Ministry of Youth and Sports Malaysia.
5. Perceptions of the organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean scores) between groups of key *external stakeholders* (sports leaders at federal, state and district levels).
6. Perceptions of the organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean scores) between groups of key *internal stakeholders* (senior sports development officers at federal and state levels).
7. Satisfaction levels with successful service delivery performance of Mass Sports programs (in terms of their mean scores) are significantly different between key internal (senior sports development officers) and external (sports leaders) stakeholders of the Ministry of Youth and Sports Malaysia.
8. Satisfaction levels with successful service delivery performance of Mass Sports programs (in terms of their mean scores) are significantly different between groups of key external stakeholders (sports leaders at federal, state and district levels).
9. Satisfaction levels with successful service delivery of Mass Sports programs (in terms of their mean scores) are significantly different between groups of key internal stakeholders (senior sports development officers at federal and state levels).

3.2 Chapter summary

This study addressed successful service delivery of Mass Sports programs in the effectiveness domain by looking into the main areas of: management practices; service delivery; organisational capabilities; and performance of Mass Sports program service delivery as perceived by the internal and external constituencies. This research focuses on short-term outcomes of Mass Sports program service delivery, which is the satisfaction of internal and external constituents with the performance of Mass Sports program service delivery.

The materials presented in the preceding sections can all be seen as laying the groundwork for a discussion of successful service delivery of Mass Sports programs. The basic concept underlying this issue is that public sports organisations, which are categorised as human services organisations, has relied on their constituents' perception rates to specify the parameters of success. This study is using this concept and applying organisational effectiveness guidelines to explore *what works* and *how* successful service delivery of Mass Sports programs can be achieved. The outcomes of the present study are expected to make public sports organisations aware of the factors that generate success and determine whether their programs are working as intended.

CHAPTER 4: METHODOLOGY

4.0 Introduction

As explained in Chapter 1, the main aim of this research is to explore the factors needed for successful service delivery of Mass Sports programs in promoting public participation in physical activities, sports and recreation. The study has been conducted in the Malaysian context. Specifically, this research was designed to answer seven research questions as below:

1. How is successful service delivery of Mass Sports programs defined and measured?
2. What are the factors that determine a Mass Sports program's success?
3. Are these factors equally important to the key internal stakeholders (senior sports development officers) and key external stakeholders (sport leaders) for the Ministry of Youth and Sports (MoYS) Malaysia?
4. What are the capabilities needed by public sports organisations for successful service delivery of Mass Sports programs?
5. How can the capabilities of public sports organisations be enhanced to achieve successful Mass Sports program delivery?
6. What are the levels of stakeholders' satisfaction with Mass Sports program service delivery performance by public sports organisations?
7. What are the reasons for key internal stakeholders' satisfaction (executive group, senior directors and senior sports development officers) and key external stakeholders' satisfaction (sports leaders) with the performance of Mass Sports program service delivery by public sports organisations?

4.1 The context of the study: Mass Sports or Sports for All in Malaysia

The term *Mass Sports* will be used throughout the present study. There are a few terms and concepts that can be associated with the delivery of Mass Sports programs as a main service provided by public sports organisations. Some of the terms and concepts that are relevant to this aspect are the sports development domain, Mass Sports programs, public participation, public sports organisations, sports service delivery systems and organisational effectiveness. For the purpose of this study, this section contains an overview of sports development in the public service sector with a focus on *Mass Sports* or *Sports for All*. The overview is followed by a review of sports development at the international level including Malaysia.

4.1.1 Sports development domain

The domain of sports development involves multiple concepts because it uses sport and recreational intervention, specifically community participation in physical activities, to foster community development and community wellbeing (Diener & Seligman 2004; Guildford Borough Council 2003; Ministry of Youth and Sports Malaysia 1988; Sparling et al. 2000; Vail 2007). According to Bramham and Hylton (2008, p. 2), ‘sports development is more accurately a term used to describes policies, processes and practices that form an integral feature of work involved in providing sporting opportunities and positive sporting experiences’. In general, the term *sports development* can be understood as a system and process of getting people to access, be aware of, and participate in beneficial sports activities as their own choice. The basic aim of sports development is to create opportunities and get people involved in sports activities in a healthy way for joy, sensibility, recreation, fitness and health (Guildford Borough Council 2003; Ministry of Youth and Sports Malaysia 1988). It also creates and provides a path for an individual to excel in their talented sports activity to a higher level. In the long run, sports development is used as a mechanism to cultivate a sports culture in fostering healthy lifestyles and community wellbeing of populations.

Based on this understanding, sports development mostly relates to the approach of *Sports for All*, otherwise called *Mass Sports*. This statement is supported by Hylton and Totten (2008, p.

43), who noted that ‘the house of sports development was built on the foundations of Sports for All’. Furthermore, definition of the *Sports for All* in the Malaysia National Sports Policy (1988) is similar to the definition of *Sports Development* by the Institute of Leisure and Amenity Management as stated in the Sports Development Strategy 2003-2007 of the Guildford Borough Council, England. Details of these definitions are show in Table 4.1 below:

Table 4.1: Similar meanings of *Sports for All* and *Sports Development*

Malaysia National Sports Policy (1988)	Sports Development Strategy 2003-2007 of the Guildford Borough Council, England
Mass Sports [Sports for All] refers to sports and physical recreation activities which may be spontaneous or organised aimed at encouraging greater participation rather than for competition at national or international level (Ministry of Youth and Sports Malaysia 1988, p. 2).	Sports Development is concerned with the provision and enhancement of opportunities to participate in sport. It is about opportunity for everybody, the disadvantaged, the able, the young, the beginner, the potential stars, coaches, officials, and administrators. Central to the concept is the belief that all those who take part in sport should be encouraged and have the opportunity to reach their maximum potential with the only constraints being their interest and ability (Guildford Borough Council 2003, p. 4).

4.1.2 Mass Sports (Sports for All)

In general, sports are defined as ‘all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical activity fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels’ (Council of Europe, 1992 in Watt 1998, p. 9). One of the important developments in the public sports domain internationally has been the *Sports for All*, or *Mass Sports* movement (Hylton & Totten 2008). The mass sports concept is about providing equal opportunity for every individual in a community to participate in sport, physical activity and recreational activities of their own choice (Hartmann-Tews 1999; Hylton & Totten 2008; Thoma & Chalip 1996). This concept sees community participation in sports, physical activity and recreation as interventions to foster community development and community wellbeing (Diener & Seligman 2004; Guildford Borough Council 2003; Ministry of Youth and Sports Malaysia 1988; Sparling et al. 2000; Vail 2007). Although the concept existed from the

middle of 1960s, known as *Sports for All*, the campaign for its acceptance increased throughout the world after the Council of Europe's Sports Committee established the European Sport-for-All Charter in 1975 (Bergsgard et al. 2007; Hylton & Totten 2008). The Charter supports ideas of equal opportunities in physical activity for every individual in a community: an individual has a right to be aware of the opportunities and to participate in sport and recreational activities of their own choice (Hartmann-Tews 1999; Hylton & Totten 2008; Thoma & Chalip 1996).

Since then, these principles have been accepted as a mechanism to increase participation in physical activity. They do not focus on sports excellence or sports audiences. Based on this notion, many countries have developed their own sports development policy that provides a *Sports for All* concept as a means of fostering sports excellence and a healthy and active lifestyle for the population (Bergsgard et al. 2007; Hartmann-Tews 1999; Stahl et al. 2002; Thoma & Chalip 1996).

In 1985, the International Olympic Committee established the Sport for All Commission, which is responsible for administering the promotion of this concept in cultivating active and healthy lifestyles throughout the world. This Commission organises a biannual International Sport for All Conference as a platform for international discussion towards a better approach to Sports for All development and implementation (Thoma & Chalip 1996). For example, the 11th World Sport for All Conference was held at Havana, Cuba on 31 October to 3 November 2006 (Cuban Olympic Committee 2006). This conference declared that governments and public authorities at all level need to work together with non-profit organisations and other organisations to:

- develop national physical activity guidelines and targets
- ensure the provision of community sports and recreation facilities
- actively promote physical activity and increase public participation in Sport for All programs
- ensure increase provision of physical education
- recognise that such actions are a good investment, significantly reducing public health costs and having major social benefits.

4.1.3 Sports delivery systems

Edginton and Griffith (1983, p.4) explained that ‘delivery system may be thought of as a process whereby resources are transformed to produced products or services’. Therefore, by using this concept, the Mass Sports service delivery system can be defined as a process of transforming organisational resources to produce sports and physical recreation experiences for the community. Figure 4.1 illustrates the recreation and leisure service delivery system as explained by Edginton and Griffith (1983, p.23).

Figure 4.1 Recreation and leisure service delivery system

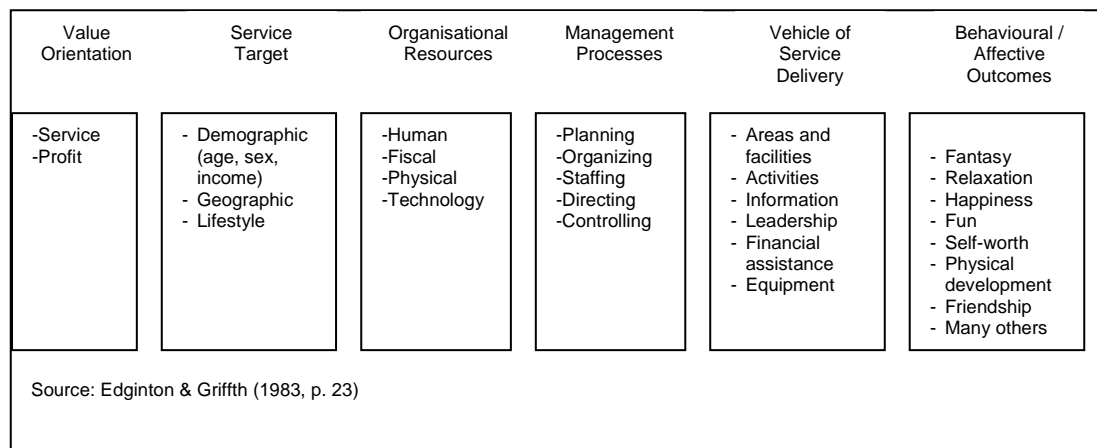


Figure 4.1 explains that a value orientation is important to guide an organisation’s direction. Service targets help an organisation to focus its services and maximise organisational effectiveness. This guides the organisation to implement effective management processes to transform the organisation resources to produce services. The vehicle for providing this service can be in the form of programs or products that cover: developing areas and providing facilities for people to organise activities; organising various activities to provide experiences; generating information systems to educate and promote people to use and accept the services; providing leaders to guide others in producing their own program or product; providing financial assistance; and producing equipment. In this model, the end product or the outcomes focus on generating positive impacts on people’s behaviour and lifestyle. This comprehensive service delivery system involves multidisciplinary components including strategic management, human resource development and organisational capabilities. What can be learned from the system is that *what* is delivered and *who* is delivering the service are

interrelated for achieving success. Here, it is apparent that the management effectiveness and capabilities of the organisation for delivering the service are the key issues.

4.1.4 Types of organisations providing sports services

There are two major types of sporting organisations providing sports services. They can first be categorised as non-profit organisations, which focus on providing services to people and are concerned with providing services to help people achieve a better life. This category is also known as human service organisations and many government agencies/public sporting organisations are included in this category. The second type of sporting organisation is focused on making profits and in this organisation the emphasis is more on financial performance. The similarity of these two organisations is that both put an emphasis on stakeholders or customer satisfaction (Edginton & Griffith 1983).

Internationally, there are several types of sporting organisations that have been established to provide sports development programs and activities. They can be categorised as federal and state government, local government, voluntary agencies and private agencies.

Sports development in the public sector is formed through legislation at the local, state or provisional, and federal levels. The federal government agency is responsible for assisting the expansion of service delivery of sports development programs at the local level. The local government agency is responsible for administering the implementation of the programs and activities at the grassroots levels. In general, federal and state government agencies are involved in the provision of sports development through the management of internal and external resources for providing effective and efficient services to the community.

Voluntary agencies are non-government organisations (NGOs) and non-profit organisations. These agencies aid the sports development efforts by providing programs and activities not only for their members but also for certain targeted groups in the community. On the other hand, private agencies are those that provide services for the benefit of their members only. This type of organisation can be categorised as a profit organisation that provides services for its members, who pay a certain amount of fees.

4.1.5 Types of service delivery

There are two types of service delivery: direct service delivery; and enabling or indirect service delivery (Edginton & Griffith 1983). According to Edginton and Griffith, direct service delivery is product-oriented where the professionals in the organisation are involved directly in planning, organising, promoting and implementing activities, facilities and information resources systems. On the other hand, enabling or indirect service delivery involves the development of a cooperative relationship between the professionals in the organisation with other individuals or agencies in order to help them acquire the knowledge, skills or attitudes to develop and organise their own programs or services.

4.1.6 International sports delivery systems

The literature on international sport policies reveals that governments are serious about increasing public participation in sports. For example, the key element of the sports development approach in England, Canada, Finland and Germany is creating opportunities for communities to access and become involved in sports and recreation activities (Bergsgard et al. 2007; Hartmann-Tews 1999; Stahl et al. 2002; Thoma & Chalip 1996). Sports policy implementation in these countries involves multiple coordinations of related agencies at different levels aimed at creating active, healthy and wellbeing communities. Three general approaches are observed. Firstly, the government sporting organisation in most countries establishes a network with other related agencies such as the education department, cultural department, national governing body of sports, schools, local communities and voluntary sports clubs in fostering sports participation. Secondly, the central government funds most sports development activities with local government and non-governmental organisations also contributing to this effort. Finally, each country has its own strategy to promote sports participation. For example, the Active Britain, ParticipAction program in Canada, and Towards Active, Healthy and United Malaysians are examples of programs developed by governments to promote active and healthy lifestyles in their communities. However, it is important to take note that the state of public participation in sports and physical activity in different countries and cities varies according to cultural background, political philosophy and level of socio-economic progress.

In most developed countries, such as America (Doyle 2009), non-profit organisations play important roles as service providers in organising activities and promoting communities to get involved in physical activities. As Doyle (2009, p.s 183) indicates, 'Expanding, maintaining, and leveraging effective grassroots networks will be instrumental in establishing the policies needed to support lifelong physical activity for all Americans'. Here, the non-profit organisations through their membership and leadership make the activity available to the local community and provide opportunities for the public to get involved in various physical activities.

4.1.7 The Malaysian sports delivery systems

Sports development in Malaysia has been guided by the National Sports Policy, established in 1988, which provides guidance for the sports development movement throughout the country and considers both high-performance sports and Mass Sports development as important to socio-economic development. The main focus is to enhance public participation in sports, recreational and physical activities. In so doing, the government of Malaysia has increasingly put efforts into educating people toward active and healthy lifestyles through various Mass Sports programs. The *Sports Development Act* 1997 is administered by the Office of Commissioner of Sports, which monitors sports development through sports association/clubs.

In 2006, the government introduced the chapter *Developing a Sports Culture* in the Ninth Malaysia Plan 2006-2010. This document states that the Malaysian government will emphasise (Malaysia Economic Planning Unit 2006, p. 475):

creating a sports culture among Malaysians to promote a healthy lifestyle as well as achieve excellence and recognition in sports at the national and international levels; Sports for All [Mass Sports] programs will continue to be promoted to encourage mass participation of society in sports and recreation'

The document established three strategic thrusts for the development of sports: firstly, strengthening the national machinery and institutional capacity of sports associations to promote greater achievement in sports; secondly, developing a sports culture among Malaysians through the implementation of various sports programs; and finally, promoting active and healthy lifestyles through sports and recreation (Malaysia Economic Planning Unit

2006, p. 478). This plan also specifies the target that ‘50 per cent of Malaysians will be directly involved in fitness and healthy lifestyle activities by the year 2010’ (p. 479). However, the targeted year to achieve this target has since been changed from 2010 to 2020 (Malaysia Economic Planning Unit 2010).

This department also provides a grant to selected sports associations for organising Mass Sports programs. Data from the Sport Development Division shows that the funding for non government organisations (NGOs) for mass sport development purposes increased from RM2.6 million in 2000 to RM3.4 million in 2005. This was increased dramatically to RM123.3 million in 2006 due to the Sport Development Trust Fund, approved by the Cabinet Committee for Sport in 2005 (Sport Development Division 2007).

Despite the prevalence of public policies and programs, there has been limited study in this area in Malaysia. This brief literature review considers the main contributions to the understanding of the concept of sports program service delivery, including an examination of its environment and how it has been delivered.

4.2 Research design

In this mixed methods study, data from both qualitative and quantitative approaches were analysed and merged to answer the research questions and generate in-depth understandings of successful service delivery of Mass Sports programs in Malaysia (Bryman & Bell 2007; Creswell & Plano Clark 2007; Johnson, Onwuegbuzie & Turner 2007). There were two methods used: interviews and a survey. The reason for collecting qualitative and quantitative data is to bring together the strengths of both forms of approach to generate rich information from two different perspectives (Creswell & Plano Clark 2007) that are useful to ‘explore, describe, or explain’ the issue of this study in detail (Yin 2009, p. 133). The combination of interviews and questionnaires that has been employed in this study provides wide understanding about the factors that lead to successful service delivery of the programs. In this way, the design of this study fulfils the mixed methods definition of Johnson, Onwuegbuzie and Turner (2007) and Creswell and Plano Clark (2007). For example, in their analysis of the views of 19 professional researchers using mixed methods, Johnson, Onwuegbuzie and Turner (2007) found that:

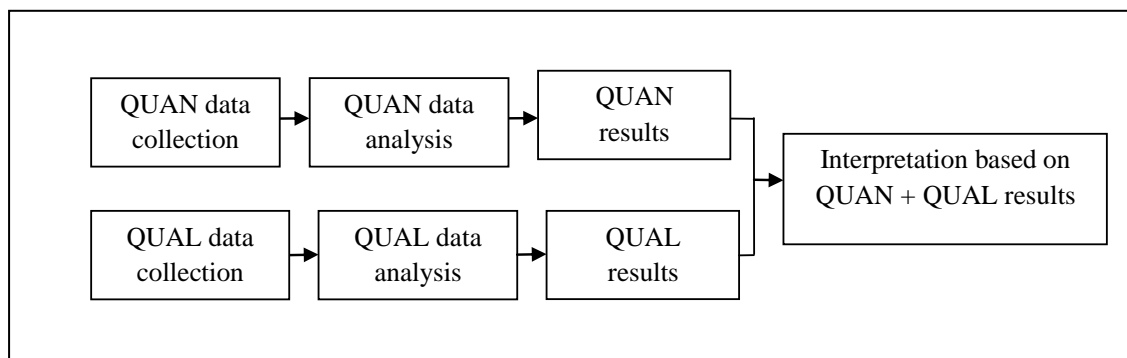
Mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g. use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration (p.123).

In using this approach, the overall design of the present research is triangulation – ‘a well-known approach to mixing methods’ (Creswell & Plano Clark 2007, p. 62). Creswell and Plano Clark explain that triangulation:

generally involves the concurrent, but separate, collection and analysis of quantitative and qualitative data so that the researcher may best understand the research problem ... attempts to merge the two data sets, typically by bringing the separate results together in the interpretation or by transforming data to facilitate integrating the two data types during the analysis (p. 64).

In illustrating the triangulation approach used in this study, Figure 4.2 below presents the modelling techniques suggested by Creswell and Plano Clark (2007), in which both quantitative (QUAN) and qualitative (QUAL) data are collected and analysed concurrently but separately. Results from both QUAN and QUAL have been used for understanding the research problem. The reason for collecting both types of data is to generate a comprehensive understanding of the factors that lead to successful service delivery of Mass Sports programs, including areas of organisational capabilities in need of enhancement. This mixed methods design provides a wide range of information for fully understanding the relatively complex issues presented in this study.

Figure 4.2: Triangulation design



Source: Creswell, J.W. & Plano Clark, V.L. 2007, *Designing and Conducting Mixed Methods Research*, Sage Publications, Inc., California. p. 63.

The above triangulation design was employed to explore the factors that lead to the success of the Mass Sports programs in the Malaysian context. In Malaysia, these programs are organised by a variety of sports organisations, with government sporting agencies being the biggest players in planning, organising and monitoring them. As these programs aim to develop the wider Malaysian community towards having a better quality of life, they are primarily funded by the government.

Examining the success of sport development in the context of ‘Mass Sports’ or ‘Sports for All’ programs is complex, because it involves not only human services that promote public participation in physical activity, but also sports and recreation programs to cultivate healthy lifestyles within communities. As the outcomes of these programs cannot be measured directly, the measurement of success or ‘what works’ requires a detailed analysis of the programs’ developmental processes. This analysis needs to look at how the combination of organisational mission, strategy formulation, targeted goals, processes, systems, structures and capabilities lead to the success of service delivery of the programs. There is also a need to explore factors which may enhance community acceptance and ongoing participation that can contribute to the achievement of program outputs and outcomes. In this way, an understanding of whether management has been effective and customer satisfaction achieved can be known. In accordance with Gevers and Eslick (2000), the qualitative approach has provided information about constituents’ perceptions and satisfaction of the service provided, whereas the quantitative approach has provided statistical data about the service provided, such as the number of clients who received a service, the number of services, the cost of services, the number of complaints and the pre-testing and post-testing results of clients and other measurements.

As evaluating human services requires a detailed analysis of various dimensions, this research applies a triangulation mixed methods design using both qualitative and quantitative data. Semi-structured interviews were developed based on an Appreciative Inquiry (AI) approach (Preskill & Catsambas 2006) and a paper-based survey for collecting quantitative data was developed concurrently. The AI approach is believed to generate in-depth understanding of what constitutes a success in relation to Mass Sports programs. This approach is culturally sensitive and provides a wide range of information for analysing

complex issues that focus on the positives of human experience (Catsambas & Webb 2003; Preskill & Catsambas 2006).

4.3 The usefulness of the Appreciative Inquiry (AI) approach in assessing program success

This research has used AI, a qualitative approach for elite interviews. This qualitative approach provides in-depth understanding about the subject of this study, which is multidimensional and can be used at organisational, departmental or individual levels (Bryman & Bell 2007; Patton 2002; Yaeger, Sorensen Jr & Bengtsson 2005). AI was chosen because it is a culturally sensitive approach that focuses on the positives of human experience, rather than finding faults or gaps. It is about discovering and revealing, rather than analysing and predicting, and this approach is considered a community development tool (Catsambas & Webb 2003). According to Gilmour (2007, p. 100):

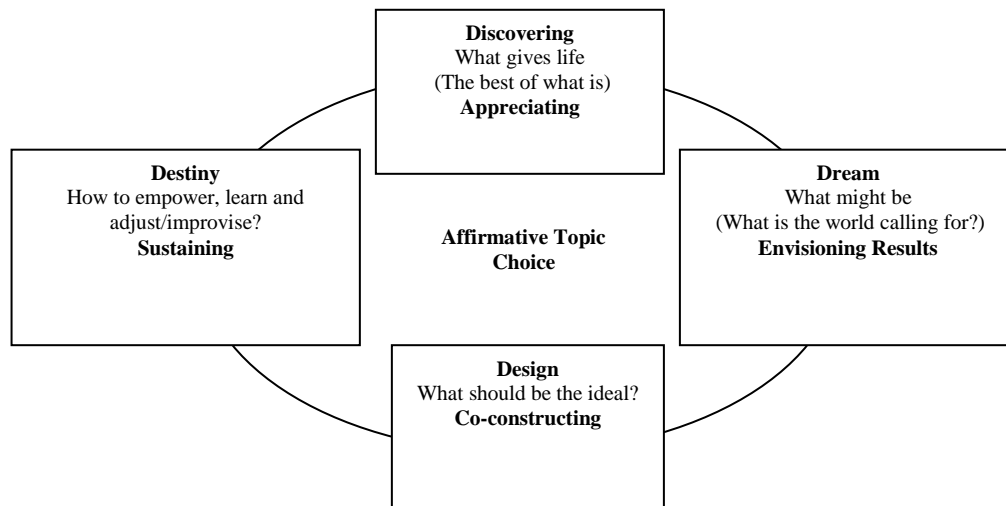
AI methodology can be described briefly as: choosing an affirmative topic for an inquiry; discovering what is working in a system; dreaming or envisioning a compelling image of the future by building on past successes; designing the relationships, systems and process with others that will deliver the future; and looking at how the organisation will continue to learn, improvise and sustain its success-in other words, will reach its destiny.

4.3.1 Background of the AI

AI was developed in the field of organisational development and change as an action research methodology to enhance the performance of an entity based on past successful experiences (Yaeger, Sorensen Jr & Bengtsson 2005). According to them, the methodology is predicated on identifying a success and then probing into what, when, why and how that success was achieved and how that success can then be used to develop a better plan for future performance. The basic principle of AI is that ‘an effective way to evaluate and develop organisation is to build on achievements, rather than focus on problems’ (Reed 2005, p. 167). By focusing on the positives of a particular program and assuming that every living system has the potential and strength to generate a better future, AI points to a more positive way of evaluating and then repeating success (Cooperrider & Whitney 2005). This means that the methodology is not problem-solving-oriented.

There are four stages in the AI method which comprise what has been termed a 4-D cycle representing the phases of Discovering, Dream, Design and Destiny (Cooperrider & Whitney 2005, p. 16). These are illustrated in Figure 4.3.

Figure 4.3: Appreciative Inquiry "4-D" Cycle



Source: Cooperrider, D.L. & Whitney, D. 2005, *Appreciative Inquiry A Positive Revolution in Change*, Berrett-Koehler Publishers INC, San Francisco. p. 16.

The four stages depicted in Figure 4.2 focus on how people view a successful case under study and reveal what, when, why and how the success was achieved and discover new areas that will assist in strengthening other cases for better success in the future. As Cooperrider and Whitney (2005, p.15) explained: 'It is a cycle of activity that starts by engaging all members of an organization or community in a broad set of interviews and deep dialogue about strengths, resources and capabilities'. The first phase, Discovering, is where the respondents tell stories about organisational or program successes and the factors that led to that success. This phase constitutes the appreciation of the successful case and the remaining stages represent the inquiry into the success. The second phase, Dream, focuses on respondents' visions for 'what might be' and the third phase, Design, is the stage where respondents learn from their successful experiences and associate them with their dream to discover new ways to create 'what should be'. In the Design phase, respondents are asked to develop provocative propositions (also called design statements, opportunity or possibility statements) which might operate in the future and represent an ideal configuration (Preskill & Catsambas 2006). The last phase is Destiny. In this stage, respondents are asked about how to implement the provocative proposition. This final stage also focuses on how to sustain the

particular provocative proposition in the organisation. All four phases of AI are about learning from past success and using this experience to generate new ideas for the future (Catsambas & Webb 2003; Preskill & Catsambas 2006).

4.3.2 The usefulness of AI in program evaluation

According to Yaeger, Sorensen and Bengtsson (2005), the AI approach has been used in a wide range of settings by using qualitative and quantitative methods. These researchers reviewed all bibliographies on AI between 1986 and 2002 and found 400 publications on AI involving profit and non-profit organisations including government and non-government agencies that fit various purposes such as: strategic or micro-level applications; oriented towards culture change; strategic planning; crafting a vision; primarily research oriented; evaluation; succession planning; relational capital; decreased turnover; exit interviews; revitalising the core; creating dialogue; team building; leadership development; and finally diversity initiatives. Yaeger, Sorensen and Bengtsson (2005) observed that the most popular data collection in the AI approach is through interviews, followed by focus groups and observation.

The AI approach has also been used as an evaluation tool in measuring program/project impact (Catsambas & Webb 2003; Murphy, Kordyl & Thorne 2004; Preskill & Catsambas 2006; Reed 2005). For example, Catsambas and Webb (2003) used AI to evaluate the International Women's Media Foundation Africa Program and after two years found that the use of the evaluation tool had generated a positive impact for the organisation and its programs. Farrell, Douglas and Siltanen (2003) also used AI to explore the services provided by a college of nursing in the United States. They used AI by conducting either a once-off, one-on-one interview or a single, focus-group event to identify 'in what ways does a college of nursing contribute to the health and excellence of the community it serves as perceived by its internal and external community?' (p. 366). After content analysis, they successfully identified shared values among communities toward the college's history and vision for the college's future. They also found that the major strength of the college related to the ability of the faculty to provide a successful educational program.

Murphy, Kordyl and Thorne (2004) also used AI to measure the impact of a project on the wellbeing of an Indigenous community in Australia. They conducted a one day AI workshop involving project participants, family members and service providers. The workshop demonstrated 'the impact of the project on individuals, service provider and the broader community and aspirations for a way forward' (p.212). Forty-seven aspirations for a way forwards were identified but only three were prioritised as most achievable (a 'drop-in' centre, implementing cultural camps and expanding on the existing performances).

Another example of a study on AI was conducted by Reed (2005) who evaluated the processes of change during the Cancer Services Collaborative Improvement instituted by the Department of Health in the UK. Reed chose AI because it was suitable for exploring the factors that lead to program success and identifying them at performance level, despite the complex nature of the issues studied. He explained that this was a result of the challenge of: "integrating national targets with local initiatives and with a wide range of aims and goals" (Reed 2005, p. 166). He used telephone interviews with respondents selected from various employment groups and locations and concluded that 'AI has proved to be a successful approach to evaluating change in healthcare' (p.174) and noted that this approach could also help in identifying related strategies for future performance.

Moore (2007), used AI as an intervention to achieve health behaviour change at the individual level. The study involved a paired interview method and found that AI is appropriate as a method to change behaviour because it enables 'looking at the opportunities and strengths and drawing on the hopes of people' (p.s 72). Moore concluded that this tool generates a better understanding about people's needs and environment. It also reveals people's capabilities and competencies relevant to the change being examined.

Clearly the literature indicates that AI can be used as a framework to explore what, when, why and how success been achieved in order to generate an understanding of how to improve an 'organisation's programs, processes, products, policies and systems' (Preskill & Catsambas, p. ix; Reed 2005). This tool can be adapted for various settings, but its effectiveness depends on how the inquiry process is organised. Although it originated as an organisational development and change method, it has been used widely in various settings

including evaluation and therefore it is strongly relevant as a method of inquiry into Mass Sports programs service delivery success.

Measuring organisational effectiveness and success in the domain of sports, especially at the program level, is difficult. Evaluation has been neglected by many service providers, since they did not have clear understanding about the indicators and the process is ‘time consuming and difficult to implement’ (Gevers & Eslick 2000, p. 3). Government sporting organisations always give low priority to evaluating the programs and their strategies always focus on and are driven by a political commitment. Therefore, there is a need to increase the awareness and benefits of evaluating the programs, which will contribute to a better understanding of the range of factors that constitute success. The AI approach is a new, interesting method that suits the nature of Mass Sports programs (government-funded programs). This methodology is not problem-solving-oriented. It looks into organisational strength, resources and capabilities, rather than finding faults or gaps (Catsambas & Webb 2003; Murphy, Kordyl & Thorne 2004; Preskill & Catsambas 2006; Reed 2005).

4.4 Organisational effectiveness theory and practice: A multiple constituency approach

This study uses organisational effectiveness theory with the specific application of an organisational development tool known as the Appreciative Inquiry approach to explore what constitutes a *successful* service delivery of Mass Sports programs of public sports organisations in Malaysia. As explained in Chapter 2, there are four well-known approaches to organisational effectiveness, which are the: goal attainment approach; systems approach; process approach; and multiple constituency approach. There is no single effectiveness approach that suits every organisation, but the application of an appropriate approach will help the organisation to know whether it is performing well or not. This is because the ‘conceptual models of effectiveness tend to concentrate on the success or failure of single organisations’ (Boyne 2003, p. 213).

The multiple constituency approach to effectiveness has been employed in this study to explore how well Mass Sports programs have been delivered in Malaysia. This approach is also known as the *participant satisfaction model* (Cameron 1980). Participants or constituents

can be 'the resource providers, the recipients of organisational output, or the members of the organisation engaged in throughput processes' (Chelladurai & Haggerty 1991, p. 127). Satisfaction about several perspectives from organisational constituents or stakeholders has often been used as a fundamental for measuring effectiveness in organisational studies, because every individual has their own judgement to define effectiveness (Babiak 2009; Cameron 1980; Chelladurai & Haggerty 1991; Quinn & Rohrbaugh 1983; Wolfe, Hoerber & Babiak 2002).

The multiple constituency approach focuses on fulfilling the needs of the organisation's internal and external constituents or stakeholders. Thus, this approach suits the present study because measuring successful service delivery of Mass Sports programs is initially dependent on the degree of constituents' or stakeholders' satisfaction with the service provided, and every constituent has different views depending on their priority (Wolfe, Hoerber & Babiak 2002). It has been assumed that every stakeholder will have different perceptions of factors contributing to programs' success, and they will also have different satisfaction levels towards Mass Sports program service delivery performance. The multiple constituency approach provides wide information and various perspectives from internal and external individual, on how much better could the service delivery of Mass Sports be performed by public sports organisations in Malaysia (Boyne 2003; Connolly, Conlon & Deutsch 1980; Papadimitriou 2007; Papadimitriou & Taylor 2000). Indeed, many researchers who studied organisational effectiveness in sporting organisations agreed that the application of a multiple constituency approach provides rich information that covers organisational systems, process, structure and activities that are appropriate for investigating complex issues in the sports domain (Chelladurai, 1987; Chelladurai & Haggerty 1991; Papadimitriou 2007; Wolfe, Hoerber & Babiak 2002). This approach brings with it all other approaches to effectiveness (goal attainment, resource-system and competing values) that are applicable to exploring how far the public sector, which is more political rather than technical has successfully delivered its services (Boyne 2003). The assumption behind this view is that success or failure of public organisations in providing their services is not only based on the ability to attain targeted goals and manipulate organisational resources, but also includes the ability to fulfil internal and external constituencies' or stakeholders' expectations.

The context of this study is to explore the extent to which management practices contribute to successful service delivery of Mass Sports programs and to explore which area has met stakeholders' satisfaction. This relates to how the Mass Sports program services are planned, managed and organised in order to achieve certain outputs and outcomes. This involves exploring perceptions from key stakeholders who are providing, managing and receiving the service. In this sense, this study believed that it would be possible to get perspectives from various key stakeholders of what constitutes successful Mass Sports programs and performance of Mass Sports program service delivery in the Malaysian context.

As Papadimitriou (2007) suggested, the effectiveness measure of non-profit sports organisations includes both management and service delivery effectiveness. Therefore, this study was designed to explore multiple stakeholders' perspectives on predetermined variables related to management effectiveness and service delivery effectiveness, and identify which variables contributed to successful service delivery of Mass Sports programs.

Since this research is based on the organisational effectiveness approach, the framework for exploring the effectiveness and success issues of Mass Sports program delivery was developed based on the guidelines suggested by Cameron (1986). See Table 4.2. In his exploratory study, Cameron (1986) identified variables from a literature review of potential predictors of effectiveness contributing to organisational performance in various settings. He indicated that:

variables were selected as potential predictors if they had been identified in previous research as having some relationship to institutional performance. Because this research is focused on identifying the most important predictor variables, not on testing a priori hypothesized relationships between certain variables and effectiveness, this strategy for selecting variables seemed appropriate. That is, this investigation is exploratory in the sense that no theories exist regarding what variables are supposed to be related to effectiveness in colleges and universities. Therefore, factors that have been found to be associated with performance in other types of organizations were used (Cameron 1986, p. 95).

A similar method for identifying the predictor variables was used in this present study. As shown in Table 4.2, this study addressed successful service delivery of Mass Sports programs as perceived by internal and external key stakeholders. Their judgement of success is based on the effectiveness framework, which focuses on short-term outcomes of Mass Sports program service delivery performance: satisfaction of internal and external constituents or key stakeholders, including the top management group, with the performance of service

provided relating to main areas of management effectiveness, service delivery effectiveness and organisational capabilities. In these senses, this study explored the meaning, indicators, enabling factors, examples of successful programs and future direction for successful service delivery of Mass Sports programs in the Malaysian context. Since assessing effectiveness involves multiples measures, this study has assessed successful service delivery of Mass Sports programs by exploring key stakeholders' perceptions of predetermined management and service delivery practices contributing to program success, and evaluated their satisfaction on the service delivery performance of Mass Sports programs.

Table 4.2: Guidelines for examining successful service delivery of Mass Sports programs

Guideline	Circumscription
From whose perspective is effectiveness being judged?	This study suggests that service delivery of Mass Sports programs is judged to be successful if the key stakeholders' or constituents' satisfaction level scored high on its service delivery performance.
On what domains of activity is the judgment focused?	The judgement is focused on the Mass Sports programs service delivery process. This was selected because it is the major area of activity and identity for public sports organisations in Malaysia.
What level of analysis is used?	Unit of analysis for this study is the Mass Sports programs. The analysis focuses on the program level. This level is chosen because this is the main service provided by public sports organisations in Malaysia to achieve their targeted goals and fulfil their non-financial mission.
What is the purpose of the assessment?	This assessment aim to examine internal and external factors contributing to successful service delivery of Mass Sports programs by using an organisational effectiveness framework through the application of the Appreciative Inquiry approach.
What timeframe is employed?	Criteria of success all were oriented toward both short-and-long-term indicators. The focus was the extent to which the programs were successfully delivered to fulfil the targeted goals.
What types of data are sought?	Data on successful service delivery of Mass Sports programs have been sought through interviews and survey.
What is the referent against which effectiveness is judged?	Mass Sports programs were assumed to be successfully delivered if both internal and external constituents/key stakeholders were satisfied with the Mass Sports programs service delivery performance.

Source: Adapted from Cameron, K. 1986, 'A Study of Organizational Effectiveness and Its Predictors', *Management Science*, vol. 32, no. 1. p. 93.

4.5 Research paradigm

This study used an organisational effectiveness framework to guide data collection and analysis for generating in-depth understanding about successful service delivery of Mass Sports programs. This study is particularly categorised as exploratory study research.

4.5.1 Rationale for the selection of respondents

The population for this study was government servants dealing with Mass Sports program development under the jurisdiction of public sports organisations at federal and state levels in Malaysia. It also included sports leaders from sports bodies. Public sports organisation at federal level refers to the Ministry of Youth and Sports Malaysia, whereas public sports organisation at state level refers to the State Department of Youth and Sports. Sports bodies refer to sports association or clubs that helped public sports organisations to organise Mass Sports programs at various levels. The statistics and details of those respondents were obtained from the Sports Development Division of the National Department of Youth and Sports in the Ministry of Youth and Sports Malaysia.

As suggested by King, Morris and Fitz-Gibbon (1987), the best way to explore issues about the programs is to ask the people who were involved with it. In this sense, purposive sampling was adopted for this study. Purposive sampling means that the researcher ‘intentionally selects participants who have experience with the central phenomenon or the key concept being explored’ (Creswell & Plano Clark 2007, p. 112). According to Kemper, Stringfield and Teddlie (2003, p. 280):

although purposive sampling techniques are commonly associated with qualitative methods, purposive sampling can be used within studies with either a qualitative or quantitative orientation and quite common in mixed methods studies.

Therefore the present study used this non-probability sampling approach that purposely chose individuals who have rich information related to the central issues of the study (Kemper, Stringfield & Teddlie 2003; Patton 2002). There are six common techniques of purposive sampling from which to choose (Kemper, Stringfield & Teddlie 2003, p. 278):

1. convenience sampling

2. extreme/deviant case sampling
3. confirming/disconfirming cases and typical case sampling
4. homogeneous case sampling
5. stratified purposive sampling and random purposive sampling
6. opportunistic and snowball sampling.

Of these six techniques, the present study used a homogeneous case sampling technique for gathering opinions from a particular subgroup in-depth because it provided the best source of data for the issue studied (Kemper, Stringfield & Teddlie 2003). Here, two samples were developed, which were categorised as the public sports organisations' internal and external key stakeholders. They had to have met these criteria:

1. internal key stakeholders:
 - the top management group involved with Mass Sports programs development
 - senior and middle management groups directly responsible for managing and organising Mass Sports programs
2. external key stakeholders:
 - sports leaders attached to any sports association or club that helped public sports organisations to organise Mass Sports programs in the previous three years (2007, 2008 and/or 2009).

The first group, the internal key stakeholders, comprised 49 government servants attached to public sports organisations at federal and state levels (see Table 4.3). As shown in the table, status of the respondents was determined by their grade of employment. For example, grade of employment for senior management group is S52 and S54. There were the top management group, senior management group and middle management group. The top management group involved two types of scheme of employment: Administrative and Diplomatic; and Youth and Sports. The senior management group and middle management group all involved the Youth and Sports scheme of employment. This group of respondents hold high posts in the public sports organisations of Malaysia and their number is limited. They were chosen for this study because they contribute the most to the achievement of public sports organisations' targeted goals and objectives. They are the key line managers of the organisation and generally are the chief operating officers of the individual departments, divisions or branches. In most situations, they are involved in policymaking, program planning and overseeing quality of service delivery of Mass Sports programs in the country.

It is important to get their involvement in assessing best practices associated with the organisations' operation, because these people would provide a *holistic* view of the organisation and they have wide understanding about the implications of strategic development on the running of the organisation's activities (Babiak 2009; Zairi & Jarrar 2001). Information gathered from them helps in discovering important input on organisations' directions and key drivers for success (Niven 2008).

The second group, the external key stakeholders, comprised 215 sports leaders attached to sports associations or clubs at federal, state and district levels that helped public sports organisations to organise Mass Sports programs in the previous three years: 2007, 2008 and/or 2009 (see Table 4.4). They were important resources for the study because they were knowledgeable about Mass Sports programs, about the success and failure, in-depth, and they had a wealth of information associated with the questions under this study. They were involved directly in Mass Sports programs implementation, thus knowledgeable about the issues of Mass Sports programs.

Table 4.3: Population of the study: Public sports organisations (government servants)

Category	Employment group	Scheme of employment	Grade of employment	Position	Numbers / level		
					Federal	State	District
Top management (Senior public service)	Super scale	Administrative and Diplomatic Officer	Super scale A	Secretary general	1	0	0
		Youth and Sports Officer	Super scale C	Director general	1	0	0
Senior management	Management and professional	Youth and Sports Officer	S54	Deputy director general	2	0	0
				Director	0	5	0
				S52	Director	2	3
Middle management			S48	Director	3	7	
			S44	Deputy director	3	22	0
Total					12	37	0
Total					49		

Source: Sports Development Division of the National Department of Youth and Sports in the Ministry of Youth and Sports Malaysia (2009).

Table 4.4: Population of the study: Sports bodies (sports leaders)

Sports bodies (sports associations or clubs) that helped public sports organisations to organise Mass Sports programs in the previous three years (2007, 2008 and/or 2009)	Numbers/Level			
	Federal	State	District	Total
	54	68	93	215

Source: Sports Development Division of the National Department of Youth and Sports in the Ministry of Youth and Sports Malaysia (2009).

A total of 14 expert respondents were selected for the interviews and 250 for the survey. The interviews involved only government servants from the top management group and senior management group at federal and state levels ranging from the Secretary General of the Ministry of Youth and Sports Malaysia to the Director of the State Department of Youth and Sports. Respondents for the survey involved both government servants and sports leaders: government servants were Youth and Sports Officers from the middle management group at federal and state level; and sports leaders were the president, secretary or any main committee member of the sports associations or club at federal, state and district level. Details of respondents for the interviews and survey are depicted in Table 4.5.

Table 4.5: Respondents for interviews and survey

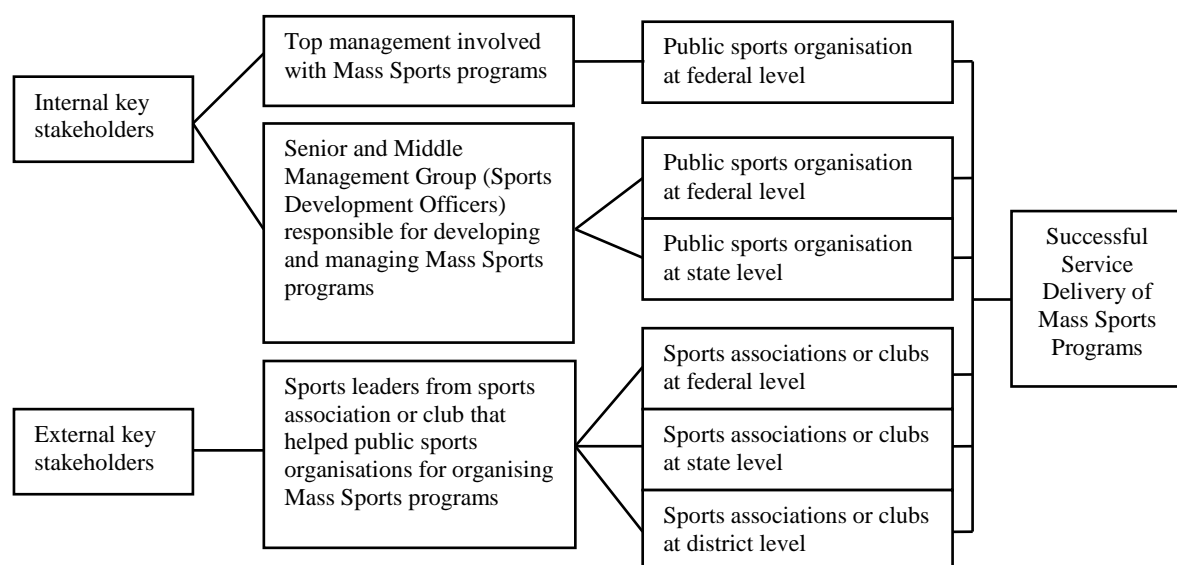
Data Collection	Group	Category	Respondents' Position	Total
Interviews	Internal Key Stakeholders	Top Management (Senior Public Service)	Secretary General of the Ministry of Youth and Sports Malaysia	1
			Director General of the National Department of Youth and Sport in the Ministry of Youth and Sports Malaysia	1
		Senior Management	Deputy Director General of the National Department of Youth and Sport (Sport Development Division) in the Ministry of Youth and Sports Malaysia	1
			Deputy Director General of the National Department of Youth and Sports (Youth Development Division) in the Ministry of Youth and Sports Malaysia	1
			Director of the Sports Development Branches at the National Department of Youth and Sports in the Ministry of Youth and Sports Malaysia	2
			Director of the State Department of Youth and Sports	8
		Total Respondents for Interviews		14
Survey	Internal Key Stakeholders	Middle Management	Director of the Sports Development Branches at the National Department of Youth and Sports in the Ministry of Youth and Sports Malaysia	3
			Director of the State Department of Youth and Sports	7
			Deputy Director of the Sports Development Branches at the National Department of Youth and Sports in the Ministry of Youth and Sports Malaysia	3
			Deputy Director of the State Department of Youth and Sports	22
			President, secretary or main committee member of the sports associations or clubs at federal, state and district levels	215
	External Key Stakeholders	Sports Leaders		
Total Respondents for Survey				250

In the Malaysian sports development context, sports bodies are not only involved as external key stakeholders but they also form part of the public sports organisation customers that received services. Therefore, the selected samples for this study suited the multiple

constituency approach because they represented various roles. This is in line with Chelladurai and Haggerty (1991, p. 127) whose definition was that ‘the constituents may be the resources providers, the recipients of organisational output, or the members of the organisation engaged in throughput processes’. In accordance with this notion, the interviews with selected individuals from the top and senior management group at federal and state levels, and surveys with selected senior sports development officers and sports leaders at various levels, also support the multiple constituency approach.

This approach also involved the collection of data from multi-organisational levels. In this sense, the perceptions of respondents from different levels were expected to be different. Data gathered from this approach provided more meaningful information for answering the research questions and capturing full perspectives of the targeted population. This is in line with Boyne (2003) who endorsed the usefulness of the multiple constituency approach for investigating public service improvement. According to Boyne (2003, p. 214), ‘public service improvement is a dynamic phenomenon ... is usually concerned with the performance of multi-organisational networks rather than the achievement of single organisations’. Therefore this study gathered data from public sports organisations at federal and state levels, and also from sports associations or clubs at federal, state and district levels. Details of this approach are shown in Figure 4.4 below:

Figure 4.4: Multi-organisational level of data collection



4.5.2 Data collection

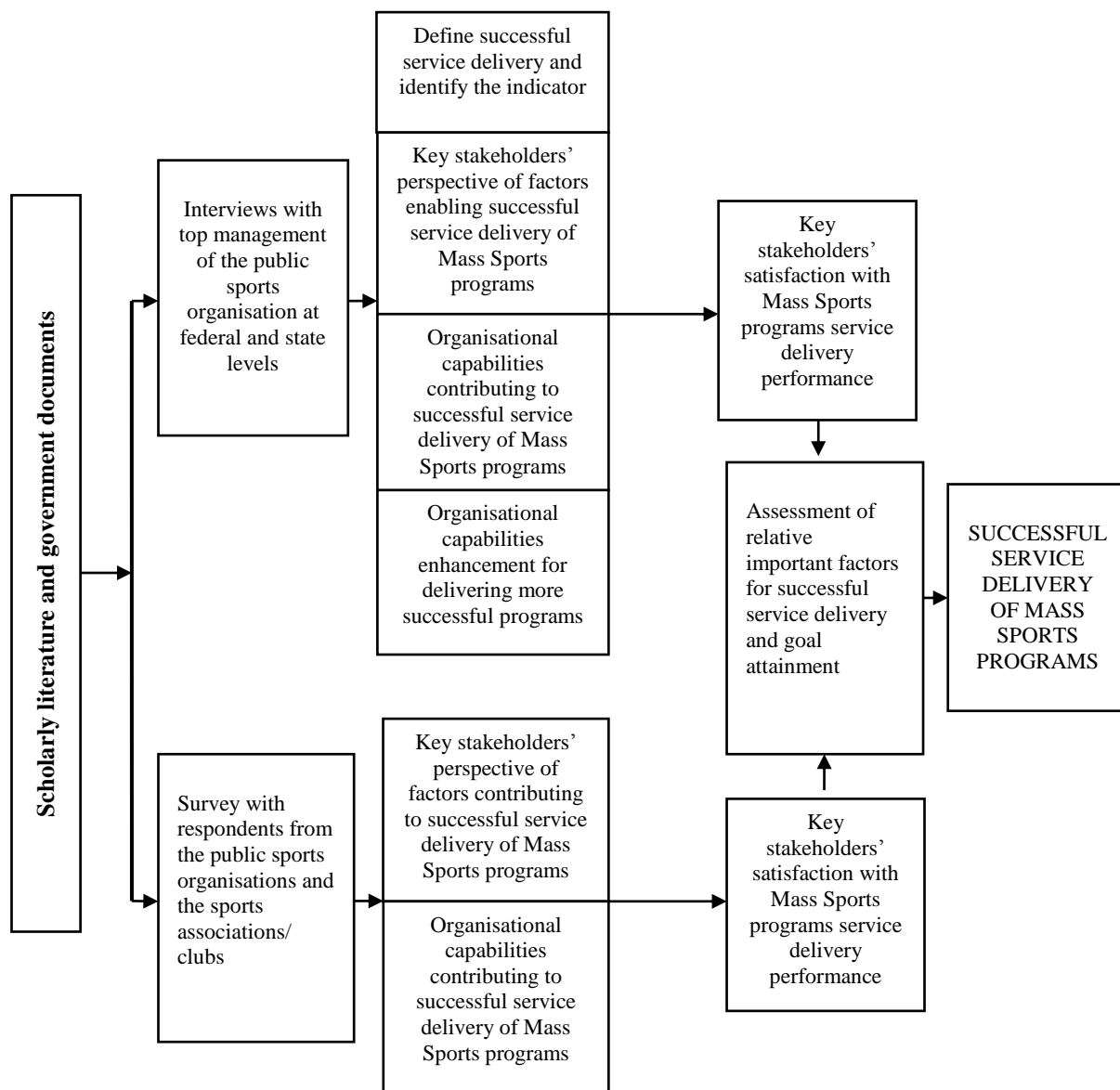
Permission to collect data for this study was granted from the Ministry of Youth and Sports Malaysia (Appendix A). Beside this, permission to organise data collection using survey and interview instruments was also obtained from the Victoria University Human Research Ethics Committee on 30 July 2009 (Appendix B).

Initially, there were three distinct data sources involved in this present study. The first was the scholarly literature, government documents and policies in the area of Mass Sports programs. Scholarly material was sourced from various online journals such as Ebscohost Research Databases, Emerald Full text, Sage Journal Online and Jstor Business. The literature review provided a basis for identifying the key variables and the development of hypotheses. The second source was a set of interviews that involved the collection of data from selected top management groups who were directly involved in the Mass Sports programs at federal and state levels. The third source was from an empirical survey with sports development officers from the middle management group and selected sports leaders.

Figure 4.5 shows the approaches and methods of data collection for this research. The interviews provided data about the actualisation of factors that led to differences in goal attainment or KPI attainment. The survey provided data about the assessment of the relative importance of factors for successful service delivery and goal attainment or KPI attainment. Data related to factors enabling success and satisfaction levels of service delivery were collected from both respondents from public sports organisations and sports associations/clubs (the internal and external key stakeholders of the public sports organisations). Data for the meaning of successful service delivery and best practice of Mass Sports program were only gathered from the top management and senior management group of the public sports organisations (the internal key stakeholders/key management groups of the public sports organisations).

Data gathered from the survey and interviews were analysed to assess how well the services have been delivered against targeted goals. Since there is a gap in the literature, the results from both qualitative and quantitative were compared and contrasted.

Figure 4.5: Process of triangulation method of data collection



4.5.3 Interviews

The literature on successful service delivery of Mass Sports programs is limited. For this reason, the framework to guide interviews in this study is purposely general. The interviews were guided by a 4-D cycle of Appreciative Inquiry which consists of four phases: Discovering, Dream, Design and Destiny (Catsambas & Webb 2003; Preskill & Catsambas 2006). It involved interviews with the expert or elite group of respondents. There were the key management group of public sports organisations at federal and state levels. In this research, *expert* or *elite* interviews refer to an interview with ‘sophisticated people who are knowledgeable about the phenomenon and attached in position of authority or power by

virtue of their experience’ (Gillham 2005, p. 54). Elite interviews provided positive impacts for the study because the respondents are a ‘rich source of information, can facilitate and give direction to the research, and provides access to unpublished information’ (Gillham 2005, p. 59). In this way, the interviews explored the meaning, indicators and factors of successful service delivery of Mass Sports programs, including ways to enhance organisational capabilities and suggestions for future performance. Semi-structured interview questions that have been used in this study are shown below (Preskill & Catsambas 2006):

1. First, could you please spend a few minutes or so telling me about your background, how long have you been in this position, and what is your main task and responsibilities?
2. What have been the roles of the public sports organisations in promoting public participation in sports, recreation and physical activities?
3. Think back on your experience with the Mass Sports programs service delivery, and remember a time when you felt most energised and most proud to be part of those programs. What happened? What were you doing? What were others doing? Name the programs and tell the story about those programs.
4. Why has this program been successful in the past?
5. What contributed to the success you experienced?
6. Looking back over the life of the Mass Sports programs in Malaysia, how do you think they have evolved?
7. When did you know the program was working? How did you know it?
8. What are the greatest attributes and capabilities needed for an organisation that is responsible for developing Mass Sports programs in this country?

9. How can the capabilities of public sports organisations in Malaysia be enhanced to achieve successful Mass Sports program delivery?
10. How will the Mass Sports programs fulfil the community need?
11. Based on your best experiences with the Mass Sports programs service delivery, what are some wishes you have for how the programs might attract more public participation in the future?
12. Where do you see Mass Sports programs service delivery in the next five years? Ten years?
13. How does your organisation sustain the Mass Sports programs' success?

(See Appendix C).

4.5.3.1 Interview procedure

The interviews were conducted from mid-August 2009 and concluded at the end of September 2009. The interviews were scheduled according to the interviewees' convenience. Most interviews were conducted at the respondents' workplace except for two respondents: one respondent was interviewed in a restaurant at the Kuala Lumpur International Airport and the other respondent was interviewed at the community sports centre.

All interviewees were provided with an explanation of the scope of the study and were given a chance to ask questions about the study before the interview started. There were only 13 respondents involved as one of them refused to the interview. The interview began with a request for a tape recording and then followed by asking a series of questions. Interviews were recorded digitally to capture all information. However, one respondent refused the request for a tape recording and notes were taken to record the information. All respondents were interviewed for approximately 90 minutes using a semi-structured Appreciative Inquiry approach.

4.5.3.2 Data analysis of the interviews

This study used thematic analysis to analyse the data and interpret its meaning. The main aim of the analysis was to examine the common elements and then focus on the key themes that led to successful service delivery of Mass Sports programs. Thematic analysis is popular in qualitative research, but there was very little published material that described the usefulness of this approach for identifying successful programs in a sports setting.

All interviews were then transcribed and reviewed for accuracy and content. Each transcript was analysed to identify common themes and to code it appropriately. These raw data themes consisted of quotes or paraphrased quotes that captured the major idea conveyed by the respondents. Here, an inductive coding approach was utilised because themes were developed from the raw data (Fereday & Muir-Cochrane 2006). Sometimes, the same lines of text from the same transcription have more than one code attached to them. In this process, ‘emerging themes become the categories for analysis’ (Fereday & Muir-Cochrane 2006, p. 4). However, Fereday and Muir-Cochrane agreed that this approach to analysis relies entirely on how the analyser understands and looks into the issue. As every individual has different views, different individuals generate different themes.

In order to code the interviews’ data, the present study employed steps suggested by Gratton and Jones (2004, p. 220):

1. The data was carefully read, all statements relating to the research questions were identified and each was assigned a code or category. These codes were then noted and each relevant statement was organised under its appropriate code.
2. Using the codes developed in stage 1, the researcher reread the qualitative data and searched for statements that might fit into any of the categories. Further codes were also being developed at this stage.
3. Once the first two stages of coding were completed, the researcher looked for patterns and explanation in the codes.
4. The fourth stage was that of selective coding. This involved reading through the raw data for cases that illustrated the analysis, or explained the concepts. The researcher also looked for data that was contradictory, as well as confirmatory.

Nvivo 8 was used as a tool to facilitate coding and subsequent analysis of the data. The coding evolved and was gradually refined over several rounds of data interrogation. The first round of coding highlighted and coded interesting texts that served as ‘free nodes’. The free nodes then clustered into ‘tree nodes’ and helped in identifying emerging themes across the different respondents. This involved an exploration of texts and a line-by-line coding process. Themes identified contain concepts that were used to answer the present research questions.

4.5.4 Survey

The review of the literature did not identify any established instruments that could be used directly for the present study. Thus, a structured questionnaire (Appendix D) was developed after an extensive review of the literature of organisational effectiveness in the sports organisation and non-profit organisation setting (AfriMAP; Open Society Foundation for South Africa 2007; Babiak 2009; Cameron 1980, 1986; Chelladurai 1992; Chelladurai & Haggerty 1991; Cunningham & Beneforti 2005; Daprano, Pastore & Costa 2008; Dressler 2004; Papadimitriou 2007; Papadimitriou & Taylor 2000; Stier 1999; Weese 1997; Wolfe, Hoeber & Babiak 2002; Zairi & Jarrar 2001).

The main purpose of the survey was to identify the internal and external organisations’ key stakeholders’ expectations of, experiences of and satisfaction with Mass Sports program service delivery. The survey was developed to test the hypotheses (see Chapter 3). Therefore the survey focused on determining the factors that respondents considered contributed to Mass Sports programs success, including information about organisational capabilities. Respondents were asked for their views on: how well the programs were planned, organised and implemented; whether they met their needs and the broader goals of government policy; and to identify successful programs and give examples. In this way, the relative important factors that led to successful service delivery of the programs became known. In order to access this information, the questionnaire used a 10-point Likert-like scale in which only the minimum and maximum value was labelled. In detail, the questionnaire was developed according to the following sections:

1. A cover note containing information about the study for the respondents was attached to the front page of the questionnaire. This cover note addressed the respondents as a valuable source for the study, requested voluntary participation and explained the intention of the study and procedures that the respondents should be aware of. It also assured the confidentiality of the respondents.
2. The first part of the questionnaire (Section A) was designed to explore the characteristics of the organisation which the respondents were attached to. In this section, the respondents were asked about their organisation: type and level of the organisation (public sports organisation or sports association/club at federal, state or district level); experience with the organisation; organisation's mission; and organisation's main activities. Both organisational mission and activities were assessed based on the 10-point Likert-like scale. In this way, respondents were asked to rate the predetermined organisational mission ranging from 1 (extremely not applicable) to 10 (extremely applicable) and the predetermined organisational main activities ranging from 1 (extremely not important) to 10 (extremely important).
3. The second part (Section B) was designed to assess respondents' background, including their role in the organisation: gender; age; position; experience in current position; and main tasks. In order to assess their main tasks, respondents were asked to rate their predetermined tasks ranging from 1 (extremely not applicable) to 10 (extremely applicable).
4. The third part (Section C) was designed to explore information on successful Mass Sports programs organised by the Sports Development Division at the Federal and State Departments of Youth and Sports. Respondents were asked to rank the top five Mass Sports programs or activities managed by their organisation that they considered were successful (1=most successful). For this reason, they were asked to provide details of the programs including: name of the programs/activities; date or year for the programs/activities; targeted group; and main agency involved. Beside this, respondents were also asked to:

- a. judge the average score for their top five successful programs based on a 10-point scale ranging from one out of ten (1/10) to ten out of ten (10/10)
 - b. rate predetermined factors contributing to a program's success ranging from 1 (extremely unimportant) to 10 (extremely important); there were 37 factors listed in this section
 - c. rate predetermined organisational (service provider) capabilities ranging from 1 (extremely poor developed) to 10 (extremely well developed); there were 18 capabilities listed in this section.
5. The fourth part (Section D) was designed to assess respondents' satisfaction level with different dimensions of performance of Mass Sports programs service delivery. There were 29 items listed in this section and the respondents were asked to rate their satisfaction level ranging from 1 (extremely unsatisfied) to 10 (extremely satisfied). Beside this, respondents were also asked to indicate their overall satisfaction level with: predetermined factors contributing to program success and organisational capabilities items listed in Section C.
6. Finally, Section E was designed to seek respondents' expectation for future Mass Sports program service delivery. They were asked to indicate any lessons learned from their most successful program that can be applied to improve the success of other Mass Sports programs.

The measurement scales used in the questionnaire are shown in Table 4.6 below:

Table 4.6: Measurement scale

Variables	Type of Measurement
Types and level of the organisation	Nominal
Organisational Mission	Interval
Organisational Activities	Interval
Gender	Nominal
Age	Ratio
Position	Nominal
Experience with current position	Ratio
Main Tasks	Interval
Average score for successful program	Interval

Factors contributing to program's success	Interval
Organisational capabilities	Interval
Areas of satisfaction with the program	Interval

4.5.4.1 Pilot test of the survey

The instrument was pilot tested with a random sample of 10 junior sports development officers (job tenure between three to five years) in the Ministry of Youth and Sports Malaysia and two sports leaders who were excluded from the population of this study. The purpose of the pilot test was to test the questionnaires and identify any discrepancies, redundancies and areas for improvement. Feedback gathered from the pilot test indicated that the questionnaire was too lengthy and certain items of the survey were not understandable. Thus, adjustments were made based on these reviews.

4.5.4.2 Data collection of the survey

The entire instrument used for the survey is shown in Appendix D. In order to collect the data, the researcher utilised mailed questionnaires to survey a cross-boundary population of constituents that were involved with Mass Sports program service delivery. The questionnaires together with self-addressed (researcher's address) envelopes were distributed to 250 respondents. All respondents were requested to complete and return the questionnaire within two weeks from the date of the covering letter. A follow-up friendly reminder was sent to all respondents after the due date. After three weeks, the total responses were 40.4% (101). Due to the limitations of time and money, it was not possible to organise a second reminder.

4.5.4.3 Data analysis of the survey

Statistical software packages for the social sciences (SPSS) version 18 were used to analyse the multivariate data from the questionnaire. The analysis included descriptive statistics, principal component analyses, analysis of variance and hierarchical multiple regression. The statistical analyses used in this study focused on verifying the scales and assessing subgroup differences between stakeholder groups. The items in each of three subscales associated with factors contributing to program success, organisational capabilities and areas of satisfaction with the service delivery performance of Mass Sports programs were analysed using principal

component analyses. Principal component analysis is the basic technique used for data reduction in factor analysis (Brace, Kemp & Snelgar 2003). As explained by Jolliffe (1986) in the introduction of his book:

The central idea of principal component analysis is to reduce the dimensionality of a data set in which there are a large number of interrelated variables, while retaining as much as possible of the variation present in the data set. This reduction is achieved by transforming to a new set of variables, the principal components, which are uncorrelated, and which are ordered so that the few retain most of the variation present in all of the original variables.

Therefore, the present study employed principal component analyses to identify the factors that might contribute to Mass Sports programs success and loaded highly on the factor as expected. The mean of the selected items was used as the summary mean for the relevant subscale. Through the process of principal component analysis, component segmentation was done and is explained through the correlation values derived from the communalities table. Reliability tests were conducted on all the scales to determine coefficient alphas for all the identified variables and correlation coefficients were computed among all them to ensure variables had acceptable discriminate validity.

The identified variables were used for further analysis using ANOVA and hierarchical multiple regression. ANOVA were conducted to test the hypotheses which mentioned in Chapter 3. Hierarchical multiple regression analyses were conducted for the dependent variable. The first step of the regression analysis examined the effect of a set of independent variables on the dependent variable. Then an additional set of variables was added to the regression in order to examine whether there was an increase in predictability above and beyond the information provided by the first set of variables. In the third step, an additional set of variables was added to the regression to further explore how the independent variables contributed to each of the dependent variables above and beyond the control variables. Type of stakeholder (internal and external stakeholders defined as public and non-public respectively) was included in the regression analysis by coding them as dummy variables.

4.5.5 Reliability and validity

Reliability refers to ‘the degree to which a measure of a concept is stable’ (Bryman 2004, p. 543) and validity is referring to ‘the issue of whether an indicator (or set of indicators) that is devised to gauge a concept really measures that concept’ (Bryman 2004, p. 72).

The reliability and validity in this study were maintained by triangulating the data gathered from the literature, survey and interviews. The data were also triangulated between internal and external key stakeholders at various levels: public sports organisations at federal and state levels; sports organisations or clubs at federal, state and district levels. This approach, which gathered data from various resources and settings, helped to increase the validity and reliability of the study (Creswell & Plano Clark 2007; King, Morris & Fitz-Gibbon 1987).

The validity and reliability of the interviews were achieved through the application of standard administration procedures to conduct the interviews. The same semi-structured questions were asked of all respondents, and respondents were given enough time to give their response to each of the questions (Bryman 2004; King, Morris & Fitz-Gibbon 1987).

Some of the transcriptions were re-coded to test consistency. The results showed small differences between the first and second codings. For example, the first coding for Husna, a State Senior Director, done on 4 August 2010, contained 190 references with *51 nodes*, whereas the second done on 2 September 2010 contained 190 references with *48 nodes*. Therefore, the assumption has been made that the first and second codings for this respondent are similar.

4.6 Ethics and confidentiality

The research project has been accepted and deemed to meet the requirements of the National Health and Medical Research Council (NHMRC) 'National Statement on Ethical Conduct in Human Research (2007)', by the Chair, Faculty of Business and Law Human Research Ethics Committee of Victoria University, Melbourne. Approval has been granted for data collection from 30 July 2009 to 1 June 2011 (Appendix B).

A cover page of the instruments outlining the purpose and significance of the study and requesting voluntary participation accompanied each questionnaire and interview. This also assured the confidentiality of the respondents. In addition, pseudonyms have been used throughout this thesis as a way to protect the identity of respondents who participated in the interviews.

4.7 Chapter summary

This research used a mixed method approach to explore successful service delivery of Mass Sports programs in Malaysia. There are many reasons for success. Thus, to provide some focus and depth to this study, the Appreciative Inquiry approach was utilised. An examination of the services using this method allowed for an understanding of the factors that contributed to the capacity of the service to meet the needs of the key stakeholders. In this way, the information gathered can be used as a guide to better Mass Sports program service delivery performance in the future.

This study used a multi constituencies approach involving the internal and external stakeholders of public sports organisations in Malaysia. Internal stakeholders were the top management group and senior sports development officers at federal and state levels. External stakeholders were the sports association leaders at federal, state and district levels. All these constituencies are relevant in the sports development domain, specifically in the case of developing and organising Mass Sports programs. These individuals had direct involvement in whether or not the Mass Sports programs were successfully delivered as intended.

CHAPTER 5: RESULTS FROM THE INTERVIEWS

5.0 Introduction

The application of the Appreciative Inquiry approach, as a method to conduct interviews, has provided rich qualitative data and revealed themes across the topics. Using this approach, the respondents were asked to give free rein to their views. It allowed feelings to be expressed freely and led respondents to share their experiences with great enthusiasm in the interviews, which lasted approximately 90 minutes.

This chapter provides information gathered from interviews involving 13 respondents attached to public sports organisations in Malaysia. The explanation includes information about the variations among three different groups of respondents (executives at the federal level; senior directors at the federal level; and senior directors at the State level) with respect to three main issues:

1. meaning and indicators for successful service delivery of Mass Sports programs
2. factors enabling successful service delivery of Mass Sports programs
3. enhancement of organisational capabilities of public sports organisations for successful service delivery of Mass Sports programs.

5.1 Background of the respondents

In this study, a total of 13 respondents (3 women and 10 men) were interviewed. Six respondents attached to the federal level and seven to the state level. Two respondents are from the executive group attached to the federal level, four respondents are senior directors attached to the federal level and seven respondents are senior directors attached to the state level. These are the key internal stakeholders of public sports organisations in Malaysia.

Table 5.1 depicts the background of these respondents including their length of service in the public sports organisation, current attachment and employment scheme. To protect the identity of respondents who participated in the study, pseudonyms have been used throughout

this thesis: Kasim; Faheem; Ahmad; Arfah; Zihan; Majid; Husna; Musa; Norman; Azam; Razak; Suboh; and Rahman. All respondents, except one from the executive group, have been working with the organisation for more than 20 years.

Table 5.1: Background of the respondents

Respondents	Gender	Length of service	Attachment	Group	Employment Scheme
Kasim	Male	about 3 years	Ministry of Youth and Sports Malaysia.	Executive	Administrative and Diplomatic Officer
Fahem	Male	more than 27 years	National Department of Youth and Sports, Ministry of Youth and Sports Malaysia.		Youth and Sports Officer
Ahmad	Male	about 20 years.	Sports Development Division, National Department of Youth and Sports Malaysia.	Federal Senior Director	
Arfah	Female	almost 25 years			
Zihan	Female	almost 25 years			
Majid	Male	nearly 24 years	Youth Development Division, National Department of Youth and Sports Malaysia.		
Husna	Female	about 25 years	State Department of Youth and Sports.	State Senior Director	
Musa	Male	about 26 years			
Norman	Male	more than 25 years			
Azam	Male	more than 25 years			
Razak	Male	more than 25 years			
Suboh	Male	more than 25 years			
Rahman	Male	more than 20 years			

5.1.1 Experience

A common response was found from 11 respondents: four attached to the federal level (Faheem, Arfah, Zihan and Majid); and seven attached to the state level (Husna; Musa; Norman; Azam; Razak; Suboh; and Rahman) about their service as a Youth and Sports

Officer who was transferable between departments, divisions or units within the Ministry of Youth and Sports at the federal and state levels. For example, Azam, a State Senior Director, put forward that he has wide experience as he has been transferred from one department to another department at various levels which has allowed him to gain wide experience pertaining to his tasks and responsibility. He said:

I've been in this organisation for almost 28 years, I've been attached to various departments and division, not only in sports divisions. My first attachment was at the sports division at the Ministry or federal level. That was in 1982 until 1983. I also had experience as a Director of the IKBK (National Institute of Skilled Youth), one of the institutions under the jurisdiction of our ministry that focuses on developing youth. I directly involved, planned and managed sports programs at the state level since 2003 until 2005 at the Kedah State Department of Youth and Sports. At the Ministry level, in 1998 until 2000, I was the Director for the National Fitness Development Branch. I managed all fitness programs, planned programs for the whole country, for the state to implement at their area. After that in 2001, I was back to Kedah as a State Director until 2005, transferred back to the federal level and then back to the state level (Azam, Senior State Director).

Norman a Senior State Director, also highlighted his experience as similar to that of Azam.

Norman said:

I've been involved in Mass Sports since I was young. I like sports. I've been working with the ministry for more than 25 years and attached to various departments. Now at the state level, I have to take care of everything, sports development, youth development and Rakan Muda [Young Friends]. At federal level, once I was a director for the Sports Enhancement Branch at the Sports Development Division of the National Department of Youth and Sports. I was a director for that Branch for four years. Other than that, once I was a director for the Kelantan state department of youth and sports for four years, and transferred to my current position for almost two years (Norman, Senior State Director).

Azam and Norman are both senior directors who have wide experience and knowledgeable about their roles. They have been working for the Ministry of Youth and Sports for more than 25 years and worked in various departments or units within this organisation at federal and state level. Since their employment scheme is in the area of youth and sports development, they indicated that the whole length of their service as a Youth and Sports Officer should be considered in this study, even though they had been attached to various areas before. Arfah shared her experience and highlighted that the whole duration of her service should be considered in this study:

I am working with this organisation for almost 25 years but specifically I'm here in this post for about two and half years. Once I was an assistant director attached to the Selangor State Department of Youth and Sports, I was responsible for the Mass

Sports development in Selangor for about three years, and then I was transferred to the ministry, attached to the federal level. I was attached to the Skill Development Division for almost two years and then transferred to the Youth Development Division as a Director for the Youth Economic Development Branch and then transferred to Youth Development Research Centre for almost one years and then transferred to the Sports Development Division as a Director, that is my current position. Specifically, I have been involved directly with Mass Sports development for almost six years but I think there are not much differences between one task and another task, between one division and another division, because we work with the same organisation. I think there is no difference between to handle sports programs or youth programs, so for me, you should considered that my experience is 25 years, not six years, six years is the focus (Arfah, Senior Federal Director).

This is similar to an opinion from Norman, who indicated that his experience in handling sports programs is only part of his main tasks. He noted that sports activity is one of the important elements in many programs organised by the organisation.

In term of activities, part of the activities of the Youth and Rakan Muda [Young Friend] are in the form of sports. Not only the sports activities are generated by the sports section, the activities of the Youth and Rakan Muda are also of a sports nature. As an example, many of the youth associations have carried out programs like futsal and community sports. The sports activities itself also involved the youth; therefore we cannot separate youth and sports (Norman, State Senior Director).

The above examples bring attention to the experience of the respondents, the Directors under the Youth and Sports Officer employment scheme, who are not only knowledgeable about sports development but also youth development. Sports activities have become important elements in any program under the jurisdiction of their organisation. Although they are not specifically attached to the sports department or division, they are still involving in organising sports activities as part of their main tasks. In relation to this, all respondents have wide experience related to their roles.

5.1.2 Tasks and responsibilities

Two respondents are from the executive level. They are from the highest management group that participated in this study. They come from different employment schemes.

Kasim who is under the Administrative and Diplomatic employment scheme, is responsible for leading the Ministry of Youth and Sports in performing its roles, which not only focus on sports development but cover many other areas, as he stated:

I'm responsible for the overall policy of the ministry; basically, the ministry has a few divisions and departments, and agencies under it. One is the Department of Youth and Sports, the others are the National Sports Council, the National Sports Institute; we also have the Commissioner of Sports, Malaysian Research Institute on Youth, and the Registrar of Youth. These are some of the departments and agencies under the ministry, all these departments and agencies report to me (Kasim, Executive).

On the other hand, Faheem, who is under the Youth and Sports employment scheme, is specifically responsible for leading youth and sports development in the country. According to him, youth and sports development are interrelated and these are the two main areas under his jurisdiction:

I'm responsible to make sure that all departments under my jurisdiction, the National Department of Youth and Sports, including the Youth and Sports Department at the state level, perform well. I'm not only responsible for sports development but also youth development and Rakan Muda [Young Friend] development, facilities development, I means sports facilities, and I'm responsible to the whole direction of this department. I have to make sure that our direction is on the right track (Faheem, Executive).

There are two main employment schemes in this public service organisation: the Administrative and Diplomatic scheme, responsible for the administration areas of the organisation; and the Youth and Sports employment scheme, responsible for the operation of the organisation. Here, Kasim who is under the Administrative and Diplomatic scheme, is the highest executive, who occupies most of his time on the whole policy formulation of the ministry. On the other hand, Faheem, who is the only Executive under the Youth and Sports Officer scheme, is specifically responsible for policy formulation related to youth and sports development of the country and he reports to Kasim.

Four respondents: Ahmad (male); Arfah (female); Zihan (female); and Majid (male), are attached to a public sports organisation at the federal level. The other seven respondents: Husna (female); Musa (male); Norman (male); Azam (male); Razak (male); Suboh (male); and Rahman (male), are attached to a public sports organisation at the state level. They are the most senior management group under the employment scheme of Youth and Sports and responsible for overseeing sports development, including Mass Sports, in the country. All of them are directors with different levels of accountability: senior directors attached to the federal level are either the head of the department, division or branch, whereas all senior directors attached to the state level are the head of the State Department of Youth and Sports.

However, their tasks and responsibility are different when compared between federal and state level. For example, Ahmad said:

My task and responsibility is to plan and develop fitness activities for the country, for the purpose of Sports for All that aim to enhance a fit, healthy and united population, in line with the vision of the Ministry of Youth and Sports Malaysia that is to attain the target of 50% of the Malaysian population actively participating in sports programs or Mass Sports programs by year 2020(Ahmad, Senior Director at the state level).

Arfah (woman) is another Senior Director who is attached to the federal level. She indicated:

I'm responsible for developing NGOs but focus on giving financial supports; in this case we are responsible to look into applications received from NGOs that need or are looking for financial support to organise sports programs. We are the one who is responsible to promote sports culture by organising an annual program called 'Fitness Month'. This annual program was known before as 'Sports Month'. We are the one responsible for planning promotion and publicity for Mass Sports development through exhibitions. We took part in many exhibitions before. We are also responsible for auditing, auditing the performance of Mass Sports development programs.

Ahmad's and Arfah's statements above show that their tasks and responsibilities as senior directors at the federal level are more to do with planning in more specific areas. Ahmad is specifically responsible for the development and promotion of fitness programs whereas Arfah is accountable for developing and enhancing NGOs by providing sports development funds to appropriate sports associations or clubs. Arfah is also responsible for promoting and encouraging Mass Sports development for the country by organising an annual national program called 'Sports Month'.

Unlike Ahmad's and Arfah's roles as Senior directors at the federal level, the tasks and responsibilities for directors at the state level are more to do with implementing or as implementers. This can be portrayed from Husna, a female Senior Director at the state level who indicated:

So, what I would like to say is that, my roles at the state level are obviously as an implementer of our ministry programs and we implement the programs as directed based on an allocation that has been allocated by the federal agency, the Ministry. We at the state level are not policy makers, we are the implementers.

Husna's statement is supported by Razak, a male State Senior Director, who has wide experiences working at federal and state level:

In terms of experience, at the Ministry level, it is more to do with planning and aiming to fulfil our targets. At the state level, it is more implementation.

Looking at Husna's and Razak's statements above, they highlighted that they hold a great responsibility as implementers. They are under an obligation to implement the programs as directed by the federal organisation since most of the programs have been planned at the federal level. However, the element of planning is still important at the state level organisation because they have to implement programs based on planning and allocation provided by the federal agency. For example, Norman, a Senior State Director said:

There are 3 main activities, namely, youth, sports and Rakan Muda [Young Friend programs]. All these three are under my control...because our programs are based on the planning from the top and the state and district are the implementers. The implementation of the Youth, sports and Rakan Muda programs are carried out at the state and the district level...Planning on my part at the state level, we plan the implementation based on the budget. The element of planning is there but limited to certain conditions. For eg. Programs for physical fitness, how do we deliver or distribute to the lower level, the districts, venue, date and place and who to organise, the state or district? Which district? That is the context of planning at the state level.

Furthermore, Norman explained that:

Under the jurisdiction of our Ministry [the Ministry of Youth and Sports], especially at the state level, I'm actually responsible for everything, in sports development, youth development and Rakan Muda [Young Friend] Program.

Norman's statements above indicate that tasks and responsibilities for the Senior State Directors are not only focused on Sports Development but include other areas under the jurisdiction of the organisation which are Youth Development and Rakan Muda (Young Friend) development. These statements imply that in their roles as the head of the department at state level, they are accountable for the whole performance of their organisation.

Norman's statement is supported by Suboh who is also a State Senior Director. Suboh confirmed that their tasks and responsibilities at the state level cover many areas as he said:

At the state level, I'm responsible for the development of sports programs, youth programs and Rakan Muda programs....

From the above statements, what can be concluded is that the tasks and responsibilities for Senior directors attached to the federal level are more to do with planning in more specific areas, whereas Directors attached to the state level are more involved with the implementation of programs that planned at the federal level.

5.1.2.1 The importance of organisational policy

The analysis also indicates the importance of the organisational policy. What can be learned is that respondents perform their tasks and responsibilities guided by their organisational policy. For example, Kasim, who is responsible for the whole performance of the Ministry of Youth and Sports for this country, indicated that:

Basically, because under the National Sports Policy, the policy emphasises 3 main aspects: elite sports, healthy living and Mass Sports. All our programs and activities are based on this. We have the policy on Mass Sports ... We hope, by the year of 2020, at least 50% of the Malaysian population will be involved in sports. That is our policy. We have to achieve that (Kasim, Executive).

Faheem, who is accountable for the whole development of sports also highlighted the importance of organisational policy, as he said:

It boils down to the policy of the organisation: the policy states that we need to encourage the public to participate in sports, we take up that role as the step, we know that is the focus of our work, we planned based on that ... If we look at our current functions, at the Ministry, we have implemented in accordance with our policy, the foundations laid and the action plan for mass sport and high performance sports; we work based on our policy (Faheem, Executive).

Kasim highlighted that all of the programs and activities related to sports that are organised by the organisations are in line with the organisational policy and Faheem did too. Even though Faheem did not specifically mention their target to have 50% of the Malaysian population involved in sports by the year 2020, both of them stressed the main aim of their organisational policy which is to increase public participation in sports.

Zihan, a Senior Director attached to the federal level has a similar view on this issue. She stated:

Mass Sports, this is the ultimate, this is our core business, our concern at the ministry is to develop Mass Sports, to make sports, to make Mass Sports our way of life, to be our culture. The Vision of 2020 policy stated that by the year of 2020, as you know, Malaysia will become a well developed country, and one of the criteria of a developed country is to have people who are active, who tend more towards a sporting nation, sports is the culture, so the Ministry of Youth and Sports, especially the Sports Department is looking into our key performance index towards 2020, is to have at least 50% of our population involved in sports (Zihan, Federal Senior Director).

Zihan is similar to Kasim in that they referred to the National Sports Policy as one of the main policies to be followed for performing their tasks and responsibilities. Zihan's

statement is supported by Razak:

The execution was based on the National Sports Policy, which emphasised Sports for All (Razak, Senior Director at the state level).

It is interesting to reflect on the respondents' views on how their tasks and responsibilities are shaped by their organisational policy. They try to fulfil their organisation's targeted goals. Clearly, there is a goal to increase public participation in sports up to 50% by the year 2020 and they have to work hard for achieving that target because the current participation level of the Malaysian community in sports is still low:

Our challenge is to get from 18% to a higher level. Now is 18%. That is the study from the Ministry of Health ... We think it is about 20% now (Faheem, Executive).

In order to achieve the aforesaid targeted goal, they plan and develop various programs and activities that are in line with the spirit of their main organisational policy (the National Sports Policy), which puts emphasis on cultivating active and healthy lifestyles among the Malaysian population. For example, Ahmad articulated this:

My task and responsibility ... in line with the vision of the Ministry of Youth and Sports Malaysia, is to attain the target of 50% of Malaysian population actively participating in sports programs or Mass Sports programs by year 2020. That is one of our main goals; other than that, our task is to increase public participation in sports at the grassroots levels; we put our effort into increasing community awareness to participate in sports and cultivate a healthy lifestyle. We hope this effort will help to increase the quality of their life. That is our goal (Ahmad, Senior Director at the federal level).

There are two separate issues here: that of understanding the organisational policy and targeted goals; and that of being aware about the organisational policy and targeted goals. Three respondents at the federal level advocate the target to increase 50% public participation in sports by year 2020, but from three different perspectives: as a **policy**: “we hope, by the year of 2020 at least 50% of Malaysian population will be involved in sports. That is our policy. We have to achieve that” (Kasim, Executive); as a **targeted goal**: “our key performance index towards 2020, is to have at least 50% of our population to be involved in sports (Zihan, Federal Senior Director); and as a **vision**: “in line with the vision of the Ministry of Youth and Sports Malaysia, that is, to attain the target of 50% of Malaysian population will actively participate in sports programs or Mass Sports programs by year 2020” (Ahmad, Federal Senior Director).

Other issues relate to how these organisations find out about their current performance towards achieving a target of 50% of the Malaysian community involved in sports by the year 2020 and what they need to do to achieve their organisational targeted goal. Seven respondents (three Federal Senior directors and four State Senior directors), revealed that the public sports organisations in this country do not have any data or research to prove their current performance in promoting public participation in sports. For example, Suboh, a State Senior Director said:

We don't have data, well that is why in terms of percentage, it is quite difficult to say. We do not have data that show us what percentage of our population is involved in our programs and we just base it on our observation ... so far, we do not have any data that show us our performance, it is very hard to tell you what we achieved and how far we have achieved. There is no assessment about that (Suboh, State Senior Director).

The organisations lacks information about their achievement and the documentation systems are not well developed because “many programs are one-off programs” (Rahman, State Senior Director). Husna, a State Senior Director, resembles Rahman in this matter as she articulated this:

our achievement, our information, and our records are not well documented ... We have done so many things. We have organised various sports programs, but so far, we did not conduct any study to investigate our achievement ... For me, we only can claim that we are successful if we have data to prove it. So far, we do not know whether our programs have fulfilled the community need, because we have no data (Husna, State Senior Director).

It was also clear that the public sports organisations in this country know that their performance in promoting public participation is based very much on an observation: “We **think** it is about 20% now” (Faheem, Executive); “We don't have any documents to be referred to. Therefore, we have to **use our own judgement** in doing our works” (Arfah, Federal Senior Director); “now 20 to 25%, just **based on observation**” (Razak, State Senior Director). These statements indicate that the current performance of public sports organisations in Malaysia to attract public participation in sports is not understood. There is no guarantee on how these organisations will be successful in attaining the target of 50% of the Malaysian community involved in sports by the year 2020. Husna highlighted this issue as she herself was not sure about the ability of public sports organisations to attain the aforementioned targeted goal, because the current performance is not based on empirical study:

I'm aware that they stated that 20% of Malaysian community participated in sports, but where did the data come from? I've no idea. In this case, as a policymaker, they cannot make an assumption. They have to prove it. Our target, by the year 2020, is 50% of the Malaysian community involved in sports, but I don't think we will achieve that target. We cannot base it on our observation, we have to have a study; for me, almost the same people will come and get involved in our programs, so how would you generalise them? How do we know what percentage of our community will get involved? (Husna, State Senior Director).

In order to know the performance of the public sports organisations in attaining their targeted goal to increase public participation in sports, eight respondents (one Executive, three Federal Senior directors and four State Senior directors) suggested that research, such as impact study and program evaluation, needs to be conducted regularly:

We have to do a study annually, to study the effectiveness of our programs...We should have the impact study...Every program that we implemented, we have to look at the ability of the program to increase public participation...We must count how many people are involved in sports in a year. Is there a need to continue the same activity in the following year, do we need to continue the programs, be continuous and to be a culture? (Faheem, Executive).

The research should not only investigate the level of public participation but should include information on satisfaction levels:

We should look at how far our customers are satisfied with the services being provided; we do not have that data. We do not know how far our customers are satisfied with us ... Therefore, research is very important, we need information about that, and we need that data (Arfah, Federal Senior Director).

In this case, all eight respondents agreed that data on public participation and satisfaction levels are important for their organisation to know its performance and to justify any further actions that need to be taken. For example, Majid, a Federal Senior Director said:

We must do a survey, to indicate our success. I think, maybe, at least once in every five years then we will know our sports population, then we will know what is most needed, what are the most popular organised sports, so we should develop more in that area, so survey is the best way for us to gauge our success (Majid, Federal Senior Director).

Ahmad, a Federal Senior Director has similar views on this issue and so does Razak, a State Senior Director; both Ahmad and Razak suggested that the sports organisations should be serious about gathering information or data that can illuminate the actual level of the Malaysian population involved in sports, regardless of whether the programs or activities are organised by the public sports organisations or others. For instance, Ahmad said:

We have to know the percentage of the Malaysian citizen participating or involved in sports, recreation and fitness activities. Now, we are only aware or see or observe our own programs. We should look at it as a whole, regardless of who was the organiser, no matter whether the organiser was private companies, NGOs, clubs, other government agencies or individuals, at federal level, at state level, at district level, grassroots levels, we just have to focus on the public participation. How many percent of our population participated in sports? Recently, our Director General urged us to develop a database about sports facilities. We want to know what facilities are available at every district. Our officers at the district level have already started collecting this information. They are not only collecting information about sports facilities but they are also gathering information, statistics of sports associations and clubs in every district. From this data then we can monitor their programs, we can know how many people participated in their programs, but I do not know how far this effort has seriously been implemented. For what I know, we do not have that kind of data right now and I do not know when this data will be available to us (Ahmad, Federal Senior Director).

In contrast to the respondents attached to the federal level (four respondents), none of the respondents attached to the state level specifically highlighted the aim to increase to 50% public participation in sports by the year 2020 as their organisational policy or targeted goals. However, respondents at the state level understood that they are accountable for “creating awareness among people at the state level to get involved, to participate in Sport For All, Sports for All, means that sports involve everybody” (Suboh, State Senior Director) and they do put a target for increasing public participation in sports “we want people to be involved in sports, in numbers. Participation is our focus”(Rahman, State Senior Director).

Here, in this subsection, a number of examples were given that clearly showed the importance of organisational policy for shaping organisational roles, which, directly, will inform members of the organisation about the organisational direction they need to follow in performing their tasks and responsibilities.

5.1.2.2 The importance of organisational mission

Nine respondents (five at federal level and four at state level) related their tasks and responsibilities to their organisational mission. Their organisational mission tells them what they need to do and how they should perform their tasks and responsibilities. Indeed, as a main government agency responsible for sports development, their organisational mission is sharpened by the government vision for the country:

We need a healthy and fit community, this is the mission of our organisation, and mission of the country, we will encourage, we will organise, and we will go all out ... we organise programs in line with the vision 2020 [the Malaysian Vision 2020], in line with our organisational mission and goals (Zihan, Federal Senior Director).

Here, respondents are aware of their organisational mission and they know that people have accepted them as the main government agency responsible for developing sports, specifically for Mass Sports programs, in the country:

We are the leading agency ... Now, people are aware about our roles, we are established in line with our mission and vision so people accept us, people refer to us (Rahman, State Senior Director).

Even though many other organisations organise varieties of sports activities as part of their programs, each of them have their own different purposes. Here, the organisational mission distinguishes each of these organisation's directions; they are not accountable for sports but the public sports organisations are. The organisational mission makes clear the organisational main roles and functions:

Mass Sports are our core business. No matter how, we are the one responsible for it ... Our ministry is responsible for the development of Mass Sports programs. We are the main agency that leads sports development in this country ... (Kasim, Executive).

Compared to other organisations, the main tasks and responsibilities of the public sports organisations are more to do with increasing public participation in wider contexts and trying to cultivate a sports culture among the community:

We do not care what other agencies have done for sports, but what we want to know, what we want to see for the sports development, we want people, as many as possible, to participate in sports (Majid, Federal Senior Director).

In this view, public participation is an essential attribute for Mass Sports development. The public sports organisations are aiming to increase public participation in sports and members of this organisation are responsible for organising various programs and activities to attract the public to be involved in sports.

5.2 Meaning and indicators for successful service delivery of Mass Sports programs

This subsection illuminates the research question: How do the key internal stakeholders (executive group, senior directors and senior sports development officers) and key external stakeholders (sports leaders) for the Ministry of Youth and Sports (MoYS) Malaysia at national and state levels define successful service delivery of Mass Sports programs? In this section, however, the focus is to generate an understanding of how the key internal stakeholders (executive group at the federal level and senior directors at federal and state levels) define successful service delivery of Mass Sports programs (views from the senior sports development officers and sports leaders are derived from the survey).

After detailed analysis, broad agreement was obtained on what the internal stakeholders of the Ministry of Youth and Sports at federal and state levels defined as successful service delivery of Mass Sports programs. Interviews with internal stakeholders, six attached to federal level and seven attached to state level, indicated that successful service delivery of Mass Sports programs in the Malaysian contexts is associated with eight themes. These themes are shown in Table 5.2 and have been ranked based on the average amount of time (minutes) respondents spent on them.

Table 5.2: Meaning and indicators of successful service delivery of Mass Sports programs

Generated Themes	Interview Coverage per Respondent (minutes)													Ave. minutes	Total Sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Community awareness level	1.56	2.65	1.70	0.41	0.95	1.99	1.06	0.84	2.42	3.46	1.89	4.03	1.50	1.88	13	1
Ave. minutes per group	2.11		1.26				2.17									
Program development	1.45	3.54	2.33	0.55	1.43	0.40	1.86	1.19	0.77	3.20	0.00	0.82	0.50	1.39	12	2
Ave. minutes per group	2.49		1.18				1.19									
Level of public participation	0.72	1.84	0.80	0.34	0.35	1.64	0.52	0.00	0.82	0.15	0.62	1.69	0.00	0.73	11	3
Ave. minutes per group	1.28		0.78				0.54									
Stakeholders' satisfaction	0.24	0.23	0.21	1.13	0.40	0.45	0.07	0.12	1.39	0.00	0.46	0.55	0.00	0.40	11	4
Ave. minutes per group	0.23		0.55				0.37									
Goal attainment	0.00	0.84	1.47	0.12	0.00	0.00	0.00	0.20	0.98	0.00	0.00	1.07	0.00	0.36	6	5
Ave. minutes per group	0.42		0.40				0.32									
Received recognition	0.95	0.51	0.13	0.34	0.71	0.00	1.04	0.00	0.44	0.47	0.00	0.00	0.00	0.35	8	6
Ave. minutes per group	0.73		0.30				0.28									
Well developed NGOs	0.00	1.74	0.00	0.00	0.00	0.00	0.00	0.00	0.35	0.95	0.16	0.00	0.22	0.26	5	7
Ave. minutes per group	0.87		0.00				0.24									
Well integrated	0.00	0.00	0.22	0.00	0.26	0.06	0.08	0.00	0.81	0.00	0.49	0.00	0.00	0.14	6	8
Ave. minutes per group	0.00		0.13				0.20									
	Note: 1= Executive, Kasim 2= Executive, Faheem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman <div>Total ave. 5.52 minutes</div>															

As can be seen from the table, the most highlighted theme that emerged from the interviews was related to community awareness level (average 1.88 minutes) followed by themes related to program development (average 1.39 minutes), level of public participation (average 0.73 minutes), stakeholders' satisfaction (average 0.40 minutes), goal attainment (average 0.36 minutes), received recognition (average 0.35 minutes), well developed NGOs (average 0.26 minutes) and finally well integrated effort (average 0.14 minutes). The total average time respondents spent on those themes was 5.52 minutes.

Comparing the results between groups of respondents, it can be observed from Table 5.3 above that senior directors attached to the state level discussed more on the community awareness level (average 2.17 minutes), followed closely by executives at the federal level (average 2.11 minutes) and less by senior directors attached to the federal level (average 1.26 minutes). Then, program development was discussed more by executives at the federal level (average 2.49 minutes) than senior directors attached to state (average 1.19 minutes) and federal levels (average 1.18 minutes). Furthermore, level of public participation has been highlighted more by executives at the federal level (average 1.28 minutes) compared to other groups of respondents; the average amount of time spent by senior directors attached to the federal level on this aspect was 0.78 minutes, whereas the average amount of time spent by senior directors attached to the state level was 0.54 minutes. In addition, only a small difference between groups' opinions on stakeholders' satisfaction has been observed between senior directors attached to both federal and state levels. The highest average was 0.55 minutes for senior directors attached to the federal level, followed closely by 0.37 minutes for senior directors attached to the state level, then down to 0.23 minutes for executives.

The following theme is goal attainment. This theme received almost equal small responses from all groups of respondents (averages: executives 0.42 minutes; senior directors attached to federal level 0.40 minutes; and senior directors attached to state level 0.32 minutes). Furthermore, executives at the federal level emphasised received recognition (average 0.73 minutes), whereas senior directors attached to both federal (average 0.30 minutes) and state (average 0.28 minutes) levels revealed almost equal small responses on this theme. The theme of well developed NGOs was mentioned the most by executives at the federal level (average 0.87 minutes) and least mentioned by senior directors attached to the state level

(average 0.24 minutes). None of the senior directors attached to the federal level dwelled on this aspect.

Finally, the well integrated theme has been highlighted more by senior directors attached to the state level (average 0.20 minutes), followed closely by senior directors attached to the federal level (average 0.13 minutes). None of the executives discussed this theme.

The following subsections explain further those eight themes:

- community awareness level
- program development
- level of public participation
- stakeholders' satisfaction
- goal attainment
- received recognition
- well developed NGOs
- well integrated effort.

5.2.1 Community awareness level

All of the interviewees (13 respondents) quoted the theme 'community awareness level' as one that captured the success of Mass Sports programs. They see that the program is successful when the community awareness level is increasing. In this case, public participation is increasing and the community continuously gets involved in any Mass Sports programs whether organised by the public sports organisations or whether they themselves organised their own programs. For example, Kasim, an Executive said that:

people know by themselves that they need to be active as a way to become healthy, to enhance their quality of life. No need for us to organise programs for them but they themselves will organise it . .. Now, we already observed that there are a few groups of pensioners who get together to perform Tai-Chi exercise in the field, a group of volunteers initiate mass aerobic exercise at the park and so forth ... Our population will be more aware about the benefits of active lifestyle, the benefits of sports. This will lead our community to organise their own program. They will look forward to participating and maybe some of them who have enough money will be willing to pay to become a member of a private gym and so forth... People will be involved in Mass Sports for their own benefits ... They will not only rely on us or rely on our programs (Kasim, Executive).

Similar to Kasim, Faheem, an Executive, does believe that the success of their program refers to the ability of the program to maintain and increase public participation which in the long term will help to generate sports culture among the population:

Now if we mention aerobics, we can now see the different groups participating ... we can see the trend, the community's involvement in the sports activity now is increasing ... The sport culture is there, like, the frequency and duration, 20 min, etc is stated in their campaign...The demand is huge and the place is full with competitions and training ... We can see that there are other agencies that have established their own sports unit, to me, the importance is to allow them to participate in sports activities; this shows that we have successfully inculcated sports culture in those organisations (Faheem, Executive).

From the comments above, it would appear that both Kasim and Faheem believe that their organisations have successfully generated and enhanced community awareness of the need to practise active and healthy lifestyles. Indeed, both of them agreed that the community awareness level keeps increasing and support from other agencies in promoting active and healthy lifestyles through sports is also increasing. Ahmad, a Senior Director at the federal level supports this point as he said that:

They organised the program by themselves, they did not rely on us to organise a program for them... Now, people do not just rely on government programs, and the programs are not necessarily organised by the government. This shows that awareness level among the community has been increased compared to those days. ..Another thing, nowadays there are so many new sports activities existing locally, nationally or even internationally, people can participate in it of their own choice... We observed that the Ministry of Education, Ministry of Health, Local Council and Department of Unity organised many Mass Sports programs. They organised it on their own, used their own money. We have no control over it. The trigger of this movement is us, the Ministry, but we let others continue it. .. (Ahmad, Federal Senior Director).

Kasim, Faheem and Ahmad explained that programs organised by their organisation successfully increased community awareness about practising active and healthy lifestyles. Husna, a State Senior Director, also believes that community awareness is increasing because the community keeps organising their own programs and the number of individuals involved in physical fitness activities is also increasing:

we can see that nowadays ... programs were organised by the public themselves ... we can see now that more people are involved in physical activity ... many individuals are now involved in aerobics ... When our people have a certain level of awareness, they will then organise and run their program without our help. It's happening now, at certain areas in the city ... we can see that we successfully adopt that kind of culture among our society...we can see the impact of our program especially for the mass aerobics ... We can see many housing area organise their own mass aerobics

activity on their own, yes we initiated it, but after that they themselves are continuing it (Husna, State Senior Director).

Additionally, however, Husna mentioned that public sports organisations in this country need to prioritise their roles to retain community awareness levels and put more effort into improving sports culture among the population:

the trend is already there, we just need to focus on them and enhance them, to make sports to become our culture ... In the future, I believe that our society will be more aware about fitness; they will be more educated and aware that active lifestyle is important for their life, to increase their quality of life...many people will jog in the park ... Active lifestyle will be our culture (Husna, State Senior Director).

Importance was also placed on community acceptance of the programs organised by the public sports organisations. Here, when the community awareness level is increasing, acceptance of the programs is also increasing:

I think, nowadays, public acceptance towards Mass Sports is very good. I can see it. Our community may be not interested when we promote sports for their health but they enjoy sports because they like it, they use sports as a platform to get together with their friends, they play sports as a hobby, to fulfil their leisure time ... Our community, they are aware, their awareness level is actually there, high, and their commitment towards sports is also very good, especially at the grassroots levels (Norman, State Senior Director).

Azam, a State Senior Director, resembles Norman in that they both believe that a high level of community awareness has increased community acceptance of the programs:

At the beginning, our community did not accept this kind of foreign program. After many obstacles we had to face, we finally managed to overcome these problems and now aerobics has become like a culture in our society (Azam, State Senior Director).

Looking at Husna's, Norman's and Azam's statements above, those who are the State Senior directors, what can be seen is that, community awareness and community acceptance of the Mass Sports programs organised by the public sports organisation have clearly been observed at the grassroots levels (the state levels) .

Another interesting point learned from the interviews is that when the community awareness level increases, many individuals or organisations volunteer to provide services for organising or implementing sports activities for the community. Thus, this then generates a better sports delivery system in a community:

in the future, it would be very nice if the community themselves organised their own programs. It would be very nice if the parents organised programs for their own

family. At least, parents get involved as volunteers in their kids' sports activity ... In the future, community will organise their own program without our supports, they will willingly organise programs or activities without us (Ahmad, Federal Senior Director).

It was apparent from the interviews that Mass Sports programs are considered successful when the programs are successfully created and have enhanced community awareness of the benefits of involvement and practice of active and healthy lifestyles.

5.2.2 Program development

Successful service delivery of Mass Sports programs starts and ends with a process. Respondents remarked that an ongoing process of program development is a sign to them that the program is successful. Almost all of the respondents (12 respondents) elaborated that the program is successful when it keeps developing from one stage to another better stage. For example, Musa, a State Senior Director said:

From a non existing sport to becoming a sport with tournaments, for me, it's working. Immediately, after we had the first course. It was a new program, we introduced it to our people, they were attracted, and we quickly moved from there. With subsequent programs and courses we were able to generate new drivers and it evolved from there ... From that point, within 1 year, it had become widespread (Musa, State Senior Director).

What can be learned from Musa's statement above is that as the program develops so does public acceptance of the program. Like Musa, Azam, who is also a State Senior Director, believes in defining the success of the program by looking at how far the program has been developed and accepted by the community:

At the beginning, our community did not accept this kind of foreign program. After many obstacles we had to face, we finally managed to overcome these problems and now aerobics has become a culture in our society. Now, aerobics has moved to another level, not only for the purpose to increase health levels, but it now has its own competition circle (Azam, State Senior Director).

Like both Musa and Azam, who are State Senior directors, Faheem, an Executive at the federal level, shares their view. All of them believed in looking at the program development process as a way to judge program success, because only successful programs will keep developing from one stage to another:

what I can see are the activities that, initially, we start small and they expand as a chosen activity, like the development of aerobics. Not only do we focus on the

associations, even at the district level, we do have the associations at the national level ... we have continuous competitions, every year we have competitions in aerobics...aerobics have become diversified, e.g. step aerobics, fit ball, dance aerobic ... Now if we mention aerobics, we can now see the different groups are participating ... From the level of participation, we can see an improvement (Faheem, Executive).

As well as the link between program development, public acceptance and public participation, Faheem also added an element of continuity. Continuity in the program's development process is another element of a program's success. Here, it appears that the continuity process of a program's development makes the program more diversified.

Husna, a State Senior Director, does believe in continuity as one of the important elements for judging program success, as she relates, the continuity process helps for achieving better program's outputs:

For me, only those continuous programs can be considered successful ... The programs continuously been organised and we can see the outputs, we can see the products ... I can say that program was successful because we can see it has been developed, we produce many instructors, and many individuals are now involved in aerobic ... This is one of our successful programs because we can observe its impact; it has been well developed at various levels (Husna, State Senior Director).

Husna goes on to explain this by looking into the impact that the program brings to its participants. Here, it appears that the continuity of the program's development not only makes the program more diversified, but it has also created opportunity for participants to be involved professionally in that particular activity and become an expert in that area, in which they can generate an income:

Now aerobics has become a profession. Individuals who are trained by us, have become instructors and they generate income through aerobics ... for me, I believe that the program is working when we can see our target groups, or the participants get the benefits from it ... Participants will then become our networking, they help us to organise programs, and they themselves can use their expertise gained from our program to generate income (Husna, State Senior Director).

Azam, a State Senior Director, resembles Husna in that they both believe in identifying a program's success based on the positive direction of the program's development:

Now, aerobics is not only for exercise purposes but it has its own competition cycle ... Tournaments and competitions arose at every level starting from the school level until national and international level ... from time to time, this activity keeps growing and continuously developing in our society ... Now, in our country, we have various types of sports activities. Our society can choose, they can select which activities suit their lifestyle, suit their capability ... we can see that activities have been well developed,

they are continuously being organised by our people, even though we did not organise them, we did not give any financial supports, they themselves organised those activities. So, for me, those programs worked very well in our society...Our society will be more easily able to access to various kind of activities (Azam, State Senior Director).

These quotes from respondents highlight the extent to which efforts for continuous development of programs potentially represent a significant indication of a program's success. This finding provides an indication that a positive direction of program development based on continuous efforts can generate and enhance better service delivery systems for the program. In this case, more programs are made available to the public and the public has more opportunities to get involved in and participate in the programs that suit their interest:

nowadays, Mass Sports programs are very good compared to a few years back ... Mass media itself provides much information about the activities, not only activities organised by the Ministry but all kind of Mass Sports programs that are available locally and nationally ... Now, we can see that there are associations or groups of people who organise their own programs without our help. They even have their own blog to publish their activities and to attract members ... Now the community has many choices. They can choose which program suits their interest ... Now the community has more alternatives (Ahmad, Federal Senior Director).

As stated by Ahmad above, continuous program development has an impact for improving the service delivery system of Mass Sports programs because it generates and develops more sports leaders who are available to deliver the service or the program to the community. They promote and lead the program in their local area and more programs are made available to the local community: "Our society will more easily be able to access various kind of activities" (Azam, State Senior Director).

In addition, when the programs are developed, the organisation has also been expanded. New organisational structures were established to administer those programs:

Our organisation also develops, together with the programs, a few new departments with a few sub or line officers. And then in term of the program itself, we've developed, I think three or four main new areas (Majid, Federal Senior Director).

In general, there has been no established standard to know how Mass Sports programs develop, but their progress and achievement has relied very much on the level of public acceptance and participation:

The real process, when we talk about Mass Sports, that is the involvement of all society, when we look at the overall structure, actually in terms of the program we do not have any formal structure like program stage 1, stage 2, stage 3 and so forth but

as long as everybody can be involved, individuals or groups can get involved (Suboh, State Senior Director).

Mass Sports programs that have been well developed from one stage to another demonstrate that those programs were accepted and supported by the community, hence they continuously attract public participation.

5.2.3 Level of public participation

Level of public participation is the second most important theme that emerged from the interviews and is related to the meaning and indicators for successful service delivery of Mass Sports programs. The majority of the respondents (12 respondents or 92.3%: six attached to the federal level and six attached to the state level) indicated that public participation is very important to the success of Mass Sports programs. Public participation is the main aim of Mass Sports programs. With Suboh, for example:

when we are talking about Mass Sports, it means that we are talking about public participation ... that means everybody is participating in that (Suboh, State Senior Director).

Suboh's view is similar to Kasim's:

for Mass Sports programs, participation from the community is very important. If we organise a program without their participation, it is meaningless (Kasim, Executive).

Suboh's and Kasim's views are supported by Majid who is a Senior Director attached to the federal level. Majid said:

When we implement the program and the participation is huge then we know [the program is successful] ... As a government agency, we are looking at the success of the program through the participation ... Participation is the indicator we use for sports development ... (Majid, Federal Senior Director).

The most striking result to emerge from the interviews is that the public participation level is the success indicator for Mass Sports programs, the programs that are organised by the public sports organisations. Like Majid, Ahmad also has similar views on this:

The program was successful based on a huge participation from the public ... If many people participate in our program, we know that the program was working, was successful. Participation is our indicator. If we targeted 40 people, then 42 people turn up, then it shows that the program was successful. That is only reflecting the

*numbers ... If we want to **enhance their awareness**, then participation should become the indicator (Ahmad, Federal Senior Director).*

For Ahmad, the level of participation is the indicator to gauge whether the program is successful or not because the main aim of Mass Sports programs is to inculcate public awareness about the benefits of being involved in active and healthy lifestyle activities. Compared to Ahmad, Suboh further described that public participation is not only the indicator for success but it shows that the programs were supported by the target groups. Suboh said:

*Normally, we judge success based on the number of people participating or turning up for the program ... through the involvement of the society, the individual, the groups, when we organised programs, they came, they got involved, they helped us, and then it is consider as successful ... Normally, we know that we were successful when **people have supported our program, people have participated in our program**. That is a sign of our success ... We are dealing with programs, our work is program oriented, and it is very hard to say, it is difficult to measure but based on people's involvement then we will know that our program is working. It can be said that the level of public participation would tell us that we are doing well ... (Suboh, State Senior Director).*

In addition, Norman, a Senior Director attached to the State level, described that the level of public participation indicates that the programs were successful and accepted by the target groups:

*Public participation is very important ... I know it was successful by looking at the level of participation. If many people participate then I know **they accept the program**. Participation is very important (Norman, State Senior Director).*

Another response is found from an interview with Kasim, an Executive at the federal level:

*As for me, if the program is attended by many people, it means that the program is considered as quite successful ... we know it when we have a very good participation from the public, from the target group ... Based on the participation rate, you know which program can **fulfil their need** and based on this you can **plan more activities** related to that particular program (Kasim, Executive).*

Kasim explained that programs with high levels of participation from the targeted groups are successful programs. He believes that high levels of participation indicate that the program is able to fulfil its targeted group's need. This statement is related to Norman's view that if the public accept the program, they will participate in it. From here, the service provider will know which program should be considered in the future planning for the following year. Hence, the same programs should be planned and provided to the target groups continuously.

This effort is needed because the current public participation level of the Malaysian community in the Mass Sports programs has not yet achieved the target. This can be seen from a statement of Husna, a Senior Director attached to the State level:

When we talk about Mass Sports, actually our main focus is on public participation. Often, we will say that if many people participated in the program, then it's considered successful ... Like other developed countries, I think we will observe that the degree of public participation will be increased, many people will jog in the park, many NGOs will be empowered to organise their own programs for the community and we can see sports programs everywhere. Active lifestyle will be our culture (Husna, State Senior Director).

Looking at Husna's statements, it can be seen that even though the level of public participation in Malaysia is increasing, active lifestyles are yet to become the culture. For this reason, Zihan, a senior Director attached to the federal level, expressed her wish that more people will get involved in Mass Sports programs in the future:

We observe our achievement by looking at how many more people participate in our programs ... I would like to see all nations come in ... For the next five years, ten years, more people will participate in our program (Zihan, Federal Senior Director).

Razak, too, hopes that Mass Sports programs will be more acceptable in the future and more people will get involved in them:

The success of the programs depends on the community's acceptance of the program. They participate in large numbers, thus my hope is the total involvement of the society at all levels for Sports for All [Mass Sports] (Razak, State Senior Director).

Majid resembles both Zihan and Razak in that he believes that the level of public participation of the Malaysian community will be increasing in the future:

I think, just give us about five to ten years, I think, the public will really understand the goodness of community sports. Only then can we develop all a pool or large base for the players, for a big sports population, big participation, only then can we develop more people in elite sports or high performance sports (Majid, Federal Senior Director).

Looking at Majid's statement, he believes that in the future the Malaysian community will be more aware of the benefits of getting involved in local sports activities. He believed that when the community awareness level increases, the level of public participation will also increase. This will contribute to the whole success of the sports development in the country, where more athletes or players for elite sports can be developed.

5.2.4 Stakeholders' satisfaction

Stakeholders' satisfaction is the fourth theme that emerged from the interviews that related to the meaning and indicators for successful service delivery of Mass Sports programs. The majority of respondents (11 respondents: 2 executives; 4 federal senior directors; and 5 state senior directors) felt that they were happy and satisfied with the successful Mass Sports programs that they delivered to the targeted groups. For example, Ahmad said:

During that program, I was responsible, I am one of the committee members, I cannot remember exactly the name of that committee but I really enjoyed the program and I am satisfied with it (Ahmad, Federal Senior Director).

Majid, who is also a Senior Director attached to the federal level, indicated the same view:

We did a lot of programs. It's a lot ... Most of our programs were successful (Majid, Federal Senior Director)

Like Ahmad and Majid, Husna, a State Senior Director, also felt that the Public Sports Organisations in this country performed well in developing Mass Sports programs:

So far, our Ministry has done well in developing Mass Sports programs (Husna, State Senior Director).

All statements above did not specifically say why they were happy or what they were satisfied with. They revealed only general feelings about their satisfaction with their roles in delivering successful Mass Sports programs. However, when analysing respondents' statements, the reasons behind their satisfaction were found, which included the fact that: they successfully attained the targeted goals; they received recognition; the programs were well attended; and their staff performed well in organising the programs (Table 5.3). The findings, presented in Table 5.3 below, were generated from Nvivo 8 and the themes are ranked based on the average of time respondents spent upon them.

Comparing the results between groups of respondents, it can be observed that Senior directors attached to the federal level indicated more satisfaction with the aspect related to goal attainment (average 15.34 seconds), whereas Senior directors attached to the state level were highlighted the most on their satisfaction of receiving recognition (average 9.50 seconds). Furthermore, the Executives indicated more satisfaction when the program was well attended (average 11.02 seconds) and Senior directors attached to the federal level were satisfied when their staffs performed well (average 0.3.67 seconds).

Table 5.3: Reasons for satisfaction

Reasons	Interview Coverage per Respondent (Seconds)													Ave. Seconds	Total Sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Attained Targeted Goals	0.00	0.00	0.00	41.47	19.44	0.00	0.00	7.13	0.00	0.00	27.65	23.33	0.00	9.07	5	1
Ave. seconds per group	0.00		15.34				8.21									
Received Recognition	0.00	13.82	0.00	0.00	0.00	0.00	0.00	0.00	66.74	0.00	0.00	0.00	0.00	6.26	2	2
Ave. seconds per group	6.91		0.00				9.50									
Well Attended	7.99	13.82	0.00	0.00	4.32	0.00	0.00	0.00	13.18	0.00	0.00	9.72	0.00	3.89	5	3
Ave. seconds per group	11.02		1.08				3.24									
Staff were Performed Well	0.00	0.00	0.00	14.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.08	1	4
Ave. seconds per group	0.00		3.67				0.00									
	Note: 1= Executive, Kasim 2= Executive, Fahem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman													Total Ave. 20.30 seconds		

Attained targeted goals

As can be seen from the table above, of the 11 respondents who expressed their satisfaction, 5 respondents (two Federal Senior directors and three State Senior directors) indicated that they were satisfied because they successfully attained the targeted goal. For example, Suboh, a Senior Director attached to the state level, expressed his feeling that he was happy and satisfied with the programs because the programs successfully attained their targeted goal to inculcate sports culture among the Malaysian population. For example, Suboh said:

This program really helped us to promote a healthy lifestyle among our population ... So far, we at the Ministry of Youth and Sports are quite satisfied with our achievement in organising a Mass Sports program for our society. Even though our achievement is not too high, we managed to achieve at a certain level (Suboh, State Senior Director).

On the other hand, Razak, who is also a Senior Director attached to the state level, indicated that he is satisfied with the ability of his department in implementing the programs as directed by the federal department. He said:

The degree of implementation by the state as compared to the federal's planning is about 70%. This is in terms of implementation meeting the concepts and aims. Not just the sports program. We cannot fully achieve it, I told my officers, it is nearly perfect at 70% and for me it is sufficient (Razak, State Senior Director).

Another response to this aspect included:

I am really proud because I successfully re-initiated it after it had not been organised for many years, for more than four years ... I'm really happy with this program. For me, I was successful because I managed to re-initiate that program. I was satisfied and I feel proud because I managed to organise that program even though within a very limited time (Arfah, Federal Senior Director).

Looking at the statements of Suboh, Razak and Arfah above, Suboh was satisfied with the ability of the program to attain its targeted goal whereas Razak was satisfied with the ability of the organisation to attain the organisational targeted goal. On the other hand, Arfah was satisfied because she successfully managed to attain her targeted goal to re-initiate the program.

Received Recognition

Of the eleven respondents who felt satisfied with their successful program, two of them (one Executive and one State Senior Director), expressed a feeling of satisfaction because they received recognition. Here, Faheem, an Executive, said:

We have also been recorded in the Malaysian Book of Records for the Largest Participation of Running Simultaneously in the whole country. That is what I can see as one of the attractions that gives satisfaction to us (Faheem, Executive).

And Norman, a Senior Director attached to the state level, said:

The Minister officiated at the event and he asked me how I successfully attracted the young generation to participate in that program ... Another thing is that, I know the program was working if I received fewer complaints either, from top management, from the public, NGOs or others ... Nobody protested about our program and everybody enjoyed the program; the organiser, the participant and the management,

everybody was happy with the program ... Participants from various ethnic groups tolerated each other, even though they might have lost in the match, their good relationship remained. Often, if the program was not good, immediately we received many complaints especially from the top management and from the participants (Norman, State Senior Director).

It is apparent from Faheem's and Norman's statements that successful programs received recognition, either written or verbal. Again, the level of public participation is the central element of their successful programs. They gained recognition because the successful programs were well participated in by the targeted groups. Following this line of statements, the significance of the level of public participation can thus serve as an indicator of future successful programs.

Well attended

As Table 5.3 shows, five respondents indicated that they were satisfied because the programs they were responsible for successfully attracted public involvement and the participation level keeps increasing. For example, Zihan, Federal Senior Director, said:

We can achieve it. We can cultivate sports culture in young people; in our population ... I'm very happy to say that the involvement of the public is increasing (Zihan, Federal Senior Director).

Zihan is supported by Norman and Suboh (both of them State Senior directors) who also felt that they were satisfied because their programs had good levels of participation by the targeted groups:

Public participation in that program was very good; I got very favourable public support for that program. We got huge public participation (Norman, State Senior Director).

I like that program because it involved a vast participation from the public, all individuals in the society got involved in it (Suboh, State Senior Director).

The overall response to this aspect was similar for all respondents. All respondents were satisfied with the level of public participation in their successful programs. In this case, they considered the programs that were well attended by the target group as successful programs: "As for me, if the program was attended by many people, it means that the program was considered as quite successful" (Kasim, Executive).

Staff Performed Well

One respondent, Arfah, a Senior Director attached to the federal level, stated that she was satisfied because the program was successful and she believed that her staff had made a significant contribution to the success of the program:

I am also very proud of my officers, my staff. Their effort and their commitment have made that program successful. Even though we were very tired, we were happy with the results (Arfah, Federal Senior Director).

Looking at Arfah's statement, it can be seen that she was satisfied with the performance of her staff in delivering the program.

5.2.5 Goal attainment

Goal attainment is the fifth most highlighted theme that emerged from the interviews that is related to the meaning and indicators for successful service delivery of Mass Sports programs. Of the 13 respondents, 46.2% (6 respondents: 3 attached to the federal level and 3 attached to the state level) explained how to gauge their program's success. For example, Ahmad, a Senior Director attached to the federal level explicated:

We try to fulfil our goals. If we manage to attain our goals, we were a success. Our goal is our direction. We plan our program; we developed objectives for our programs in line with the mission and vision of our organisation. For example, we target to increase sports participation level up to 50% by the year 2020, so in this case, our approach is to organise and implement many activities or programs. This approach will provide wide opportunity to people to participate in sports (Ahmad, Federal Senior Director).

From Ahmad's statement above, it can be seen that targeted goals have become the benchmark for him to know whether he is successful or not in delivering the programs. The success of the programs is based on their ability to attain the organisational targeted goals. Here, he highlighted that the main targeted goal of public sports organisations is to achieve 50% of the Malaysian community to be involved in sports by the year 2020, and all programs were developed and delivered in line with the organisational vision, mission and targeted goals accordingly.

Arfah is similar to Ahmad in that they believe the targeted goal as the benchmark of success. She said:

...achieved the target ... We were successful because we managed to attain our target (Arfah, Federal Senior Director).

Looking at both Ahmad's and Arfah's statements, clearly both of them agreed that the ability of the program to attain the organisational goal is the indicator of the program's success. However, in order to achieve the organisational targeted goal, initially the delivery of the program has to fulfil the program's objectives:

in terms of service delivery, we have to look to our objective. What is our objective? Why do we implement that program? What is our aim? To get people to participate or we want the participant to know and understand about the activity. These were two different things. If we want them to understand about the activity, then we have to emphasise more on our module, module of the program. What module can make them understand about the activity? If 30 people participate and all of them understand about the activity, then it shows that the program was successful (Ahmad, Federal Senior Director).

Ahmad's opinion is supported by Faheem, an Executive, who agreed that the program is considered as successful if it has been implemented in line with its initial objective:

if we are to measure our success, it depends on what we have planned and what we have achieved (Faheem, Executive).

While Ahmad and Faheem emphasise the ability to achieve a program's objective, Norman, a Senior directors attached to the state level, emphasise the ability of the program to achieve the organisational objective as a success indicator:

Clearly, participants from various backgrounds, various ethnic groups, various ages; they were well mixed, they interacted with each other. I can see that the program successfully enhanced unity. That is one of our organisation main objectives and we achieved it ... Even though we were not totally achieved our organisation's mission, at least we were successfully fulfilled one of our organisation's objectives (Norman, State Senior Director).

Unlike Ahmad, Arfah and Norman, Suboh, on the other hand, specifically highlighted attaining organisational mission as the success indicator, but he insisted that it is hard to fulfil the organisational mission:

we considered that we are performing well when we accomplish our mission, our organisation mission ... even though we did not 100% accomplished the mission, to some extend we accomplished it (Suboh, State Senior Director).

From Norman's and Suboh's statements above, it can be seen that their programs were not able to achieve their organisational mission totally, but they believe that the programs are successful based on their achievement of the organisational objective.

5.2.6 Received recognition

Received recognition is the sixth most discussed theme that emerged from the interviews which is related to the meaning and indicators for successful service delivery of Mass Sports programs. Of the 13 respondents, just over half (61.5%) (8 respondents: 5 attached to federal level and 3 attached to state level), indicated that receiving recognition is a sign of success. Five respondents indicated that their programs were successful and it is proven, recognised and documented in the Malaysian Book of Records. For example Zihan, a Senior Director attached to the Federal level said:

In two conservative years, we have made a record under the Malaysian Book of Records, last year 2008, we had, and we made the record for the highest participation in Futsal [one of the main activities in the Fitness Month Campaign] in the Malaysian Book of Records ... That was where we made a record in the Malaysian Book of Record for Futsal, and it happened again this year. This year we had 12 hours nonstop aerobics that were participated in by 600 hundred people on the move, 12 hours nonstop aerobics with 600 people involved that is the irony (Zihan, Federal Senior Director).

Zihan's statement is similar to Arfah's and Kasim's who said that:

Those two programs were record-breaking programs: in 2008, we had a record-breaker for Futsal participation, we managed to attract 3000 member of Futsal teams and then this year we had a record-breaking 12 hours nonstop aerobic-thon with 600 participations. Those were recorded in the Malaysian Book of Records (Arfah, Federal Senior Director).

This year the sports development division had 12 hours non-stop mass aerobic exercise and we made a record in the Malaysian Book of Records. Once, a few years back, they also made a record for a non-stop event that was continuously organised for 3 days. They got the award also (Kasim, Executive).

Other than that, Faheem, an Executive also highlighted their achievement that has been recognised and documented in the Malaysian Book of Records:

We have also been recorded in the Malaysian Book of Records for the Largest Participation of Running Simultaneously in the whole country (Faheem, Executive).

So does Ahmad, a Senior Director attached to the federal level:

That was a record-breaking program in the Malaysian Book of Records, in terms of the highest public participation (Ahmad, Federal Senior Director).

All respondents' statements above show that the most striking recognition received by them was much more related to their achievement in attracting public participation to be involved in their programs.

Other than that, recognition has also been received in terms of the organisational roles in organising the program. For example, Husna, a Senior Director at the State level stated that:

We can see now that more organisations come to us, approached us and asked us to organise this program for their organisation ... they know we are the only ones who can organise this program for them ... Like aerobics and the Executive Fitness Seminar, we can see, people recognise us for organising these programs for them ... When people trust you, they will come to you, they will refer to you (Husna, State Senior Director).

In addition, Husna explained that:

Those activities have already become our trademark, we developed those activities, the public recognised us, that programs belonged to us, belonged to the Ministry of Youth and Sports ... Fitness programs have already become our trademark ... So, for me, looking at our programs, I consider a successful program to be a program that has continuity, we can see its products and outputs, and it has been recognised (Husna, State Senior Director).

Looking at Husna's statement above, she highlighted that programs which have been successfully organised have become a trademark for the public sports organisations. Other organisations acknowledge the roles and functions of the public sports organisation for organising those particular programs.

While Husna looked at the success based on recognition received for the organisational roles as the organiser for the programs, Kasim looked at the success based on the recognition they received from the media:

The publicity that you got for your program from the media will also tell you about its success. If you see that media attention was there, it shows that your program was working. If the program got wide media attention, then we know that the program was working (Kasim, Executive)

Zihan on the other hand believed that publicity through the mass media helps people to be more aware about the programs and because of that people acknowledged her for organising those programs:

It seems to me, the promotion through mass media ... we have 'Cergas' [Be Active], we sent our instructors to organise, they did the shooting and they appeared on TV, it's popular and I got friends who were calling me, 'Hey..!! You are really doing

things', I said, 'Yeaah...you better get your bum up, do a little bit of exercise!' (Zihan, Federal Senior Director).

From Zihan's experience above, this shows that recognition received for the success of the programs is not only necessary in written responses but also in verbal ones.

5.2.7 Well developed NGOs

The delivery of Mass Sports programs is considered successful when the programs are continuously being organised by the community without full-scale effort or assistance from the government and this can be achieved through well developed NGOs. Five respondents, one Executive and four State Senior directors, shared similar views on this. They believed that successful service delivery of Mass Sports programs can be seen by looking into the program's impact on the NGOs development. For example, Azam, a State Senior Director said:

All associations related to the programs then developed from time to time at districts, states and national level (Azam, State Senior Director).

NGOs, especially in sports, are important service providers in the service delivery systems of Mass Sports programs. They are part of the delivery systems developed by the public sports organisations:

we focus on the associations, even at the district level; we do have the associations up to the national level ... That are the structures that we have developed and now we can see the success with the number of associations and network of organisations apart from the awareness program with the Ministry of Health (Faheem, Executive).

These NGOs continuously generate and create public opportunities to participate in sports as "they provide room to society to be a member, and they keep implementing the programs on a continuous basis" (Faheem, Executive). These NGOs are close to their environment and able to reach the targeted groups within their local community easily. Thus, more programs are made accessible to the local people.

This is why the development of NGOs in sports has been supported by the Malaysian government, especially through the Ministry of Youth and Sports Malaysia:

For every type of sport, we develop from the national level right down to the community level. If we look at the organisational structure of these NGOs, in terms of recreation, we have the associations at the lower level, at the grassroots level, that are based on water sports activity, air sports activity etc. There are associations for this. Name it, we have it. We even have the body for water sports. The level goes up to the national level, with a parent body overlooking the activity. For example, canoe,

we have the association at the national, state and district level. That is the structure that we have ... Some of the associations also conduct activities for the development, courses, introductory, umpiring courses, coaching and they also organize competitions (Faheem, Executive).

Various efforts have been made by the public sports organisations to ensure that the NGOs can become good service providers. Yet, most programs provided to the community are still relying very much on the public sports organisations, the government. This situation can be seen by looking into the words of Azam, a State Senior Director, who wishes in the future that NGOs will become the main service providers for developing sports in the country:

We will be like other developed countries, where the main service providers for sports are not the government but the NGOs (Azam, State Senior Director).

Azam is supported by Razak, who said:

In the future, the programs will be organised by the organisations [NGOs], not only by us [Public Sports Organizations] (Razak, State Senior Director).

Like Azam and Razak, Norman, who is also a State Senior Director, wishes NGOs in the future will be more organised:

By that time, our NGOs will have more proper administration systems; they will have proper office, have appropriate facilities and have good membership (Norman, State Senior Director).

In this regard, even though respondents see the successful service delivery of Mass Sports program through the impact that the program brings to NGO development, they are not really satisfied with the current status of the NGOs in this country; the public sports organisations still have to undertake full responsibilities for organising Mass Sports programs for the community in this country and cannot rely very much on NGOs.

5.2.8 Well integrated effort

Well integrated is the eight most discussed theme that emerged from the interviews that is related to the meaning and indicators for successful service delivery of Mass Sports programs. Of the 13 respondents, 46.2% (6 respondents: 3 attached to the federal level and 3 attached to the state level) explicated that successful service delivery of the programs can be seen from the way the programs have been delivered to the target groups. The programs' delivery was considered successful when every agency got involved in the delivery process: "this is the integrated effort" (Majid, Federal Senior Director).

Zihan, too, believes that the integrated effort for delivering the programs to the target groups is a sign of success:

The service delivery of the program should be done by all, not only by one Ministry, it should be performed by all, must have good interaction with other agencies like Family and Women Department, Education and others. Mass Sports should be delivered by various agencies not only by public sports organisations (Zihan, Federal Senior Director).

Another response came from Husna, a Senior Director attached to the State level, who sees integrated effort as a sign of success because: “many NGOs will be empowered to organise their own programs for the community” (Husna, State Senior Director) and this will then make the programs more available to the community.

In addition, Ahmad, a Senior Director attached to the Federal level, believes in integrated effort as a way to gauge success because:

At that time, we successfully govern all sports associations and sports club; we monitor their programs and activities. They give us reports about their activities. We have a database on that (Ahmad, Federal Senior Director).

Analysing respondents’ statements about this aspect, it can be seen that even though they indicated integrated effort in delivering the programs as a sign of successful service delivery. This aspect actually is yet to be achieved.

5.2.9 Summary

This subtopic has identified eight themes that were associated with successful service delivery of Mass Sports programs: community awareness level; program development; level of public participation; stakeholders’ satisfaction; goal attainment; received recognition; well developed NGOs; and finally well integrated effort. Three of those eight themes, which are community awareness level, program development and well developed NGOs, can be associated with sustainability. This is inherent in the emergence of defining successful service delivery of the program. On the other hand, the other themes (level of public participation, stakeholders’ satisfaction, received recognition, goal attainment and well integrated effort) are indicators of success.

5.3 Factors enabling successful service delivery of Mass Sports programs

The findings from the interviews reveal that the factors enabling successful service delivery of Mass Sports programs organised by public sports organisations have emerged in a number of different ways. The most striking result to emerge from the data is that those factors can be categorised to program, organisational and people levels. The results obtained from the interviews are presented in Table 5.4. These findings were generated from Nvivo. In this table, based on the average times of interview coverage (minutes), those three themes were ranked in descending order as follows: Program Level (average times 5.83 minutes); Organisational Level (average times 5.39 minutes); and People Level (average times 0.61 minutes). The total time average respondents spent to discuss those three key findings was 11.83 minutes.

Table 5.4: Factors enabling successful service delivery of Mass Sports programs

Factors	Interview Coverage per Respondent (Minutes)													Ave. minutes	Total Sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Program Level	1.86	3.17	7.93	9.78	10.95	6.40	2.57	3.41	5.98	9.03	4.25	7.65	2.83	5.83	13	1
Ave. minutes per group	2.52		8.77				5.10									
Organisational Level	6.78	5.72	6.39	3.79	8.69	5.55	5.08	3.94	3.61	6.23	4.82	4.53	4.86	5.39	13	2
Ave. minutes per group	6.25		6.11				4.72									
People Level	2.24	0.49	0.80	1.80	0.98	0.54	0.21	0.05	0.24	0.24	0.35	0.00	0.00	0.61	11	3
Ave. minutes per group	1.36		0.14				0.15									
	Note: <div>Total Ave. 11.83 Minutes</div> <div>1= Executive, Kasim7= State Senior Director, Husna</div> <div>2= Executive, Fahem8= State Senior Director, Musa</div> <div>3= Federal Senior Director, Ahmad9= State Senior Director, Norman</div> <div>4= Federal Senior Director, Arfah10= State Senior Director, Azam</div> <div>5= Federal Senior Director, Zihan11= State Senior Director, Razak</div> <div>6= Federal Senior Director, Majid12= State Senior Director, Suboh</div> <div>13= State Senior Director, Rahman</div>															

The results, as shown in Table 5.4 above, indicate that all respondents (13 respondents, 100%) elaborated more about the program's characteristics (min. 1.86 minutes; max. 10.95 minutes; average 5.83 minutes). Here, program's characteristics have become the most

discussed amongst the three other themes. It is apparent from the data that this aspect has been highlighted more by Senior directors at the Federal level (average 8.77 minutes), followed by Senior directors at the State level (average 5.10 minutes) and less discussed by the Executives at the Federal level (average 2.52 minutes).

Similarly, all respondents (13 respondents or 100%) talked on the aspects that are more to do with the management practices at the organisational level. Even though the same number of respondents responded on this aspect compared to the aforementioned theme, based on the average time of interview coverage of 5.39 minutes, this theme has been ranked second amongst the three themes. All the three groups of respondents have almost similar responses on this aspect (Average times: Executives 6.25 minutes; Senior directors at the Federal level 6.11 minutes; and Senior directors at the State level 4.72 minutes).

The average time spent on the aforementioned theme dropped to 0.61 minutes for the third theme. Here, 11 respondents (84.6%) explicated factors at the people or employees level of the public sports organisations. What can be observed from the data is that this aspect has been highlighted more by the Executives at the federal level (average 1.36 minutes). Both Senior directors at the Federal level and Senior directors at the State level have little to say about this aspect (Average times: Senior directors at the Federal level 0.14 minutes; and Senior directors at the State level 0.15 minutes).

It is apparent from the interviews that all respondents (13 respondents or 100%) highlighted factors enabling successful service delivery of Mass Sports programs from both program and organisational level perspectives. Even though not all respondents commented on people's factors, still the majority of them (11 respondents or 84.6%) believed that successful service delivery of the programs is much more reliant on the people who are involved in the delivering process. However, respondents talked more about factors at the program level rather than the organisational and people levels.

5.3.1 Factors at the program level

All respondents (100%) described various contexts from the program level perspectives that they believed contributed to program success. There are eight themes that emerged from the

interviews. Table 6.6 presents the results obtained from the Nvivo analysis. Based on average times (minutes) respondents spent on the issue, those eight themes were ranked in descending order as follows:

- competent Employees (average 2.92 minutes)
- program Attributes (average 1.95 minutes)
- good Commitment and Support (average 1.52 minutes)
- public Acceptance (average 0.85 minutes)
- good Financial Support (average 0.31 minutes)
- public Awareness (average 0.28 minutes)
- teamwork (average 0.27 minutes)
- leadership (average 0.25 minutes).

A total average time respondents spent upon those eight themes was 8.34 minutes.

The results, as shown in Table 5.5 indicate that all respondents highlighted that the main three factors at the program level that made programs successful are competent workforce, followed by program attributes, then good commitment and support from other agencies. These are the three most discussed themes observed from the interviews. The theme of competent employees was discussed more by Senior directors attached to the Federal level (average 4.38 minutes) and less mentioned by Executives at the Federal level (average 1.30 minutes) and Senior directors at the State level (average 2.55 minutes). This pattern of differences was not the same for the theme of program attributes as there were equal responses received from Senior directors attached to both federal and state levels (average 2.17 minutes). Here, the Executives did not discuss program attributes widely (average 0.76 minutes). On the other hand, it is apparent from the interviews that the theme of good commitment and support was emphasised the most by Senior directors attached to the Federal level (average 2.64 minutes). Both Senior directors attached to the State level (average 1.12 minutes) and Executives at the Federal level (average 0.64 minutes) has little to say about this aspect. Furthermore, with the average time coverage of 0.85 minutes, the theme of public acceptance has been ranked fourth amongst the eighth themes. Here, Senior directors attached to the State level spoke more about this aspect compared to other groups of respondents (Average times: Senior directors at State level 1.09 minutes; Executive 0.76 minutes; and Senior directors at Federal level 0.46 minutes).

Table 5.5: Factors at the program level

Factors	Interview Coverage per Respondent (Minutes)													Ave. minutes	Total Sources	Rank														
	1	2	3	4	5	6	7	8	9	10	11	12	13																	
Competent Employees	0.90	1.71	2.90	6.00	5.32	3.29	1.29	2.28	2.60	6.65	2.11	1.69	1.20	2.92	13	1														
Ave. minutes per group	1.30		4.38				2.55																							
Program Attributes	0.62	0.91	3.12	1.96	2.35	1.24	1.43	0.72	2.36	4.77	1.36	3.51	1.00	1.95	13	2														
Ave. minutes per group	0.76		2.17				2.17																							
Good Commitment and Support	0.20	1.09	2.02	2.32	2.07	4.14	0.12	0.35	2.44	1.63	1.63	1.58	0.08	1.52	13	3														
Ave. minutes per group	0.64		2.64				1.12																							
Public Acceptance	0.42	1.08	0.44	0.00	0.53	0.89	0.29	0.50	1.90	2.82	0.67	1.02	0.44	0.85	12	4														
Ave. minutes per group	0.76		0.46				1.09																							
Good Financial Support	0.00	0.07	0.04	0.53	0.71	0.67	0.06	0.00	1.00	0.62	0.00	0.35	0.00	0.31	9	5														
Ave. minutes per group	0.04		0.49				0.29																							
Public Awareness	0.19	0.00	0.18	0.00	0.48	0.18	0.00	0.04	0.15	0.00	0.05	2.08	0.27	0.28	9	6														
Ave. minutes per group	0.09		0.21				0.37																							
Teamwork	0.00	0.00	0.00	0.58	0.71	1.19	0.00	0.06	0.53	0.16	0.00	0.33	0.00	0.27	7	7														
Ave. minutes per group	0.00		0.62				0.15																							
Leadership	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.73	0.00	0.71	0.60	0.17	0.25	4	8														
Ave. minutes per group	0.00		0.00				0.46																							
	Note: 1= Executive, Kasim 2= Executive, Fahem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid															Total Ave. 8.34 Minutes 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman														

It can be seen from the data in Table 5.5 that the average time spent dropped to 0.31 minutes for the fifth theme. Here, nine respondents talked on the aspects that are more to do with good financial support. When comparing the differences between groups' opinions, it can be observed that all groups of respondent have put a low emphasise on this aspect (Average times: Senior directors at Federal level 0.49 minutes; Senior directors at State level 0.29 minutes; and Executives 0.04 minutes). In addition, the theme of public awareness has been highlighted by nine respondents but they did not discuss much about this aspect. Hence, this theme received low time average of 0.28 minutes and has been ranked sixth in the group. Although respondents did not discuss more about this aspect, but it can be observed that Senior directors attached to the State level emphasised more on this aspect compared to Executives and Senior directors at the Federal levels. Furthermore, seven respondents spoke about teamwork and four respondents mentioned about leadership. However, their average responses were also low. Both themes of teamwork and leadership received an average of 0.27 minutes and 0.25 minutes respectively and have been ranked seventh and eighth in the group. Even though these two themes received a very low average percentage, it can be observed that teamwork issue has been highlighted more by the Senior directors at the Federal level (average 0.62 minutes) and none of the Executives discussed about this aspect. On the other hand, only Senior directors attached to the State level mentioned leadership aspect.

5.3.1.1 Competent employees

This theme portrays the views respondents had about the contribution that has been made by the employees toward the success of the programs. All respondents (100%) believed that competent employees have made the program successful. When the interviewees' views were analysed in detail, five main themes were emerged that contributed to the program's success. These factors are related to the capabilities of the employees in: strategy; planning; management and administration practices; promotion and publicity; and problem solving. This result is shown in Table 5.6 below:

Table 5.6: Competent employees

Competencies	Interview Coverage per Respondent (minutes)													Ave. Minutes	Total Sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Strategy	0.06	1.22	1.08	2.33	3.74	1.95	0.06	0.96	0.93	3.91	0.50	0.96	0.89	1.43	13	1
Ave. minutes per group	0.64		2.28				1.17									
Planning	0.45	0.46	0.46	3.75	0.00	1.35	1.19	0.08	0.17	1.48	1.59	0.00	0.47	0.88	11	2
Ave. minutes per group	0.46		1.39				0.71									
Management and Administration	0.06	0.61	1.06	0.80	1.03	1.04	0.19	0.64	1.11	1.66	0.76	0.58	0.00	0.73	12	3
Ave. minutes per group	0.33		0.98				0.71									
Promotion and Publicity	0.44	1.20	0.51	0.29	0.55	0.00	0.03	0.84	0.73	1.53	0.26	0.15	0.21	0.52	12	4
Ave. minutes per group	0.82		0.34				0.54									
Problem Solving	0.00	0.00	0.00	0.77	0.00	0.21	0.00	0.00	0.00	0.29	0.00	0.00	0.00	0.10	3	5
Ave. minutes per group	0.00		0.24				0.04									
	Note: 1= Executive, Kasim 2= Executive, Faheem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman													Total Ave. 3.66 Minutes		

The results, as shown in Table 5.6 above, indicate that all respondents (13 respondents, 100%) highlighted that the program was successful because the employees accomplished good strategy in delivering the program. This is the most discussed dimension among respondents with the highest average times of interviews coverage of 1.43 minutes. The average times of interview coverage per groups of respondent was ranging from a maximum value of 2.28 minutes (Senior directors attached to the Federal level) to 0.64 minutes

(Executives at the Federal level). This indicates that Senior directors attached to the Federal level emphasised this aspect more compared to the other two groups of respondents.

Other than the aforementioned theme, 11 respondents talked on the aspects that are more related to the employees planning ability. Comparing the results between groups of respondents, it can be observed that the differences between groups of Executives at the Federal level and Senior directors attached to the State level, in terms of their opinions on this aspect are close to each other (Average times: Executives 0.46 minutes; Senior directors at State level 0.71 minutes). However, Senior directors attached to the Federal level spoke more on planning competencies as a factor of success.

Although the factor of good management and administration has been noted by almost all respondents (12 respondents, 92.3%), based on the average time (minutes) of interview coverage, this aspect has been ranked third in the group. Here, only a small difference between groups' opinions has been observed. The average time per group for this aspect ranged from 0.98 minutes (Senior directors at the Federal level) to 0.33 minutes (Executives). This data indicates that Senior directors at the Federal level spent more time discussing this theme compared to Executives and Senior directors at the State level.

Furthermore, 12 respondents (92.3%) pointed out the impact of good promotion and publicity to the success of their program. Based on the average time respondents spent discussing this issue, the theme of good promotion and publicity is ranked fourth among the five themes. This aspect was highlighted more by the Executives (Average 0.82 minutes), followed by the Senior directors attached to the State level (Average 0.54 minutes) and less mentioned by the Senior directors attached to the Federal level (Average 0.34 minutes).

With a very low average of 0.10 minutes, the theme of problem solving competencies has been ranked fifth in the group. This aspect has been notified by only a small number of respondents (3 respondents or 2.3%). Here, Senior directors attached to the Federal level discussed this aspect more (average 0.24 minutes) and none of the Executives mentioned problem-solving competencies as a factor of success.

Strategy

What is interesting in the data presented in Table 5.6 is that all respondents (100%) talked more about strategy compared to other competencies. All of them highlighted that good strategy for implementing the programs has made the programs successful. For example, Arfah, a Senior Director attached to the Federal level shared a story on how her team formulated strategies for implementing their successful program:

Before we organised the program at the national level, all state departments were asked to organise various activities and tournaments at the state level and then each state would send their best team to participate in the activities at the national level ... our national program involved teams from every state and at the same time we also opened registration for a new category that was not represented in any state. That was an open category, they did not represent any state, they could form a team and register to take part in the open category tournament. That was how we managed to get 3000 futsal teams ... At the same time we also invited celebrities to participate in our program. They took part in the futsal tournament. So, I think that contributed to the success of the program because when celebrities take part then people will be more excited to come, to participate. That was how we attracted people to participate in our program ... (Arfah, Federal Senior Director).

Ahmad, a Senior Director attached to the Federal level also shared similar views. According to him, his program was successful because he and his team implemented good strategy to attract public participation:

We did not promise anything to the public, we just offered them a T-shirt. Those who registered to participate in the program, we gave them one T-shirt. I think the public was happy with it ... they got a T-shirt with a logo of 'Walking for the Nation'. We gave the t-shirt to everybody who registered as a participant...We managed to have lucky draws for those who participated in that program. This made the program more attractive ... We also had side events like exhibitions, mini concerts, fun sports activities and so forth that can attract people to come (Ahmad, Federal Senior Director).

Arfah and Ahmad believed that their good strategy in implementing the program had attracted public participation and made the program successful. So does Azam, a Senior Director attached to the state level. However, Azam explained more about the strategy that has been utilised in developing the program:

after we trained the trainers, we introduced the programs to NGOs and NGOs were given the responsibility to deliver it to the community, and then we succeeded ... To develop this program, we organized courses according to certain levels and series, every month we had an instructors' course. We developed instructors, we asked NGOs to send representatives, to be developed as instructors, and then we sent instructors to lead mass aerobic exercise at schools and government departments. In every program we conducted, we inserted an aerobics exercise in the morning. It took

a long time before everyone could accept this kind of activity. 5 years later, we observed that senior citizens had shown their interest, they accepted aerobics as a new culture that benefited their health and quality of life. Now, aerobics is not only for exercise purposes but it has its own competition cycle ... Another thing was that, we trained people who were interested in that activity, we organised courses and developed groups of individuals to become our network for organizing that activity in their places ... we developed aerobics instructors among staff in the Ministry of Health, they then motivated their friends and organised aerobic for their organisation. So, from time to time, this activity keeps growing and continuously developing in our society (Azam, State Senior Director).

What can be learned from the data is that workforces are competent in developing good strategies. Their good strategies in implementing and developing the program have made the program successful.

Planning

Planning is the second most discussed theme that emerged from the interviews that is related to workforces' ability for delivering successful programs. Most of the respondents (84.6%) put forward the importance of good planning in order to deliver a successful program. For example, Kasim, an Executive, said:

Basically, for me, a successful program is a well-planned program ... To organise this kind of program, a lot of planning has been made. It involves a lot of thinking (Kasim, Executive).

Arfah, one of Senior directors attached to the federal agency who was involved directly in Mass Sports program shared how she and her team planned their successful program. According to her:

we outlined our work clearly; we made clear proposals about the program ... At the planning stage, we researched information that helped us to strengthen our strategies. We researched what activities, what sports or games could attract young people to participate, what activities young people are looking forward to participate in. We identified the activities and we planned it accordingly to suit our limited resources; we were then capable of attracting public participation (Arfah, Federal Senior Director).

Arfah's statements above show that workforces responsible for delivering the successful programs were competent in planning. Their planning worked and the programs attracted a lot of public participation because they planned based on the information they gathered. Information is another element that is important in planning and workforces are competent to

utilise those related pieces of information in their planning for the program. Strong evidence of this point can be seen from Arfah's statement that:

Based on the information that we gathered, we were confident that our plan will work very well. We foresaw problems that might occur during the implementation and we outlined strategies to overcome them. For example, we already planned another category for futsal called open category that people could register for immediately during the event, to get involved and participate on the day of the games instead of registering through the state department. That approach was to cover if we failed to get good participation from the state level. That was how we worked. We made very good planning and we tried our best to follow what has been planned (Arfah, Federal Senior Director).

Interestingly, what can be learned from Arfah's statements above is that workforces were creative in their planning. Strong evidence of this point can be seen from her statements that:

it shows how my officers and my staff ability to utilise existing resources that suit our need. Even though we did not have enough money, they were still capable of organising many side activities; they were still able to make the program more attractive. We managed to get appropriate facilities for our event ... they used their creativity to perform their tasks. They used their creativity to make the program more attractive, to solve problems and search for new resources (Arfah, Federal Senior Director).

Creativity in planning has clearly been observed among workforces attached to the state level as Razak, a Senior Director attached to the state level put forward:

We used our creativity to plan the program, especially at the state level (Razak, State Senior Director).

Norman, State Senior Director, agreed with Razak that workforces at the state level were creative in their planning because the programs had been planned by the federal agency and the state agency needed to suit the implementation of the program to the local requirements:

Even though the federal department planned the program, I slightly changed the plan to suit local needs (Norman, State Senior Director).

Razak's and Norman's statements above are evidence that workforces at the state level are capable of developing good planning. Creativity and flexibility have clearly been observed in their planning. Another example about their capability in this aspect can be seen in Ahmad's statement said that:

We have so many restrictions, like sports attire regulation, location, gender; although these restrictions were not much, they are there. We considered these restrictions in our planning (Ahmad, Federal Senior Director).

Based on Ahmad's point of view, the creativity and flexibility in the planning has made the program successful.

The workforces' competencies in planning are well expounded by respondents at both federal and state levels. This competence of the workforces at the state level in planning was proved by their achievement in implementing the programs in line with the requirement of the federal agency:

At the state level, I can see that my staff at the Sports Development Division know what to do, they scheduled the programs appropriately. They planned the programs or activities according to guidelines developed by the Sports Development Department at the federal level ... The ministry gave us an allocation to implement various programs and activities and my officers scheduled their task based on priority (Azam, State Senior Director).

Azam's points of view were supported by Razak, a State Senior Director, who said that:

We are the implementer; we need to follow what has been planned at the Ministry. They gave the budget for it ... To be able to achieve the objectives, we modified a bit but must be in line with the Ministry's mission ... we used the allocation for the program that suited our local people...Our strength was our officers, especially of the respective officers, our officers understand and know how to perform their work, they are able to look for the money and the sources of sponsorship and the capital to drive the program. Their wide networking helped to find people to contact; those are officers' initiatives (Razak, State Senior Director).

Razak's statement above highlighted that workforces are capable in planning and they know the best way to fulfil the program's objectives. Here, they are guided by their organisational mission.

Management and administration

Good management and administration is the third most discussed theme emerging from the interviews that is related to employees' ability to deliver successful programs. Most of the respondents (92.3%) explicated that employees are competent for managing and administering the programs. For example, Arfah conceded that:

In general, I'm very satisfied with my officers' management skills. They successfully performed their tasks. They know what to do; they know their roles (Arfah, Federal Senior Director).

Another example was discovered from Kasim, an Executive, who explained that his employees managed to:

pull the resources from the state level, district level and NGOs and cooperate with other government agencies ... appoint working committees at the national, state and district levels (Kasim, Executive).

In addition, Kasim said, about the aspect of good management and administration practices, his employees successfully utilised their ability to establish networking for increasing public participation. This view is similar to that of Ahmad, a Senior Director attached to the Federal level who was involved directly with the program. Ahmad said:

We had big roles in organising that program. We were the organiser. I mean the Ministry of Youth and Sports, we worked together with the state departments ... Beside this, we also had good committees to handle certain parts or tasks for organising that program. We had a main committee chaired by the Secretary General of the Ministry of Youth and Sports Malaysia. We also had small committees. We also had committees at the state levels. These structures were established at federal and state level and they were responsible for certain tasks, for example, a committee to handle lucky draws, a committee to handle foods and beverages and so forth. We at federal level developed those structures. We developed committees for federal level and for state level ... Since this program was organised concurrently throughout the country, it involved many staff. We asked help from other government agencies to handle certain parts of the activity (Ahmad, Federal Senior Director).

Similar to Kasim, Ahmad also highlighted the ability of his team to establish well developed structures to administer the programs. However, Ahmad described more the ability of the workforce in coordinating the tasks for organising the programs through those structures. This is supported by Arfah, Senior Director at the Federal level, who said that the structures provided a platform for discussion and coordination:

All tasks were well coordinated among us ... We discussed our problems in regular meetings (Arfah, Federal Senior Director).

In addition, Majid, a Senior Director at the Federal level, explained that those management structures involved various agencies including NGOs and his team was able to manage and administer this structure for delivering the program to the target group:

all the sporting organisations related to the program worked with us, we organised a tour throughout the country and we organised a meeting with them, encouraged them to be involved, to run the program, we did a lot of governing works, to administer the flow of the program and make sure it really works at the grassroots levels, that was why the program was successful (Majid, Federal Senior Director).

Some respondents from the state level, for example, Musa, Norman and Azam, highlighted the ability of the employees in finance management. According to them, the employees at

state level are capable of managing an allocation they received from the federal agencies for program development and implementation. For example, Azam and Norman said:

We created more activities, we organised competitions and we provided funds ... Some amount of funding were also provided to us by the ministry; we then distributed it to our local NGOs (Azam, State Senior Director).

We gave some allocation to each of every NGOs, for them to be involved in that program (Norman, State Senior Director).

Promotion and publicity

Promotion and publicity are the other areas that employees were competent in. Most respondents (92.3%) reported that they administered good promotional and publicity activities in organising their successful program. Ahmad, a Senior Director attached to the Federal level explained:

We launched a campaign to promote public participation. Our promotion and publicity was very good. We used mass media widely ... We put a big effort into promotion. We promoted our program through mass media to attract public participation ... we had a very good promotion and publicity. These made the program a success (Ahmad, Federal Senior Director).

Ahmad explained the program was successful because his team had organised effective promotional and publicity activity through mass media that successfully attracted the public to get involved in the program. Zihan, too, believes that the ability of her team to arrange good promotional and publicity activity through mass media contributed to the success of the program. However, Zihan added that her team had administered a continuous promotional and publicity activity not only by using the mass media but throughout all programs they had organised:

We had good promotion and publicity from the mass media especially from the radio. We also received good promotion from the newspaper but I would say that we successfully used other programs that were organised by us to promote the Fitness Month (Zihan, Federal Senior Director).

In addition, employees were capable to arrange promotional and publicity activities continuously with other related agencies:

From the beginning, we promoted this activity, we broadcast it, we worked closely with the government broadcasting department ... we developed networking and

promoted the activity to every agency ... We tried our best to get people to participate and accept our programs (Azam, State Senior Director).

From the respondents' points of view, they were capable to attract public participation through their promotional and publicity activities and this made the program successful. Information they provided not only attracted various ethnic groups to come to the venue as spectators but attracted them to participate in the program as well:

We managed to attract all ethnic groups to participate in that program; Chinese, Indian and Malay, all of them enjoyed the activities. Some of them did not just come as a spectator but they participated in various side events that had been provided ... we had very good promotion and publicity (Norman, State Senior Director).

The ability of the workforce to attract public participation through various promotional and publicity activities has been recognised by their top management. Here, Kasim, an Executive at the Federal level said:

They managed to attract young generation came to this program ... The public was aware about the program, they knew the location, and they knew the benefits that they could get from the program (Kasim, Executive at the Federal Level).

Problem solving

Problem solving is the fifth important theme that emerged from the interviews that is related to the workforces' ability to deliver successful programs. Only a small number of respondents (25%, three respondents) indicated that capabilities in this aspect have made the program successful. For example, Arfah explicated that:

When I mentioned creativity, it covers everything, it shows my officers' and my staff's ability to utilise existing resources that suit our need. Even though we did not have enough money, they were still capable to organise many side activities, they were still able to make the program more attractive. We managed to get appropriate facilities for our event ... they used their creativity to perform their tasks. They used their creativity to make the program more attractive, to solve problems and research new resources ... My officers' problem solving skills were very good. They managed to overcome problems that existed (Arfah, Federal Senior Director).

Looking at Arfah's statement, the main problem that is faced by public sports organisations for organising successful programs is to have adequate resources, especially financial resources. However, workforces' capabilities to solve financial restrictions have made the programs successful. Once again, their ability to use creativity in solving problems has caused them to successfully implement the program.

5.3.1.2 Program attributes

Another factor for successful service delivery of Mass Sports programs that emerged from the interviews is the program's attributes. It can be seen from the data in Table 5.5 that all respondents (100%) identified that attributes of a program determine whether the program is successful or not. This theme show the views respondents had in explaining factors of success at the program level. Interestingly, the interviewees clarified six main program attributes that enabled success. These attributes are presented in Table 5.7 below:

Table 5.7: Program attributes

Attributes	Interview Coverage per Respondent (Minutes)													Ave. Minutes	Total Sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Simple, Fun and Attractive	0.19	0.26	2.07	0.68	0.93	0.00	0.00	0.51	1.29	0.00	0.42	0.49	0.93	0.60	10	1
Ave. minutes per group	0.23		0.92				0.52									
Continuity	0.06	0.00	0.00	0.41	0.16	0.69	0.86	0.00	0.00	3.81	0.27	1.33	0.00	0.58	8	2
Ave. minutes per group	0.03		0.32				0.90									
Clear Goal	0.00	0.48	0.45	0.71	0.71	0.55	0.57	0.21	0.19	0.00	0.68	0.00	0.03	0.35	10	3
Ave. minutes per group	0.24		0.61				0.24									
Accessibility	0.00	0.12	0.38	0.00	0.28	0.53	0.00	0.00	0.00	0.53	0.00	0.93	0.00	0.21	6	4
Ave. minutes per group	0.06		0.30				0.21									
Availability of Facilities	0.18	0.00	0.00	0.15	0.22	0.00	0.00	0.00	0.65	0.43	0.00	0.57	0.00	0.17	6	5
Ave. minutes per group	0.09		0.09				0.23									
Non-competitive	0.19	0.06	0.22	0.00	0.05	0.00	0.00	0.00	0.53	0.00	0.00	0.18	0.05	0.10	7	6
Ave. minutes per group	0.12		0.07				0.11									
	Note: Total Ave. 2.01 Minutes 1= Executive, Kasim 2= Executive, Faheem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman															

The results, as shown in Table 5.7 above, indicate that 10 respondents (76.9%) elaborated more about ‘simple, fun and attractive’ program as a factor of success (min. 0.0 minutes; max. 2.07 minutes; average 0.60 minutes). This is the most discussed amongst the sixth themes. It is apparent from the data that this aspect has been highlighted more by Senior directors at the Federal level (average 0.92 minutes), followed by Senior directors at the State level (average 0.52 minutes) and less discussed by the Executives at the Federal level (average 0.23 minutes).

The second most discussed theme emerging from the interview is continuity. Here, eight respondents (6.15%) talked on the aspects that are more to do with continuity in implementing the programs. Of the eight respondents, this aspect was discussed the most by Senior directors attached to the State level (average 0.90 minutes). Both Executives at the Federal level and Senior directors attached to the Federal level have little to say about this theme (Average times: Executives 0.03 minutes; Senior directors at the Federal level 0.32 minutes).

Even though ten respondents (76.9%) responded on ‘clear goal’ as a factor of programs success, based on the average times of interview coverage of 0.35 minutes, this theme has been ranked third amongst the sixth themes. All the three groups of respondents have almost similar responses on this aspect (Average times: Executives 0.24 minutes; Senior directors at the Federal level 0.61 minutes; and Senior directors at the State level 0.24 minutes).

As can be seen in Table 5.7, time averages of interview coverage for the last three themes (accessibility 0.21 minutes; availability of facilities 0.17 minutes; non-competitive 0.10 minutes) were very low. The relative unimportance of those themes emerged as they have less been mentioned by the respondents. However, it is interesting to know that accessibility element is notified more by Senior directors attached to the Federal level (average 0.30 minutes), the availability of facilities is discussed the most by Senior directors attached to the State level and the concept of non-competitive program has been highlighted by both Executives at the Federal level and Senior directors attached to the State levels.

It is apparent from the interviews that respondents considered a few attributes as enabling factors of successful service delivery of Mass Sports programs. Here, most respondents believed in the simple, fun and attractive program as a main factor enabling success. This is followed by continuity, a clear goal, accessibility, availability of facilities and finally a non-competitive program. The following subsection explains those themes further accordingly.

Simple, Fun and Attractive

Simple, fun and attractive is the first most discussed theme emerging from the interviews that is categorised under program attributes. Of the 13 respondents, 76% (10 respondents) indicated that a program was successful because it was simple, fun and attractive. For example, Ahmad, Federal Senior Director, elaborated that:

The public simply came and joined our program. They really enjoyed the program. They came with friends and family. Young mothers came with their babies in the stroller. It was really happening ... That program was cheerful because it was organised concurrently at federal, state and district levels. It was really happening throughout the country ... furthermore the activity itself; the walking activity was so simple, everybody was capable of doing it. They were not afraid to participate. If we organised a running activity, the public might afraid to participate because they may be not confident about their fitness level...another thing is that, the public came to participate because we offered simple activity that all people could get involved in... I think simplicity is the most important thing that helps the community accept the program ... The program was fun and attractive. They enjoyed the program ... We managed to have lucky draws for those who participated in that program. This made the program more attractive ... Actually this program did not involve many protocol, so we did not really need many staff but the only staff that we really needed during that time was a technical person, to help us distribute foods and drinks to the participants and referees. That program was simple, so it did not really need many technical supports. The tasks were also not complicated ... The program was simple and therefore involved less protocol and technical requirement ... (Ahmad, Federal Senior Director).

Simplicity not only attracted public participation but made the program easy to organise. The program needed fewer facilities, technical and protocol. Ahmad is supported by Kasim, an Executive, who said that:

the activity has been modified to become simpler, easier to organise, involving simple rules and regulations; it only needs simple facilities (Kasim, Executive)

Arfah supported Ahmad's views as she believed 'simple, fun and attractive' is the main reason for program success because it will increase public interest to get involved:

when celebrities took part then people would be more excited to come, to participate. That was how we attracted people to participate in our program (Arfah, Federal Senior Director).

Beside celebrities' involvement, the organisers has tried various ways to make the programs more attractive. For example, Norman, State Senior Director elaborated that:

We modified some of the traditional games as a way to make it more attractive, especially to attract young people to participate ... We introduced new elements. I added some activities that are of interest to the young generation. For example, we used modern music for the silat tournament ... We modified the games but its originality was still there. We added new elements to the games like music that suits the young generation lifestyle. This approach made the program more attractive to them ... The program was fun and the participants enjoyed the activities ... I think the program was attractive and successfully attracted the public to come (Norman, State Senior Director).

Attractive programs not only attracted public interest but also attracted sponsors:

We managed to get sponsors for prizes and lucky draw, etc. This is another attraction, to attract the society to be involved (Razak, State Senior Director).

The attractiveness of the program relied on the activities provided by the organiser:

beside aerobics we had other programs, we introduced new programs, so it was leisure, relax, enjoy the event, they took part in other programs available at the location and after that they would come back to do the aerobic and took part in the competition, Futsal was also there, there was really a lot happening until midnight (Zihan, Federal Senior Director).

From the respondents' point of view above, the main reason for program success was successfully attracting public interest and involvement. In order to attract public interest, programs should be simple, fun and attractive. The participants needed to feel they enjoyed the programs:

People just came and joined the activity. They came with family and friends. Maybe because of the lucky draws, the program became more attractive to them ... That was a simple program Because of this simplicity, we only needed simple facilities and technical supports ... We also had side events like exhibitions, mini concerts, fun sports activities and so forth that could attract people to come (Ahmad, Federal Senior Director).

From the statements above, it can be seen that 'simple, fun and attractive' is important for a program's success. This made the public easily accept the program and happy to be involved in it. These programs will attracted public interest as well as sponsors.

Continuity

Continuity is the second most discussed theme emerging from the interviews that is related to program attributes. As can be seen from Table 5.7, over half of the interviewees (61.5%, 8 respondents) noted that continuity in a program's implementation enabled successful delivery of the program. For example, Arfah, a Senior Director attached to the federal level, shared her story:

We organised fitness month every June and we aimed to attract all the Malaysian population to be involved in various sports programs and activities that we organised at federal, state and district level. Every second week of June we will launch our Fitness Month and then the activities will then continuously be organised the whole month, at various levels throughout the country (Arfah, Federal Senior Director).

As expressed by Arfah, continuity in implementing programs is not only in terms of activities but includes location or levels of the programs (federal level, state level and district level). This approach provided more opportunities for the public to be aware of the programs and to be involved with the programs. Zihan, a Federal Senior Director, explained a similar point:

We had programs since January ... Therefore, when we advertised about our Fitness Month Program at the National level [in July], people already knew about it (Zihan, Federal Senior Director).

In addition, the continuity approach also reflects impact that programs had on the participants:

We provide training and give them a certificate for Level 1 up to Level 3. The program has continuously been organised and we can see the outputs, we can see the products ... we have been doing or organising this program for many years at various levels (Husna, State Senior Director).

Like Husna, Azam, a Senior Director attached to the state level, believed continuity in implementing the programs and its relevant activities create positive impacts on the target groups and the community as a whole:

we organised courses according to certain levels and series, every month we had an instructors' course. We developed instructors, we engaged NGOs to send representatives to be developed as an instructor and we sent instructors to lead mass aerobic exercise at schools and government departments. In every program we conducted, we inserted an aerobics exercise in the morning ... Later, after the workshops, all the participants who learned the techniques; they developed and promoted this activity to school children. We then included this activity in our yearly

program calendar; we scheduled the basic course ... we developed aerobics instructors among the Ministry of Health staff; they then motivated their friends and organised aerobics for their organisation. So, over time, this activity keeps growing and continuously developing in our society (Azam, State Senior Director).

Furthermore, when programs have been organised continuously, the public look forward to getting involved in it:

We organised this program at every district level on every weekend ... that was really well scheduled that people would participate and look forward to taking part ... the program had already been scheduled for them ... and people looked forward to participating (Majid, Federal Senior Director).

Clear Goal

The third most elaborated theme emerging from the interviews that enables successful service delivery of Mass Sports programs is programs with a clear goal. As can be seen from Table 5.8, 76% (10 respondents) highlighted that a program will be successful when it has a clear goal. For example, Ahmad explained:

the focus is to enhance community awareness towards an active and healthy lifestyle. This is our priority. This is our goal. We aim to change their mindset towards sports activity, we want them to be aware of the benefits of being involved in sports (Ahmad, Federal Senior Director).

Razak, a Senior Director attached to the state level, highlighted similar views:

I see Sports for All not just for recreation and physical fitness but also for conventional sports which can attract many people and at the same time achieve our goals-National unity, friendship and loyalty ... Our work is to achieve that (Razak, State Senior Director).

What can be seen from Ahmad's and Razak's statements above is that Mass Sports programs have been organised by public sports organisations to improve the community's quality of life. Even though they stated a very general goal, the goal led them to know the main purpose for organising the program and the actions needed in performing their tasks. Another example supporting this view has been found from Arfah's statements:

We were asked to organise a record-breaking program and we were trying our best to achieve that target. Based on the target, we outlined our tasks, we strategized our works ... our target was to break a record in terms of the highest public participation in futsal games. Therefore we worked for that...We keep reminding ourselves that the main purpose of Mass Sports is not to compete with each other; everybody took part

but not to compete. Therefore we manage to plan our work very well; we combined various activities at the same location (Arfah, Federal Senior Director).

Ahmad, Razak and Arfah explained the general goal to be achieved by the program, and Faheem, an Executive, does too. However, Faheem gave an example with a specific targeted goal to be achieved:

We wanted to bid for Asian Sports 2006 and we bid in Korea or Japan. Meaning we wanted to attract the 'fever' for Sports, to portray to outsiders that we have the element of sports culture that could support our bid...we were serious for our bid in 2006...Actually we wanted to portray to the world our sports spirit, to show the world our public participation level, so all of us participated in sports...It was for the country (Faheem, Executive).

All the statements above are evidence that the program goal has been used as guidance for delivering the program. Both general and specific goals led the service providers to plan appropriate action in performing their tasks. As said by Rahman: "we know what we want" (Rahman, State Senior Director).

Accessibility

Accessibility is the fourth most mentioned theme emerging from the interviews that related to program attributes. As Mass Sports programs' main aim is to cultivate a sports culture among the people by attracting public participation, 46.1% (6 respondents) noted that successful service delivery of the program relies very much on the accessibility of the program to the community. For example, Ahmad said:

During that time, we just need a location to organise the activity ... people easily can access the location of that activity ... because people easily can come to that location, the availability of the public transport was also good (Ahmad, Federal Senior Director).

According to Ahmad, accessible location enabled the program to be successfully delivered to the community. Here, the public had no difficulties to come to the program, as either participants or spectators.

Other than delivering programs at a location that is easily accessible to the community, organisers implemented programs at locations where many people gather for other activities:

we did it at the sports community complex ... that is the place where many people get together ... the participants are already there ... people participated because they

were already there at the sports complex. I feel that using a sports complex indirectly gives more opportunity for people to get involved (Zihan, Federal Senior Director).

Zihan believed the accessibility of the program provided more opportunity for the public to get involved in the activity, and so did Suboh:

We organise that program at different venues every month because we want the local people who are not government servants, not working with the private agencies, to have opportunities to get involved, we are trying to make that program available to everybody, to all the public (Suboh, State Senior Director).

Another approach that made programs more accessible to the community was by providing instructors or leaders to lead the programs in the local area:

we trained the trainers, we introduced the programs to NGOs and NGOs were given a responsibility to deliver it to the community, then we succeeded (Azam, State Senior Director).

Availability of facilities

Another program attribute emerging from the interviews that enables successful service delivery is the availability of facilities for implementing the program. Of the 13 respondents, 46.1% (6 respondents) noted this aspect. According to Kasim, an Executive, organisations under his control were successful in organising the programs because they did not have many problems with facilities:

They used facilities under our agencies. For example, they used the stadium's car park at the National Sports Complex Bukit Jalil to organise programs (Kasim, Executive).

In addition, Kasim explained that:

we organised programs, sometimes the facilities that we required, we got them easier. Even though the facilities are not under us, we do not own those facilities but we can easily get the permission to use them compared to other agencies, because we are a government agency ... sometimes we got it free of charge or with a minimal charge, and it was cheaper ... However, most of the facilities we used belong to us (Kasim, Executive).

This belief was supported by Suboh, a Senior Director attached to the state level, who said:

we utilised all facilities available to us ... although we have money if we don't have the right facilities the program won't be very successful ... somehow in most areas, the facilities are quite good, for example in the park, there are indoor stadiums, outdoor stadiums, they have recreational parks, we used them ... we can use those

areas, those facilities available for us to organise programs...that contributed to the success of implementing the programs (Suboh, State Senior Director).

From both Kasim's and Suboh's points of view, the program was successfully delivered to the community because they had the facilities available to them for organising the activities. They utilised all the facilities they had "we utilised all facilities available to us" (Suboh, State Senior Director). Even if the facilities did not belong to their organisation, they got permission to use them for organising activities.

Non-competitive

In order to deliver Mass Sports programs successfully to the community, the public sports organisations have to attract public interest in participating in the programs. Since competitive sports are not for everyone, the public sports organisations have organised non-competitive programs. This approach is acknowledged by 53.8% (7 respondents). For example, Norman said:

For me, the most important element for organising Mass Sports is to get people to be involved in the activities, not for the purpose of championships ... Even though we have organised championships or tournaments, the main purpose is for generating active and healthy lifestyles, we have provided fun activities to attract public participation (Norman, State Senior Director).

From Norman's point of view, non-competitive programs successfully attract public participation because not many people are interested in challenging activities and they are looking forwards, at a non-competitive program, as an activity will bring enjoyment to them:

they just did the walking, no need to compete, and no competition ... They came for leisure, not to compete with each other ... That was not a competition, no winners (Ahmad, Federal Senior Director).

Kasim, an Executive, resembles Ahmad in that they both believed in organising non-competitive programs as a way to attract public participation because the public sees these program as a social event for them to get together:

They do have games at community level which is actually not specifically for competition but just to enhance friendships, teamwork and develop networking (Kasim, Executive).

5.3.1.3 Good commitment and support

The third theme emerging from the interviews related to factors at the program level is ‘good commitment and support’. It can be seen from Table 5.5 that all respondents (100%) admitted ‘good commitment and support’ enabled successful service delivery of Mass Sports programs. For example, Ahmad, Senior Director attached to the federal level, proudly shared his story that:

We were the organiser and we had a very good cooperation from the state departments and from the Walking Association ... The state departments successfully helped us to attract the public to participate in the program ... I think, commitment from all agencies contributed to the success of that program. Other government agencies including local governments gave full support and commitment to the program ... and then we had many sponsors, who also contributed to the success. .. During that time, all other government agencies gave full support, they fulfilled their roles and helped us, like the Ministry of Information, Ministry of Health, all of them helped us during the program implementation. We had good support not only from the government agencies but also from the private agencies. They sponsored products for a lucky draw. Some of them sponsored t-shirt and there were a few of them providing financial support. The Ministry of Information sponsored air times for promotion and provided very good media coverage ... That program was successful because we had very good support from various agencies ... Since this program was organised concurrently throughout the country, it involved many staff. We asked for help from other government agencies to handle certain parts of the activity (Ahmad, Federal Senior Director).

Arfah, a Senior Director attached to the Federal level had similar story to Ahmad. She said:

We worked together with the state departments and also with NGOs ... Before we organised program at the national level, all state departments were asked to organise various activities and tournaments at the state level and then each state sent their best team to participate in the activities at the national level ... In this case, the state departments and NGOs worked together with us to implement the activities ... We had very good cooperation from other agencies ... They helped us not only during the launching but throughout the month they continuously organised various sports programs and activities at various levels. We at federal level give financial supports to every state department. Those financial supports were not enough, we knew it but the state departments used their creativity to get more sponsors, to get more supports from local government and local community ... For example, we did not ask them to organise launching at the state level but they themselves put in extra efforts and they managed to organise the launching at the state level ... We had a very good support from other branches and units. They took part; they did certain part of the program ... some of them provided accommodation to participants with minimum charge (Arfah, Federal Senior Director).

Another similar story came from Faheem, an Executive at the Federal level:

with the cooperation of all parties and supported by the people, the community...the whole country moved in ... There are many factors; the promotion, cooperation from the private sectors, movement by NGOs and involvement from groups of the community, and other government agencies, and NGOs, they participated and they helped us to, they promoted, searched for people to participate (Faheem, Executive).

From Ahmad's, Arfah's and Faheem's statements above, the most striking results to emerge are commitment and support from other agencies, for instance, from other government organisations, especially at the state level, private companies, and NGOs at various levels, who's helped to deliver the programs successfully to the community. The commitment received from those organisations can be seen from the actions taken by them in helping to implement the programs. They provided support in various ways including sponsoring certain items, financial, facilities and helping to promote the programs widely. In addition, besides commitment and support from other agencies, Faheem highlighted the commitment and support received from the public: "with the cooperation of all parties and supported by the people, the community...the whole country moved in".

Like Faheem, Ahmad believed public support contributed to the success of the programs:

That program involved massive public participation from the whole country, regardless of their age, economic background, ethnicity and so forth, all of them participated ... to show their support for the government's efforts at cultivating a healthy lifestyle among the population. If I am not mistaken, there were 2 million people that participated in that program throughout the country ... We can see that all kinds of people came to join the program. The public gave full support to the program (Ahmad, Federal Senior Director).

Ahmad looked at public support in terms of the public participation level. He believed, a high level of public participation indicates support for the program provided to them. Another example to support Ahmad's view can be drawn from Norman's statement:

Public participation in that program was very good; I got very good public support for that program. We got huge public participation ... Every day, around 3-4 thousand people came to the program and 10,000 came for the closing ... Some of them did not just come as a spectator but they participated in various side events that had been provided ... Many people came to the event (Norman, State Senior Director).

Like Ahmad and Norman, Suboh believed that the programs were successfully delivered to the target group because the whole community supported the program by getting involved in it:

A response from the society has made our program a success ... everybody knows about the program, aware about the existing of the program and responded positively ... The success of the program is based on the overall society, overall individual, and then, how we work together to deliver the program (Suboh, State Senior Director).

In addition, Suboh believed that besides public support, the commitment and support from the workforce also contributed to the success of the program. Total involvement of the staff helped the program to be successfully delivered: “nearly all our staff was involved” (Faheem, Executive).

Like Suboh and Faheem, who believed in the workforce’s involvement as a sign of their commitment and support for the program, so did Arfah and Zihan:

Their effort and their commitment have made that program successful ... I have a very good team, my officers, and my staff, all of them really committed to their job ... All of us worked hard, we are committed to our work...I think, my officers and my staff were very important for the success of that program. They were willing to do extra work ... We were government servants and as a government servant, we were obedient to our top management direction. My officers gave their full support, they were confident to proceed with what had been planned in the proposal (Arfah, Federal Senior Director).

I am the organiser. I am the Chairman of the Organising Committee and I am lucky that my officers are very committed...We utilised the whole staff of the Sports sections and I think they love doing their job ... they were giving their full support ... cooperation from everybody has made this program a success (Zihan, Federal Senior Director).

While Arfah and Zihan acknowledged that their staff’s and officers’ commitment contributed to the success of the program, Razak, on the other hand, specifically noted the commitment of the officer in charge made the program successful:

The officer himself, at that time ... we look at the individual himself, with his earnest commitment and his understanding of the implementation ... Our strength was our officer, especially of the respective officer (Razak, State Senior Director)

Clearly, from all the statements above, commitment and support from other agencies (such as the Ministry of Health and Local Council) and their workforces, due to the involvement and support of their own top management, significantly enabled the program to be successfully delivered to the target group.

For example, the top management supports can be seen through actions taken by those other agencies to replenish more resources in helping the implementation of the program:

We pull the resources from the state level, district level and NGOs and we seek cooperation from government agencies (Faheem, Executive).

The budget was not enough but since I have a good rapport with the top management [top management of the public sports organisation at the federal level], they considered my application and gave us another RM10, 000...The top management supported my idea to create more attractive activities along the tournament...the top management agreed and gave full support to us...We had a very good support from the top management of our ministry (Norman, State Senior Director).

Actually it is based on directive from the management, if the head of department give directive; their staff will be involved... (Suboh, State Senior Director).

From Faheem's, Norman's and Suboh's statement above, it is shown that good commitment and supports received from the top management of the public sports organisations contributed in enhancing more needed resources for delivering the program. The top management can use their power to gain more resources and directed more commitment and supports from the workforces within and outside the organisation.

In addition, interestingly, the workforces' commitment and support were obtained when the top management empowered them to perform their tasks:

I gave them a privilege to be as creative as possible. Therefore, my officers used their creativity to develop and to make the program a success, and to make it more fun...It was really happening and the program was fun. I empowered them to use their own initiative to develop their own activity. For me, in developing Mass Sports, you cannot be selfish. You have to empower people and you have to trust your officers to do their job (Zihan, Federal Senior Director).

When looking into Zihan's statement above, it can be seen that another element that is important for successful delivery of the program is leadership. Here, she specifically noted the importance of empowerment and trust.

When analysing respondents' views related to the theme 'good commitment and support', what can be learned is that good commitment and support received from other agencies, the public, the workforces, and the top management, contributed to successful service delivery of Mass Sports programs. In detail, this result is shown in Table 5.8 below:

Table 5.8: Commitment and supports

Commitment and Supports	Interview Coverage per Respondent (Minutes)													Ave. Minutes	Total Sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
From other agencies	0.12	1.03	1.44	1.66	1.05	2.35	0.00	0.00	1.07	1.63	0.79	0.75	0.08	0.92	11	1
Ave. minutes per group	0.58		1.62				0.62									
From the Public	0.08	0.51	0.58	0.00	0.00	0.82	0.12	0.15	0.60	0.00	0.00	0.37	0.00	0.25	8	2
Ave. minutes per group	0.29		0.04				0.18									
From the top management	0.00	0.22	0.00	0.00	0.48	0.97	0.00	0.10	0.78	0.43	0.00	0.19	0.00	0.24	7	3
Ave. minutes per group	0.08		0.38				0.18									
From the workforces	0.00	0.15	0.00	0.67	0.55	0.31	0.00	0.13	0.00	0.00	0.84	0.27	0.00	0.23	7	4
Ave. minutes per group	0.11		0.36				0.22									
	Note: <div>1= Executive, Kasim</div> <div>2= Executive, Fahem</div> <div>3= Federal Senior Director, Ahmad</div> <div>4= Federal Senior Director, Arfah</div> <div>5= Federal Senior Director, Zihan</div> <div>6= Federal Senior Director, Majid</div> <div>7= State Senior Director, Husna</div> <div>8= State Senior Director, Musa</div> <div>9= State Senior Director, Norman</div> <div>10= State Senior Director, Azam</div> <div>11= State Senior Director, Razak</div> <div>12= State Senior Director, Suboh</div> <div>13= State Senior Director, Rahman</div> <div>Total Ave. 1.64 Minutes</div>															

It is apparent from the data presented in Table 5.8 that the most important commitment and support contributing to program success was received from other agencies (11 respondents or 84.6%, average 0.92 minutes), followed by good commitment and support from the public (8 respondents or 61.5%, average 0.25 minutes), then from the top management of the public sports organisation (7 respondents or 53.8%, average 0.24 minutes) and finally commitment and support from the workforce (7 respondents or 53.8%, average 0.23 minutes). The total average time respondents spent to discuss those issues was 1.64 minutes.

5.3.1.4 Public acceptance

This is the fourth theme that emerged from the interviews and is categorised as one of the factors at the program level for successful service delivery of Mass Sports programs. This theme portrays the views respondents had about the reason for their program success. The majority of respondents (12 respondents or 92.3%) acknowledged that their program was successful because the public accepted the program. For example Ahmad, a Senior Director attached to the Federal level said:

because of massive public participation, the government felt that public acceptance to government program was increasing (Ahmad, Federal Senior Director).

It can be seen from Ahmad's point of view that he believed a high level of public participation is a sign of public acceptance towards a program. Ahmad's point of view is supported by that of Kasim who said:

If they participate, then we know they accept our program ... based on participation rate we know that they accept our program ... Based on the participation rate, you know which program can fulfil their need and based on this you plan more activities related to that particular programs (Kasim, Executive).

As said by Ahmad and Kasim above, community acceptance to the program can be seen through the level of public participation, when the public accept the program, they will get involved in it. Faheem, who is also an Executive at the federal level have similar view on this:

it has become a chosen sport among the community ... It was successful because of the involvement of the people, the community (Faheem, Executive).

Majid, a Senior Director attached to the federal level, also believed that his program was successful because the public accepted the program:

that program was well participated. In other words, this program was accepted by all community, they are looking forward to take part ... the program was well accepted by the people (Majid, Federal Senior).

It is apparent from all the statements above that public acceptance contributed to the success of the program, as Suboh said: "If they didn't respond positively, no such thing that we are going to be successful ... The success of the program is based on the overall society involvement" (Suboh, State Senior Director).

5.3.1.5 Good financial support

‘Good financial support’ emerged from the interviews as the fifth most discussed theme related to factors of success at the program level. Since over half of the respondents (9 respondents or 69.2%) acknowledged good financial support contributed to their program success, this theme has to be considered as one of the important factors that enable successful service delivery of Mass Sports programs. The most striking result to emerge from the interviews is that most of the financial support to organise Mass Sports programs was received from federal agencies. For example, Norman, a Senior Director attached to the State level said:

most important factor is financial support. We received an allocation from the ministry (Norman, State Senior Director).

Norman’s statement above is enhanced by that of Majid, a Senior Director attached to the federal level:

of course the budget itself was very big, very big budget, the program need a lot of money, a big financial, but the program supported by the Cabinet, only then we success, but first of all, we had to prepare a Cabinet Paper, to obtain their support and they agreed with the budget that we asked, and then we successfully implemented the program (Majid, Federal Senior Director).

It can be observed from Majid’s statement that although the federal agency had a limited allocation, they managed to convince the central government to replenish more financial resources for organising the programs.

In addition, Norman, a Senior Director attached to the State level said:

we also got some allocation from the state government. We used that money to implement the program (Norman, State Senior Director).

From Norman’s point of view, it can be seen that good financial support was also provided by other agencies including the state government. However, Husna, a Senior Director attached to the State level, revealed that not all departments received good financial support from other agencies:

In my department, we lack financial supports; other states received financial support not only from the federal but also from the state government, but not this department. We rely totally to financial supports from the federal agency (Husna, State Senior Director).

Based on Husna's statement, strong evidence was found of the good financial support provided by the federal agency to the state departments for delivering Mass Sports programs to the community at the grassroots level. Additionally, it can be observed that good financial support received by the state departments enhanced their collaboration with NGOs in organising the programs. This can be seen from Azam's statement:

Some amount of fund was provided to us by the ministry; we then distributed it to our local NGOs (Azam, State Senior Director).

From Azam's statement, clearly NGOs are part of the service delivery system of Mass Sports programs. However, in order to enhance their roles for delivering the program to the community, public sports organisations need to provide more support to them, including financial. Azam's point of view was supported by Norman, a Senior Director attached to the State level:

We cannot rely on NGOs because they do not have enough resources, they have poor resources, and they do not have enough money (Norman, State Senior Director)

Similarly, Rahman, a Senior directors attached to the state level, said:

The sports associations don't have special allocation ... Financial support is insufficient ... They cannot do it by themselves, they don't have enough budgets ... We don't have the specific allocation for the district [NGOs/sports association at the district level] (Rahman, State Senior Director).

Looking at Rahman's point of view, he highlighted that financial support received from the federal agency was not enough for enhancing NGOs at the grassroots level. In addition, he commented that the financial allocation provided by the federal agency did not align with the planning:

we always face problem especially in terms of allocation, lack of allocation. The allocation did not match with the program ... [The programs planned by the federal agency did not match the state department's need] (Rahman, State Senior Director).

5.3.1.6 Public awareness

Public awareness emerged from the interviews as the sixth most discussed theme related to the factors of success at the program level. Like the aforementioned theme (good financial support), nine respondents (69.2%) acknowledged that level of public awareness contributed to successful service delivery of Mass Sports programs. For example, Kasim, an Executive, said:

The public are aware about the program, they know the location, they know the benefits that they can get from the programs, and then they come to our program (Kasim, Executive).

As noted by Kasim, public awareness on the availability of programs, including the benefits of the programs, led them to participate. This was supported by Zihan, a Senior Director attached to the Federal level:

I think, now, our population is more aware on fitness. There are aware of what is important for their health, for being active, to be fit ... people are aware of that and because of that they took part (Zihan, Federal Senior Director).

In addition, Majid, a Senior Director attached to the Federal level, indicated that “the culture of participating in sport is already there” and this is the reason of the public to get involved in the Mass Sports programs provided to them by public sports organisations. However, the public awareness level did not guarantee public participation unless the program provided to them fulfilled their need. This is the reason that the programs that had been successfully delivered in urban areas failed in rural areas. This can be seen from Suboh’s statement:

Mass Sports programs are more relevant in the urban areas, where people in the city are not doing much exercise but not for people at the rural areas (Suboh, State Senior Director).

As said by Suboh, rural communities are not interested to be involved in Mass Sports programs, like aerobics, because their lifestyle is different compared to urban community. Most of rural community “already involved in physical activity while doing their works” (Suboh, State Senior Director). Thus the service providers need to organise other activities that suit their needs.

5.3.1.7 Teamwork

This is the seventh most discussed theme that emerged from the interviews. Just over half of respondents (53.8%) acknowledged that teamwork is one of the important factors for successful service delivery of Mass Sports programs. For example, Zihan, a Senior Director attached to the federal level, explicated that:

during the implementation of that program, many parties involved. They worked together and helped each other. NGOs, parents, organising committee, and other public organisations have collaborated in organising it. They developed the activity and made it happen (Zihan, Federal Senior Director).

Zihan statement is supported by Suboh who said that:

All people from inside and outside [the public sports organisations] worked together, helped each other, otherwise we were not be able to implement the program ...The success of the program was based on the overall society, overall individual...we worked together to deliver the program. (Suboh, State Senior Director).

It is apparent from Suboh's statement that importance was placed on teamwork among various bodies involved in delivering the programs to the community, especially between the main organiser with other related agencies, including other government agencies, NGOs and participants. Suboh's statement was enhanced by that of Norman:

All agencies and NGOs involved were committed and we worked together for implementing the activities ...They helped us to organise that program. Supports from our NGOs were very good. I'm proud of that. (Norman, State Senior Director).

Clearly, Norman highlighted that teamwork between the main organiser with NGOs made the program a success. Nevertheless, Arfah, a Senior Director attached to the Federal level proudly explained that teamwork among her officers from various units and departments also made the program a success:

They worked hard and helped each other. We understand each other. That was why we managed to organise that program successfully. Not only my officers but it involved the whole department, we worked together, we worked as a family ... we worked together, we understand each other and we solve problems together... (Arfah, Federal Senior Director).

5.3.1.8 Leadership

Leadership is the eighth theme emerged from the interviews that related to the factors for successful service delivery at the program level. Only a minority of respondents (4 respondents or 30.8%) shared their success in delivering the program to the target groups which can be associated to good leadership practices. For example, Norman explicated that:

The budget was not enough but I have a good rapport with the top management, they considered my application and gave us another RM10,000. The top management support my idea to create more attractive activities during the tournament ... The Minister officiate the event and he asked me how I successfully attract young generation to participate in that program ... Actually, I added some new activities to the event ... I added some activities that are of interest to young generation ... Even though the federal department planned the program but I slightly changed the plan to suit local needs ... (Norman, State Senior Director).

Looking at Norman's statement, he has good credibility as the head of department at the state level. He established good networking with the top management of the public sports organisation at the federal level and was confident in managing his agency to move forward.

Another example can be seen from Zihan's statement:

I am a person who likes to work in a teamwork approach. We work together and that is one culture that I develop among our officers. When I chaired the meeting, the committee meeting, I gave every section a duty and that was it ... I'm lucky that I've six sections, and they are all involved, specialise in their own area (Zihan, Federal Senior Director).

Unlike Norman, Zihan highlighted delegation. Looking at Zihan's statements, she delegated tasks among her officers and she trusted them in performing their jobs. Another sign of good leadership can be observed from Razak's statement:

I am more to sports. I can see there are areas that need to be stressed. At the state level I emphasized on it even though the Ministry does not look at it that way. I see Sports for All [Mass Sports] not just for recreation and physical fitness but also for conventional sports which can attract many people and at the same time achieving our goals, national unity, friendship and loyalty ... Personally, I am very interested in this sports (Razak, State Senior Director).

What can be learned from Razak's statement, as the head of a state department he himself is interested in sports and knowledgeable about sports. Thus, he loves his job, understands his roles and puts full effort to attain his organisational goals.

5.3.2 Factors at the organisational level

As explained earlier, the aforementioned factors that enable successful service delivery of Mass Sports programs were categorised as factors at the program level. This is followed by the second category, factors at the organisational level. All respondents (100%) described various contexts from the organisational level perspectives that they believed made the programs successful. Here, most of the respondents related the factors of successful service delivery of Mass Sports programs to their organisational attributes and capabilities. The findings obtained from the interviews are shown in Table 5.9:

Table 5.9: Factors at the organisational level

Factors	Interview coverage per respondent (minutes)													Ave. minutes	Total sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Organisational attributes	3.61	2.52	4.31	3.43	4.92	4.03	3.86	3.61	2.08	4.82	2.76	3.42	2.83	3.56	13	1
Ave. minutes per group	3.07		4.18				3.34									
Organisational capabilities	4.70	4.60	2.24	2.30	4.37	3.77	2.72	0.59	2.80	2.89	3.46	1.98	2.42	2.99	13	2
Ave. minutes per group	4.65		3.17				2.41									
	Note: <u>Total ave. 6.55 minutes</u> 1= Executive, Kasim 7= State Senior Director, Husna 2= Executive, Fahem 8= State Senior Director, Musa 3= Federal Senior Director, Ahmad 9= State Senior Director, Norman 4= Federal Senior Director, Arfah 10= State Senior Director, Azam 5= Federal Senior Director, Zihan 11= State Senior Director, Razak 6= Federal Senior Director, Majid 12= State Senior Director, Suboh 0= Not mentioned 13= State Senior Director, Rahman															

It can be seen from the findings presented in Table 5.9 that both organisational attributes and capabilities received equal responses from the respondents (100%). However, respondents spent more time elaborating on organisational attributes (average 3.56 minutes) compared to organisational capabilities (average 2.99 minutes). The total average time respondents spent to discuss those two themes was 6.55 minutes.

5.3.2.1 Organisational attributes

Generally, all respondents (100%) highlighted the attributes of public sports organisations, as a government agency, as having a direct impact on the successful service delivery of Mass Sports programs. In particular, respondents discussed three aspects organisational roles; organisational mission; and organisational goals. These findings are presented in Table 5.10. As can be seen from the table, based on the time (minutes) average of the interview coverage, those themes are ranked in descending order as follows: organisational roles (13 respondents, average 2.91 minutes); organisational mission (12 respondents, average 0.73 minutes); and organisational goals (12 respondents, average 0.50 minutes). The total average time respondents spent on those three themes was 4.14 minutes.

Table 5.10: Organisational attributes

Attributes	Interview coverage per respondent (minutes)													Ave. minutes	Total sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Organisational roles	2.37	2.14	3.96	3.07	3.61	3.45	1.97	3.21	1.87	4.82	2.62	2.29	2.47	2.91	13	1
Ave. minutes per group	2.25		3.52				2.75									
Organisational mission	0.63	0.57	0.49	0.36	1.48	2.20	0.00	0.33	0.64	0.89	0.62	0.71	0.55	0.73	12	2
Ave. minutes per group	0.60		1.13				0.54									
Organisational goals	0.44	0.53	0.55	0.41	1.29	0.72	0.30	0.37	0.05	0.00	0.33	1.13	0.40	0.50	12	3
Ave. minutes per group	0.49		0.74				0.37									
	Note: Total ave. 4.14 minutes 1= Executive, Kasim 7= State Senior Director, Husna 2= Executive, Faheem 8= State Senior Director, Musa 3= Federal Senior Director, Ahmad 9= State Senior Director, Norman 4= Federal Senior Director, Arfah 10= State Senior Director, Azam 5= Federal Senior Director, Zihan 11= State Senior Director, Razak 6= Federal Senior Director, Majid 12= State Senior Director, Suboh 0= Not mentioned 13= State Senior Director, Rahman															

Clearly, what can be observed from the table above is that public sports organisation roles were elaborated on more by respondents at the federal level (average 3.52 minutes), followed closely by Senior directors attached to the State level (average 2.75 minutes) and Executives at the Federal level (average 2.25 minutes). On the other hand, the ‘organisational mission’ was mentioned the most by Senior directors attached to the Federal level (average 1.13 minutes) but least by both Senior directors attached to the State level (average 0.54 minutes) and Executives (average 0.60 minutes). A similar pattern also emerged for the ‘organisational goals’. Here, Senior directors attached to the Federal level (average 0.74 minutes) talked more about this aspect, but it was least mentioned by both Senior directors attached to the State level (average 0.37 minutes) and Executives (average 0.49 minutes).

Comparing those three themes above, even though the last two themes received a poor average percentage, based on the number of respondents who responded, those two last themes are still considered important as factors for a program’s success. Therefore the following subsections explain further those three themes.

Organisational roles

This is the first theme that emerged from the interviews that is categorised as organisational attributes. All respondents (100%) indicated that organisational roles of public sports organisations as a government agency had a positive impact on successful service delivery of Mass Sports programs. According to Norman, a Senior Director attached to the State level, his organisation successfully delivered Mass Sports programs to the community because:

In our country, everybody knows that our department is responsible for the development of Mass Sports (Norman, State Senior Director).

Norman noted that there are no other public organisations whose major responsibility is providing Mass Sports programs for public participation except the public sports organisations at federal and state level. Norman's point of view is supported by Azam:

We focus on sports development ... This is our direction. No other agencies established their roles as us, I think, maybe, this is our attributes (Azam, State Senior Director).

What can be learned from Norman's and Azam's statements is that mass sports programs are a product specifically delivered by public sports organisations to the community. Their belief is enhanced by that of Razak, a Senior Director attached to State level, who said:

The execution was based on the National Sports Policy which emphasized on Sports for All (Razak, State Senior Director).

Here, Razak conceded that Mass Sports programs are government programs that are delivered to the community in line with government policy.

In addition, Kasim, an Executive, said:

As a government agency, basically, we organised programs and I think the fund is not the problem, we are able to mobilise sports through associations and we used our networking (Kasim, Executive).

It is apparent from Kasim's statement that Mass Sports programs, as government programs, have their own budget provided by the central government. Furthermore, he noted that public sports organisations hold a governing authority, which allows them to establish networking and develop a service delivery system involving various bodies.

Like Kasim, Ahmad also believed that it is their organisational power as a government agency that has enabled the delivery of Mass Sports programs successfully to the target groups:

so far, we are using our policy, and we are successful in getting other agencies' commitment to help us for organising and implementing the programs ... We use our policy to govern all agencies for sports development (Ahmad, Federal Senior Director).

Majid, a Senior Director attached to the Federal level support this view and acknowledged that the policy of the public sports organisations provided them power to develop networking and cooperation from various agencies for delivering the programs:

we are the one who integrate all the agencies to develop the sports (Majid, Federal Senior Director).

In addition, Majid explained that:

government agency is the best agency to conduct anything in any area because of its staffing, financial ... people can put their trust on government to run all the programs, because the linkage between government agencies, they are together in term of managing, they are together, with one single letter, they managed to invite other bodies to participate, to work together with them to implement the programs (Majid, Federal Senior Director).

What can be observed from Kasim's, Ahmad's and Majid's statements is that, as a government agency, public sports organisations successfully delivered Mass Sports programs to the community because they managed to utilised their organisational policy in performing their roles through generating the service delivery system. Their belief was enhanced by Suboh:

Our strength of course is not very high but somehow we are able to get some help from outside, from other agencies to help us. For instance the NGOs, we have a few sports organisation that always help us (Suboh, State Senior Director).

As stated by Suboh, Public Sports Organisations at the federal and state levels are driven by their main organisational policy in performing their roles. Faheem, an Executive, also noted similar views:

It boils down to the policy of the organisation, the policy states that we need to encourage the public to participate in sports, we take up that role as the step, we know that is the focus of our work, we planned based on that (Faheem, Executive).

Like Suboh, Azam believed organisational roles as a government agency has helped public sports organisations successfully deliver Mass Sports programs to the community through good networking and collaboration with other agencies:

We are actually delivered our services, our programs and activities to our target groups throughout networking ... we worked with our NGOs, with other government agencies and sometimes with private company for organising programs for our community (Azam, State Senior Director).

In addition, Suboh explained, that as a government agency, public sports organisations have established good networking and linkages between federal, state and district level through their organisational structure. This structure enhances them to perform their organisational roles for delivering the program more successfully:

We have our federal agency to lead us, we at the state levels helped to implement the programs to fulfil the ministry goals ... The program that is planned at the federal level will be implemented at the state level, we at the state level will make sure to deliver the programs to the grassroots level, district level, including the village level, the network is there. (Suboh, State Senior Director)

All statements above provide evidence that the community acknowledged the public sports organisations' roles in delivering Mass Sports programs:

Now, people aware about our roles, we are established in line with our mission and vision, people accept us, people refer to us, even though we don't have the instructors (Rahman, State Senior Director).

Organisational mission

The second organisational attribute associated with successful service delivery of Mass Sports programs is the 'organisational mission'. As shown in Table 5.10 above, the majority of respondents (92.3%) highlighted that their organisational mission has helped them successfully deliver Mass Sports programs to the community. Respondents acknowledged that they were successful in delivering Mass Sports programs to the community because they are the only government organisations that are responsible for formulating and developing Mass Sports programs for promoting public participation in the country. For example, Kasim, an Executive, said:

Mass Sports are our core business. No matter how, we are the one who responsible for it. Our ministry is responsible for the development of Mass Sports programs. We are the lead agency ... One of our core businesses, our ministry core business is to attract public participation in Mass Sports programs (Kasim, Executive).

Ahmad, a Senior Director attached to the federal level, also highlighted this:

Mass Sports programs are our core business. This makes us different from others. Our organisational mission makes us different from others (Ahmad, Federal Senior Director).

Kasim's and Ahmad's views are supported by that of Majid, a Senior Director attached to the Federal level, who explained that his organisation has successfully delivered Mass Sports programs to the community because:

We are the one that leads the development of Mass Sports program. We are the main player (Majid, Federal Senior Director).

Zihan, a Senior Director attached to the Federal level has a similar view on this aspect:

Mass Sports, this is the most, this is our core business, our concern at the ministry is to develop Mass Sports, to make Mass Sports as our way of life, to be our culture ... We need a healthy and fit community that is the mission of our organisation, and mission of the country, we encourage, we organise, and we will go all out ... we organise programs in line with the vision 2020 of our country, in line with our organisational mission and goals, we organise more programs and provide more facilities for the public (Zihan, Federal Senior Director).

Based on respondents' views above, clearly, the main organisational mission of public sports organisations is to develop Mass Sports programs and promote public participation. This organisational mission has driven the public sports organisations in performing their roles and functions. Clearly, Mass Sports programs were delivered to the community as a way to fulfil that mission. Their statements above are enhanced by Arfah, who elaborated:

we are driven by the mission and objectives of our ministry ... we do have our mission, we have our targets ... We also have the strategic planning we ... hope by the year 2020, we have about 50% Malaysian population having sports culture (Arfah, Federal Senior Director).

Organisational goals

The third organisational attribute associated with successful service delivery of Mass Sports programs is 'organisational goals'. As shown in Table 5.10 above, the majority of respondents highlighted that Mass Sports programs were successfully delivered to the community because they put their full effort in to striving to for attain their organisational goals:

Our challenge is to get from 18% to a higher level. Now is 18%. That is the study from the Ministry of Health. Now we are talking about to inculcate sports culture ... we focus to increase the target. Our target is 50 % will participate in sports by year

2020 ... we focus to promote sports culture, to achieve our target (Faheem, Executive).

Public sports organisations at federal and state levels hold the same goal. They are working together to increase public participation up to 50% by the year 2020 and they are motivated to achieve that target. Like Faheem, Ahmad and Majid had similar views on this aspect:

the purpose of Sports for All that aim to enhance fit, healthy and united population, in line with the vision of the Ministry of Youth and Sports Malaysia, that is, to attain the target of 50% of Malaysian population will actively participate in sports programs or Mass Sports programs by year 2020. That is one of our main goals ... Our organisation aims to increase public participation in sports ... For example, we targeted to increase sports participation level up to 50% by the year 2020 (Ahmad, Federal Senior Director).

We want to see, at least 50% of Malaysian doing sports, playing sports, any games, any sort of recreation, fitness or anything (Majid, Federal Senior Director).

Clearly, from the responses above, the organisational goals define desired outcomes for public sports organisations and they deliver Mass Sports programs to the community as the main way to attain the target, to increase the percentage of public participation. Their statements above are supported by Rahman:

For Mass Sports, we want people to be involved in sports, in numbers. Participation is our focus (Rahman, State Senior Director).

5.3.2.2 Organisational capabilities

Besides organisational attributes, organisational capabilities is another major theme that emerged from the interviews and categorised as the second important factor at the organisational level for successful service delivery of Mass Sports programs. All respondents (100%) explicated that organisational capabilities contribute to program success. The findings are presented in Table 5.11.

Table 5.11: Organisational capabilities

Capabilities	Interview coverage per respondent (minutes)													Ave. minutes	Total sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Organisational structure	1.30	2.66	0.71	0.27	2.60	1.35	0.68	0.05	0.00	0.85	0.40	0.81	0.00	0.90	11	1
Organisational systems	1.67	2.09	0.00	0.00	0.49	2.32	0.24	0.00	0.00	0.61	0.75	1.38	0.00	0.73	8	3
Role clarity	0.80	0.72	0.39	0.00	0.00	1.84	1.27	0.00	1.02	1.18	0.96	0.00	0.63	0.68	9	2
Human resources	1.99	0.14	0.44	0.00	0.31	1.11	0.00	0.03	0.00	0.24	0.00	0.00	0.20	0.34	8	4
Facilities	0.06	0.22	0.00	0.23	0.37	0.33	0.32	0.00	0.00	0.00	0.55	0.00	1.46	0.27	8	5
Financial resources	0.22	0.00	0.37	0.00	0.00	1.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.15	3	6
Information technology	0.00	0.00	0.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.12	0.02	2	7
	Note: Total ave. 3.10 minutes 1= Executive, Kasim 7= State Senior Director, Husna 2= Executive, Faheem 8= State Senior Director, Musa 3= Federal Senior Director, Ahmad 9= State Senior Director, Norman 4= Federal Senior Director, Arfah 10= State Senior Director, Azam 5= Federal Senior Director, Zihan 11= State Senior Director, Razak 6= Federal Senior Director, Majid 12= State Senior Director, Suboh 13= State Senior Director, Rahman															

As can be seen in Table 5.11 above, there are seven organisational capabilities of the public sports organisations discussed the most by the respondent which explained how Mass Sports programs have been delivered successfully to the community. The point of view respondents put forward is that Mass Sports programs were successfully delivered to the community because:

- i. public sports organisations have good organisational structure to deliver the programs to the target groups (11 respondents/ 84.6%, average 0.90 minutes)
- ii. public sports organisations have good organisational systems to deliver the programs (8 respondents/61.5%, average 0.73 minutes)
- iii. public sports organisations have clear roles in developing Mass Sports programs as a way to promote public participation (9 respondents/69.2%, average 0.68 minutes)
- iv. human resources in the public sports organisations are capable in performing their roles (8 respondents/61.5%, average 0.34 minutes)

- v. public sports organisations have facilities to deliver the programs (8 respondents/ 61.5%, average 0.27 minutes).

Other than the five subthemes above, the other two subthemes of ‘financial resources’ and ‘information technology’ were least discussed by the respondents. These themes had average times of 0.15 and 0.02 minutes respectively. Thus, the following subsections only explain the first five themes of: organisational structure; organisational systems; roles clarity: human resources; and facilities.

Organisational structure

Organisational structure is the first most discussed theme that emerged from the interviews that is related to the organisational capabilities of public sports organisations for delivering Mass Sports programs successfully to the community. The majority of the respondents (11 respondents, 84.6%) indicated that the organisational structure of public sports organisations is well developed at federal, state and district levels. This structure helps organisations to deliver the programs and reach their target groups in the whole country. For example, Ahmad, a Senior Director attached to the Federal level, said:

I think our structures are well developed; we have agency at federal level, state level and district level. We established specific branches or units according to the type of sports or target groups ... We are successfully delivered our programs through them. This establishment has strengthened our organisation ... We have a very good organisational structure to deliver our programs to the target groups (Ahmad, Federal Senior Director).

Ahmad is supported by Suboh, who said:

We have our federal agency to lead us, we at the state level help to implement the programs to fulfil the ministry goals ... to organise Mass Sports is not easy, it is difficult but somehow they have a network, of course we use our main network from the national level, to the state level, district level, then to the grassroots level ... Our structure to deliver Mass Sports programs is really works especially to our target groups at major town (Suboh, State Senior Director).

Analysing both Ahmad’s and Suboh’s views above, they highlighted two main points: public sports organisations have developed their structures in accordance with their organisational goals and roles; and public sports organisations’ formal structures allow good networking between federal, state and district level agencies, including NGOs, in delivering more

successful Mass Sports programs to the community. This notion was supported by Zihan and Husna:

I'm lucky that I've six sections, they are all specialising in their own section, these six sections are the structures we developed to deliver the programs ... The existing structure of our organisation, to deliver program are already good ... At this moment we do have a very good structure to develop and deliver our programs (Zihan, Federal Senior Director).

We already have a special Branch at the Sports Development Division at federal level that is responsible to develop and enhance our NGOs. We have a very good organisational structure, at the Sports Development Division at the federal level, we actually have complete units or branches, we have Fitness Branch, we have Recreation Branch, Branch that are responsible to develop NGOs, Branch that are responsible to develop sports for disable, for veteran, for women and so forth. I think our structure is almost perfect. Our structure is almost the same as other developed countries (Husna, State Senior Director).

As can be seen from Ahmad's, Zihan's and Husna's statements, they believed that existing organisational structures of public sports organisations worked well because they are established in line with their organisational goal and roles. They claimed that their organisations have established specific structure to deliver their services.

Additionally, Faheem, an Executive, remarked that:

we have the structure that makes the fundamental decisions; we have a Cabinet Committee for the development of sports. Here we discussed on the flow of work and the steps to be taken for developing and enhancing high performance sports and Mass Sports. We acknowledged that [the organisational structure] as one of our resources that help us to increase our capacity, our machinery in developing sports from the bottom. This also includes our Sports Community Clubs which is part of our network, the structure that we have at the community level ... There is a lot of network in our structure, the Ministry, the Malaysian Sport Council, the state government through the EXCO of Youth and Sports and the existing associations ... Those are the structures that we have developed and now we can see the success (Faheem, Executive).

It is apparent from the statements above that the organisational structures of public sports organisations reflect their roles and functions. The roles and functions of public sports organisations in developing sports receive full support from the government through the establishment of special a committee on sports that consists of Parliament members. Through this special committee, the authority of the public sports organisations in developing sports has been justified and the establishment of networking among various agencies for developing sports has also been enhanced.

In addition, Kasim, an Executive, said:

We have a good organisational structure to deliver the programs, our product. We have the National Department of Youth and Sports, under this department, we have the Sports Development Division and this division has various branches or units to handle certain kind of activity or to handle certain categories of target groups ... This is our agency at the federal level and we work together with our departments at state level. Our state departments have their own representatives at the district level. We have the Youth and Sports Office almost at every district in this country. All these agencies are under us, being utilised to deliver the program and they also work together with other agencies, they collaborate with NGOs for organising program ... I'm not saying that our organisational structure is the best but it really helps to deliver Mass Sports to the target groups. As a government agency, basically, we organise program ... we are able to mobilise sports through associations and we used our networking (Kasim, Executive).

From Kasim's point of view, the formal organisational structures of the public sports organisations at federal, state and district level provide the linkage between the organisations at federal, state and district level including NGOs. Based on this networking, the service delivery system is established to deliver Mass Sports programs to the target groups in the whole country. Here, Mass Sports programs service delivery systems are not only confined to the public sports organisations but included in other related agencies, especially NGOs, for delivering the programs to the whole community widely.

Furthermore, Faheem, an Executive, claimed that:

With our current structure, Mass Sports are developing and we promote them through our sports division ... we develop them from national level right down to the community level. If we look at the organizational structure of NGOs, in terms of recreation, we have the associations at the lower level, at the grassroots level that is based on water sports activity, air sports activity etc. There are associations for this. Name it, we have it. We even have the body for water sports. The level goes up to the national level, with a parent body overlooking the activity ... That is the structure that we have another chain is the Rakan Muda. Rakan Muda [Young Friends], with its '8 ways of life', these are elements that help us to promote sports culture, like Friends of Recreation, Friends of Fitness, Friends of Sports, Friends of Waja Diri [Friends of Martial Arts]. These groups assist us in the flow of our work ... This is the structure developed by the government (Faheem, Executive).

As explained by Faheem above, the privilege of being a government agency is that the public sports organisations are able to use their authority to obtain cooperation from other agencies and NGOs for generating the service delivery system. Here, besides the formal organisational structure of the public sports organisations at federal, state and district levels,

Faheem emphasised NGOs as important sports providers in service delivery system of Mass Sports programs. This system clearly provides a chain of command from federal to state levels including other related agencies and NGOs. As a result, this system helps public sports organisations to deliver Mass Sports programs successfully to the target groups in the whole country.

Organisational systems

Over half of the respondents (61.5%, 8 respondents) highlighted that their organisational capabilities in delivering Mass Sports programs to the community rely very much on the existing organisational systems of the public sports organisations. For example, Razak, a Senior Director attached to the state level, explained that:

With the current programs, we can attract the society to be involved in recreation, physical fitness, and sports in line with 'Sports for All' goal. To achieve this, we have five sports development strategies carried out by the Ministry [public sports organisation at the federal level] ... these 5 strategies are exposure to sports, exposure to facilities, leadership, coaching, promotion and publicity, network with NGOs, and program development (Razak, State Senior Director).

Looking at Razak's statement, public sports organisations have considerable control over their own businesses and they create their own strategies for achieving their desirable organisational targeted goals. Here, Razak explained about strategy implementation. In the same way, Faheem, an Executive highlighted that they primarily deliver their services through strategies they formulate:

Here we have various strategies and various programs for the development and the evolvment through the elements of trainers, facilities, recognition, and also NGOs development ... Now we are utilizing the NGOs as a method, we work with them; they help us to deliver the programs ... another chain is the Rakan Muda[Young Friends]. Rakan Muda has eight ways of life and there are elements for promoting sports culture like Friends of Recreation, Friends of Fitness, Friends of Sports, Friends of Waja Diri. These groups assist us in the flow of our work, apart from the bodies that we have at the state and district level ... At the state level, we also have associations for recreation and sports ... With these structures and the networks, it facilitates us to move ... We have made them [member of the NGOs] as leaders and some of them are motivators, coach and instructors. We are managers of the projects whereas the implementation is more to the people whom we have built up and trained (Faheem, Executive).

Faheem's statement illustrates the systems that the public sports organisations have in planning, budgeting and reporting that allow them to manage their resources successfully,

especially involving NGOs. This is supported by Zihan, a Senior Director attached to the Federal level, who elaborated further on how they empowered NGOs as their partners in delivering Mass Sports to the community:

We are lucky because we work parallel with NGOs ... we have an allocation, we gave them money or fund, for them to organise their own programs. They sent us a proposal and if we see that their proposal is in line with our policy, and if they are capable to organise that programs, we will give them a fund. They organise that program on their own. That is how we empower these NGOs and we give them a recommendation letter that can be used as a reference for them to seek help from other agencies, to get sponsors and so on (Zihan, Federal Senior Director).

From Faheem's and Zihan's statements, it can be observed that public sports organisations have the systems that put in place all the processes involved in delivering the programs. They create a flow of processes that maintain the alignment of networking between key domains within the service delivery systems. They are successfully managing this networking because they have their authority to manipulate the systems. The statements above are enhanced by Kasim, an Executive, who said:

This is our agency at the federal level and we work together with our departments at state levels. Our state departments have their own representatives at district levels. We have the Youth and Sports Office almost at every district in this country. All these agencies are under us that being utilised to deliver the program and they also work together with other agencies, they also collaborate with NGOs for organising program (Kasim, Executive).

In addition, Suboh, a Senior Director attached to the State level, expounded:

The program that is planned at the federal level will be implemented at the state level ... the state level will make sure to deliver it to the grassroots levels, district level, village level ... the network is there ... to organise this Mass Sports is not easy, it is difficult but somehow they have a network, of course we use our main network from the national level, to the state level, district level, then to the very grassroots levels that means at the village level and so forth ... Our strength of course is not very high but somehow we are able to get some help from outside, from other departments, other agencies to help us. For instance the sports organisations, the NGOs, we have a few sports organisations that always help us (Suboh, State Senior Director).

From Suboh's point of view, it seems that public sports organisation have successfully established processes for delivering the programs. He claimed that the roles of every domain in the organisations are clear, each of them know that they have their own roles within the systems and they perform their task accordingly. Here, the management has established functional responsibilities of every domain in the organisation and delegated responsibilities among them accordingly. Suboh's point of view is enhanced by Husna, a Senior Director attached to the State level:

We cannot just rely on our agencies to organise sports programs for our community, that is why we work together with other agencies. We develop networking with them and they help us to deliver the program to the target groups (Husna, State Senior Director).

It can be observed from Husna's statement that she believed the organisational systems of public sports organisations to deliver the programs allow linkages between various agencies. In line with Husna's statement, Azam, a Senior Director attached to the State level, believed that public sports organisations' systems work well and their officers are competent in utilising the systems:

We are actually delivered our services, our programs and activities to our target groups throughout our networking ... we worked with our NGOs, with other government agencies and sometimes with private company for organising programs for our community. So far, our officers worked well with them (Azam, State Senior Director).

Azam's opinion is enhanced by Kasim, an Executive, who said:

we continuously train our employees. We encourage our officers to pursue new knowledge. We give them support to further their study, to upgrade their skills and knowledge. We are quite open on it. Another thing, we do have mentoring program, senior officers share their experiences and guide junior officers ... My officers are transferable; they can be attach to any of those division or area. We mobilise our officers, we do not let them attached too long at one particular division or unit ... We do expose our officers to new things, new knowledge or new areas; we even send them overseas to observe other countries' effort in developing sports (Kasim, Executive).

From Kasim's statement, it is clear that public sports organisations provide adequate staff development, supervision and support in the systems. He believed this approach enhances the public sports organisations, capabilities for delivering services to the community more successfully.

Role clarity

Role clarity is the third most discussed theme emerging from the interviews that is related to the organisational capabilities of public sports organisations for delivering Mass Sports programs successfully to the community. Here, nine respondents (69.2%) indicated that public sports organisations hold a major role in developing sports, especially Mass Sports programs, and this role has been justified. For example, Norman, a Senior Director attached to the State level, said:

In our country, everybody knows that our department is responsible for the development of Mass Sports. Therefore, people come to us; they ask us first, before they proceed with their plan. We are their point of reference. All people know that our department exists to look into the development of Mass Sports, this makes us different from others. Our community, other government agencies, public sector accept our roles and because of that they come to us for advice, they refer to us. Even though other agencies want to organise Mass Sports program with NGOs, with sports associations, they will also tell us first (Norman, State Senior Director).

From Norman's statement, it can be seen that the roles of the public sports organisations are clear to the public and other agencies. The public and other agencies trust public sports organisations to perform their tasks. Like Norman, Rahman believed that they successfully deliver the programs because the community understands and acknowledges their organisational roles as a government agency responsible for sports:

Now, people are aware about our roles, we are established in line with our mission and vision, people accept us, people refer to us. We are the point of reference. We developed instructors, like aerobics instructors and people recognized us and our society recognized our product, the instructors. People follow because we are government agency (Rahman, State Senior Director).

Rahman's point of view on this aspect is supported by Azam, a Senior Director attached to the state level who said that:

No other agencies have established their roles as much as us. When we talk about capabilities, of course it reflects our role as a government agency that is responsible for developing sports (Azam, State Senior Director).

Besides clear organisational roles, Rahman and Azam put forward the importance of public sports organisations' credibility as a government agency. Here, they believed that Mass Sports programs are successfully delivered to the community because those programs are government programs.

Human resources and facilities

Over half of the respondents (8 respondents or 61.5%) indicated that human resources and facilities are part of the organisational capabilities of public sports organisations that have enabled Mass Sports programs to be successfully delivered to the target groups. However, respondents talked more on the aspect related to human resources (average 0.34 minutes), followed closely by facilities (average 0.27 minutes). Even though these two themes are the least mentioned by the respondents, they are still important because over half of the respondents noted them.

Human resources:

Here, human resources refer to the individuals who make up the workforce of the whole public sports organisation. The participants believed that the number of staff plays a major role in the success of delivering the programs. For example, Ahmad, a Senior Director attached to the Federal level, explained that:

number of staff has been increased compared to those days. Nowadays, we have many staff especially at the state and district levels. Now, every district has its own sports development officer ... Our officers and our staffs are capable to implement and deliver the programs ... Our staffs, especially at state and district levels are the ones who implement the programs. They are the ones who help us (Ahmad, Federal Senior Director).

As said by Ahmad, the number of staff in the organisations that are responsible for developing sports has been increased every year and they are helping the organisations to deliver Mass Sports programs widely in the whole country. Ahmad believed that number of human resources helps the organisation to deliver the programs successfully, and so did Majid:

Our organisation also develops, together with the programs, a few new departments with a few sub or line officers. And then in terms of the program itself, we've developed, I think 3 or 4 main areas ... we developed number of staff focusing in certain main areas to catch up our need (Majid, Federal Senior Director).

Ahmad's and Majid's opinions are supported by Zihan, a Senior Director attached to the Federal level, who said:

We also have our State Officers attached to the District levels, we have our district officers ... now we have at least 3 officers at the district levels, they are permanent officers, and they are the government officers. Beside this, our advantage now is that we do have volunteers to help us, and we also have trainers, they have qualification but we have them on a contract basis. So, they help us (Zihan, Federal Senior Director).

However, Azam, a Senior Director attached to the State level, claimed that:

but we don't have enough staff or officers to do all works, they are multitasking, but they might not be able to do everything (Azam, State Senior Director).

As opposed to Azam's statement, Zihan highlighted that public sports organisations have a reasonable number of human resources. It was noticeable from Zihan's statement that,

besides utilising permanent government's sports development officers, public sports organisations are also utilising human resources from other sources and obtaining support from non permanent workers including volunteers to deliver the programs. In this case, as a government agency, public sports organisations easily obtain good support in term of human resources from other agencies, either government or non government. Their points of view are in line with that of Majid, a Senior Director attached to the Federal level, who said:

government agency is the best agency to conduct anything in any area because of its staffing ... people can put their trust on government to run all programs, because the linkages between government agencies, we [the government agencies] are together in terms of managing, we are together, with one single invitation letter, they will participate, they will help us for managing or implementing the programs, they will come and help us for doing that (Majid, Federal Senior Director).

It is apparent from all statements above that human resources from inside and outside the public sports organisations are the means through which the organisations are capable of delivering the programs successfully to the target groups.

Facilities

Although this theme has been highlighted by over half of the respondents, they spent very little time discussing this aspect. From the interviews, it was consistently indicated by the respondents that the availability of facilities signalled the organisational capabilities of public sports organisations for delivering Mass Sports programs more successfully to the community. For example, Kasim, an Executive, put forward that: “most of the facilities that we used were under us” (Kasim, Executive). Here, Kasim remarked that the public sports organisations under his jurisdiction are able to organise various programs because the organisations can use their own facilities that suit program need. Kasim's point of view is enhanced by Arfah, a Senior Director attached to the Federal level, who said:

We have gymnasium at our ministry, we have gymnasium at district levels, state levels ... we are trying to provide as much as we can, provide more facilities that can be used by the public to get fit (Arfah, Federal Senior Director).

Zihan resembles Arfah in that they both believed the availability of facilities has been enabled the programs to be successfully delivered to the target groups by public sports organisation:

we have nice water sports complex ... we have a lot of sports facilities, we have futsal courts, we have skate parks, we also have wall climbing, so youngsters will come in, if

they like to play skateboard they just bring their own skateboard and they just play ... now we have what we call multi-purpose sports courts where we have three courts inside, more on netball, futsal and basketball (Zihan, Federal Senior Director).

In addition, Rahman, a Senior Director attached to the State level, explained:

Under RM9 [the Ninth Malaysian Plan] ... we have an allocation for community courts which are multi-purpose courts ... in one DUN [State Legislative Assembly]; there will have two courts ... The community courts are good projects but still a lot need to be done, the activities must be there ... The community courts, once completed, we will handle them over to the associations. We can have competition from the bottom to the top level (Rahman, State Senior Director).

It can be observed from Rahman's statement that public sports organisations continuously gain support from the central government to increase the number of facilities for sports that can be used by the community. It can be seen from Rahman's statement that special allocation has been granted by the federal government to sports facility development. Here, Rahman revealed that good support received from the federal government agency allows public sports organisations to replenish sports facilities widely throughout the country and increase sports opportunity to every individual in the community.

From all the respondents' statements quoted above, it is apparent that the availability of facilities helps public sports organisations to deliver Mass Sports programs more successfully to the community. However, Rahman insisted that public sports organisations have to ensure that the existing facilities are fully utilised in the future. In other words, he suggested that public sports organisations have to increase their capacity for delivering more programs to the community.

5.3.3 Factors at the employee level

The third major theme that emerged from the interviews that explained successful service delivery of Mass Sports programs by the public sports organisation is factors at the employee level (the first major theme is factors at the program level and the second major theme is factors at the organisational level). Here, of the 13 respondents, 84.6% (11 respondents) explicated that employees responsible for the programs play a crucial role in making them a success. They are responsible for making the service processes work within the systems. For example, Arfah, a Senior directors attached to the Federal level, said:

my officers and staff are very important for the success of the program. They are willing to do extra works. They worked hard; they used their creativity to perform their tasks. They used their creativity to make the program more attractive, to solve problems and search new resources (Arfah, Federal Senior Director).

Here, Arfah highlighted the capabilities of employees as more than simply organising the programs or activities. As described by Arfah, her employees' attitude towards their work is the most striking factor contributing to the success of the programs. Arfah's statement is supported by Razak:

I am looking at the individual himself, with his earnestness and his understanding of the implementation of the program, his commitment to his job helped us to achieve success, it made us achieved the goal (Razak, State Senior Director).

From Arfah's and Razak's statements above, it can be seen that both of them acknowledged employees' performance in performing their tasks. Strong evidence can be observed from Arfah's statement below:

I have a very good team, my officers, and my staff, all of them are really committed with their job (Arfah, Federal Senior Director).

Just as Arfah and Razak highlighted their officers' and staff performance, so did Ahmad:

I am confident with the capabilities of our staff in performing their tasks. I trust them ... Our officers and our staff are capable to implement and deliver the programs ... Our staffs, especially at the state and district levels are the one who implement the programs. They are the ones who help us (Ahmad, Federal Senior Director).

Although Arfah, Razak and Ahmad acknowledged their employees' performance, Ahmad stressed more the performance of the employees attached to the grassroots level in performing their main roles and functions, which are more to do with implementing and delivering the programs to the target groups.

In addition, Zihan, a Senior Director attached to the Federal level, said:

I think they love doing their work ... they are looking forward; they are giving their full support (Zihan, Federal Senior Director).

Here, Zihan conceded that employees' good attitude towards their work contributed to the success of the programs. She believed this aspect not only made them committed and motivated for performing their tasks, but they attached themselves to their work.

Furthermore, Arfah, a Senior Director attached to the Federal level, declared that employees of public sports organisations respect and support their leaders. She said:

as a government servant, we are obedient to our top management direction. My officers always give their full supports, they are confident to proceed with what had been planned ... All my officers and staffs obeyed me and they did their work as directed (Arfah, Federal Senior Director).

From all statements quoted above, it can be seen that leaders within public sports organisations trust the ability of their employees for performing their tasks. They believe that their people are well trained and capable of performing their tasks. This notion is enhanced by Kasim's statement:

Most of our officers are well trained. They were trained in various fields. People in Mass Sports, they have gone through a basic training. This helps to smooth the implementation of our programs and activities (Kasim, Executive).

Kasim's point of view is similar to that of Arfah and Faheem, who said:

In general, I'm very satisfied with my officers' management skills. They successfully performed their tasks. They know what to do, they know their roles (Arfah, Federal Senior Director).

we are multitasking, not focus in only one activity; we manage many programs, not to manage one particular sport activity (Faheem, Executive).

Arfah and Faheem believed that their officers and staff are able to perform their tasks. On the other hand, Azam commented that even though their officers' and staff performance is very satisfactory, public sports organisations still need to increase the number of people for administering Mass Sports programs:

we don't have enough staff or officers to do all work, there are multitasking people but they might not be able to do everything (Azam, State Senior Director).

Interestingly, Husna, a Senior Director attached to the State level, put forward that:

Our officers just have general knowledge, no specification. Anybody, any organisation can organise Mass Sports programs, not necessary by us. That is why, for me, we don't have any special attributes (Husna, State Senior Director).

Here, Husna suggested that public sports organisations establish special characteristics for employees responsible for administering Mass Sports programs. She believed, this is a way to differentiate public sports organisations employees' capabilities from those of other people from other organisations.

From all respondents' statements quoted above, it can be observed that even though employees attached to public sports organisations did not hold special characteristics, they are able to perform their main roles in managing processes of Mass Sports program service delivery successfully.

5.3.4 Summary

Various factors enabling successful service delivery of Mass Sports programs emerged from the interviews. The most striking results to emerge are that there are three main areas within the organisation that enable successful service delivery of Mass Sports programs. The first area of factors is associated with the program, followed by factors at the organisational level and finally factors at the employee level.

There are eight most discussed themes emerging from the interviews that are categorised as factors at the program level. Here, it is apparent that a competent workforce is crucial for the success of the programs. Then, the characteristics that the programs have make them more attractive to the public, able to attract public participation and help the program to be delivered more successfully to the target groups. Third, good commitment and support from various agencies including from the media also help in delivering the programs successfully, as this increases public acceptance and generates public awareness of the benefits to be involved in the programs. Directly, this aspect then increases public participation. Another theme that emerged at the program level that enables successful service delivery of the programs is good financial support received from the government and sponsors. Financial provided for the programs was fully utilised by public sports organisations for the execution of the programs. Teamwork between various organisations, either government or non-government, is also important in the service delivery process of the programs. Good teamwork among those agencies widens the networks and more services are made available to the public. In other words, more programs are made available to the public and the public has more opportunity to get involved in the program. Finally, leadership is another important element at the program level. Here, leaders give direction and guidance for establishing the service delivery systems for the programs and flow of the service delivery process.

The second major area that enables successful service delivery of Mass Sports programs is categorised and defined as ‘factors at the organisational level’. At this level, what can be learned is that rules and procedures formulated by the organisations set the ways in which things are done within the organisations. As organisational goals are already set for the organisation, the rules and procedures explain how actions need to be performed to pursue and achieve the targeted goals. Here, at the organisational level, two main subfactors emerged from the interviews. The first factor is the organisational attributes, followed by the organisational capabilities. These two factors create the basis for interaction in the organisational processes and systems. Included here are such features as the centralisation of power and the degree of control held by federal department to state departments in delivering the programs throughout the country.

Finally, the third major area that enables successful service delivery of Mass Sports programs is categorised as factors at the employee level. Here, the information gathered from the interviews revealed that people attached to public sports organisations are capable of managing the processes of Mass Sports programs service delivery. They are committed and motivated in performing their works. The leaders and the management group within public sports organisations trust their people’s capabilities to perform their tasks and are satisfied with the way their people deliver services to the community. In addition, the management groups of the organisations are committed to ensuring that their people are engaged, stimulated and content.

In general, interesting lessons can be drawn that employees of public sports organisations are the integral factor for the overall success for delivering Mass Sports programs to the target groups. This factor has emerged at both program and organisational levels.

5.4 Enhancement of organisational capabilities for successful service delivery of Mass Sports programs

Respondents were asked to explain ‘How can the capabilities of public sports organisations in Malaysia be enhanced to achieve successful Mass Sports program delivery?’ All respondents (100%) answered this question. It is apparent from their responses that enhancement of organisational capabilities for successful service delivery of Mass Sports program is related

to three main dimensions: the program; the organisation; and the people in the organisation or employees (Table 5.12).

It can be seen from the data in Table 5.12 that respondents highlighted more an improvement at the program level, with the values of minimum (min.) and maximum (max.) time of interview coverage of 6.11 and 12.19 minutes. The total average time for this theme was 8.39 minutes. This is followed by enhancement at the organisation level (min. 2.27 minutes; max. 13.29 minutes; average 6.80 minutes) and the people in the organisation or employees (min. 0.85 minutes; max. 5.84 minutes; average 3.24 minutes). The total average time respondents spent to discuss those three themes was 18.43 minutes.

Clearly, what can be observed from the data is that the need to enhance the program was elaborated more by respondents at the state level (average 9.33 minutes) and least by the Senior directors at the federal level (average 6.88 minutes). A similar pattern also emerged for the need to enhance the organisation. Here, Senior directors at the State level (average 8.73 minutes) talked more about the need to enhance the organisation, and this aspect received least response from Senior directors at the Federal level (average 4.02 minutes). Respondents from the executive group at the federal level talked more about employees' development (average 4.19 minutes) and this aspect received least response from Senior directors at the federal level (average 2.70 minutes). Thus, these findings indicate that all those three major themes are important for enhancing the capabilities of public sports organisations to deliver their services more successfully. However, based on the proportions of the interviews spent on the themes, the respondents at different levels placed different emphasis on those areas.

Table 5.12: Enhancement of organisational capabilities

Dimension	Interview coverage per respondent (minutes)													Ave. minutes	Total sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Program level	9.15	7.15	7.04	6.93	6.11	7.44	9.84	12.19	10.08	6.84	10.67	8.88	6.83	8.39	13	1
Ave. minutes per group	8.15			6.88						9.33						
Organisational level	5.63	5.71	3.07	7.94	2.81	2.27	13.29	9.68	9.48	5.84	5.68	4.91	12.20	6.80	13	2
Ave. minutes per group	5.67			4.02						8.73						
Employees Level	5.84	2.53	3.16	1.06	3.77	2.79	1.61	3.34	3.42	0.85	5.55	3.33	4.94	3.24	13	3
Ave. minutes per group	4.19			2.70						3.29						
	Note: 1= Executive, Kasim 2= Executive, Faheem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman													Total ave. 18.43 minutes		

5.4.1 Enhancement of organisational capabilities: Program level

The capabilities enhancement outlined from a series of interviews centred on ten themes that related to the programs organised by the organisation. The results are shown in Table 5.13. As can be seen from the table, there are ten main themes that need to be improved at the program level in the public sports organisation setting. Based on the time averages of the interviews when these themes were elaborated, those ten main ideas are ranked in descending order as follows:

- promotion and publicity
- strengthening of NGOs as sports providers
- networking and coordinating

- prioritisation
- strengthening financial support
- needs assessment
- program evaluation
- provision of more facilities
- enhancing volunteerism
- avoiding politics in sports.

The results are shown in Table 5.13. All respondents highlighted that public sports organisations need to improve: promotion and publicity (average 1.94 minutes); strengthen NGOs as a sports providers (average 1.69 minutes); and networking and coordinating (average 1.66 minutes). These are the three most discussed themes observed from the interviews.

As Table 5.13 reveals, the need to enhance promotion and publicity of the program was discussed more by respondents from the executive group (average 2.39 minutes), closely followed by Senior directors at the State level (average 2.21 minutes), and much less by Senior directors at the Federal level (average 1.26 minutes). This pattern of differences was not the same for the need to strengthen NGOs as sports providers as there were almost equal responses from all the three groups of: Executives (average 1.55 minutes), Senior directors at Federal level (Average 1.67 minutes); and Senior directors at State level (average 1.74 minutes). On the other hand, the need to enhance networking and coordinating was discussed more by respondents from the executive group (average 1.92 minutes) and much less by the Senior directors at State level (average 1.70 minutes) and Federal level (average 1.47 minutes). It is apparent from the interviews that both themes, the need to enhance promotion and publicity and networking and coordinating, were emphasised the most by executives, whereas all respondents from three different groups explicated similar opinion on the need to strengthen NGOs as sports providers.

Table 5.13: Enhancement of organisational capabilities: Program level

Dimension	Interview coverage per respondent (minutes)													Ave. minutes	Total sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Promotion and publicity	2.59	2.18	1.98	1.50	1.02	0.55	2.03	2.97	0.43	1.23	3.23	3.76	1.81	1.94	13	1
Ave. minutes per group	2.39		1.26				2.21									
Strengthen NGOs as sports provider	2.30	0.81	0.93	0.85	2.07	2.83	2.22	3.93	0.92	1.72	2.96	0.10	0.32	1.69	13	2
Ave. minutes per group	1.55		1.67				1.74									
Networking and coordinating	1.73	2.11	1.43	1.12	1.50	1.81	0.58	2.83	0.65	0.22	2.67	3.84	1.08	1.66	13	3
Ave. minutes per group	1.92		1.47				1.70									
Prioritisation	0.00	1.05	0.00	0.23	0.45	0.89	1.31	1.70	3.18	1.62	1.20	0.82	1.34	1.06	11	4
Ave. minutes per group	0.52		0.39				1.59									
Strengthen financial support	0.71	0.00	0.00	0.58	0.90	0.00	2.44	0.80	2.73	1.23	1.98	0.51	1.21	1.01	10	5
Ave. minutes per group	0.36		0.37				1.56									
Needs assessment	2.33	1.12	0.58	0.59	0.00	1.31	1.07	0.32	3.28	0.48	0.44	1.26	0.12	0.99	12	6
Ave. minutes per group	1.72		0.62				0.99									
Program evaluation	0.00	1.07	1.16	1.02	0.10	0.61	0.69	0.11	0.62	0.46	1.04	0.22	1.01	0.62	12	7
Ave. minutes per group	0.54		0.72				0.59									
Provide more facilities	0.60	0.12	0.14	0.33	0.55	0.00	0.00	0.41	0.17	0.82	1.25	0.10	0.98	0.42	11	8
Ave. minutes per group	0.04		0.25				0.50									
Volunteerism enhancement	1.65	0.22	0.35	0.45	0.00	0.00	0.00	0.54	0.00	0.00	0.46	0.10	0.00	0.29	7	9
Ave. minutes per group	0.94		0.20				0.16									
Avoiding politic in sports	0.00	0.00	0.47	0.47	0.62	0.00	0.00	0.00	0.00	0.86	0.00	0.00	0.00	0.19	4	10
Ave. minutes per group	0.00		0.40				0.12									
	Note: 1= Executive, Kasim 2= Executive, Faheem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman													Total ave. 9.87 minutes		

As shown in Table 5.13, the average time spent for the first three themes (the need to enhance promotion and publicity, strengthen NGOs as sports providers, and networking and coordinating) dropped to 1.06 minutes for the fourth theme. Here, 11 respondents talked on the aspects that are more to do with prioritisation. When comparing the differences between groups' opinions, it was clear that Senior directors attached to the State level (average 1.59 minutes) brought up the issue of prioritisation more compared to Executives (average 0.52 minutes) and Senior directors at the Federal level (average 0.39 minutes).

Furthermore, with the time average of 1.01 minutes, the need to strengthening financial support was discussed by 10 respondents and ranked fifth among the ten themes. Here, Senior directors attached to the State level spoke more about the need to enhance financial support compared to other groups of respondents (time average: Senior directors at State level 1.56 minutes; Senior directors at Federal level 0.37 minutes; and Executives 0.36 minutes).

Enhancing needs assessment was elaborated by 12 respondents. Even though most respondents pointed out the importance of enhancing this aspect, based on the average time of the interview coverage of 0.99 minutes, enhancing needs assessment has been ranked sixth among the ten themes. Comparing the three groups of respondents, it can be seen that needs assessment has been emphasised more by the Executive group (average 1.72 minutes) and less by both directors at state (average 0.99 minutes) and federal (average 0.62 minutes) levels.

The need to enhance program evaluation has been highlighted by 12 respondents but they did not discuss much about this aspect. Hence, this theme received a low time average of 0.62 minutes and has been ranked seventh in the group. Although respondents did not discuss much about the need to enhance program evaluation, it can be observed that Senior directors at the federal level emphasised this aspect compared to Executives and Senior directors at the State level.

Furthermore, 11 respondents spoke about the need for providing more facilities. However, their responses were also low (time average 0.42 minutes) and it has been ranked eighth in the group. It can be observed that all groups of respondents put similar emphasis on this

aspect (time average: Senior Directors at State level 0.50 minutes; Senior Directors at Federal level 0.25 minutes; and Executives 0.04 minutes).

Further analysis reveals that seven respondents indicated the need to enhance volunteerism and four respondents highlighted the need to avoid politics in sports. Based on the time average of interview coverage, volunteerism enhancement (average 0.29 minutes) and avoiding politics in sports (average 0.19 minutes) ranked ninth and tenth respectively. Even though these two themes received very low coverage, it can be observed that the need to enhance volunteerism was highlighted more by the Executives (average 0.94 minutes) and none of the Executives discussed the issue related to politics in sports. The need to avoid politics in sports was elaborated more by the Senior directors at the Federal level.

As can be seen in Table 5.13, average times of interview coverage for the last three dimensions (providing more facilities 0.42 minutes; volunteerism enhancement 0.29 minutes; and avoiding politics in sports 0.19 minutes) were very low. The triviality of those dimensions is clear as they have less been mentioned by the respondents. Thus, the following subsections do not explain them further and only emphasise the first seven themes of: promotion and publicity; strengthening NGOs as sports providers; networking and coordinating; prioritisation; strengthening financial support; needs assessment; and program evaluation.

5.4.1.1 Promotion and publicity

All respondents (100%) insisted that Mass Sports programs service delivery would be more successful with additional promotion and publicity activities. They expressed that the awareness level and sports culture in the community are still low. For example, Arfah, a Senior Director attached to the Federal level, said:

I observed that people get involved in our programs because they want to gain something. If we are talking about culture, people are willing to participate on their own without hoping to get 'something' from us. Therefore I don't think we have sports culture, not yet (Arfah, Federal Senior Director).

Husna, a Senior Director attached to the State level, has similar views:

Nowadays, we have a different environment, most of us are not involved with so much physical movement, we spend most of our time with the computer, we travel by car, by

train and so forth. That is why, in this modern world, we need agencies that can become a catalyst, to promote, to persuade and to get our people to 'move', to get involved in physical activities. It is not easy to attract people, to increase their awareness (Husna, State Senior Director).

Clearly, from both Arfah's and Husna's statements above, public sports organisations have to put more effort into promotion and publicity activities as a way to increase public awareness about the benefits of being involved in active lifestyles activities. Engagement with specific communities is needed for attracting them to get involved in these activities. Faheem, too, believed in cultivating and enhancing sports culture among people through wide promotion and publicity activities:

The sports culture in Malaysia needs to be improved, to be upgraded including issues on fitness campaign, the advantages of sports, the setback of not involving in sports. Our campaign should be continuous, our effort needs to be done continuously. We need to campaign to the grassroot level, lower level (Faheem, Executive).

Faheem's statement above is supported by Majid:

the knowledge of that should be imparted to all the community, then only it will be well accepted by the community ... we must continuously improve people's awareness of the importance of Sports for All [Mass Sports] to their life (Majid, Federal Senior Director).

It can be seen that both Faheem and Majid believed that regularity in conducting promotion and publicity activities about the benefits of getting involved in the programs is crucial for generating public interest and attracting public involvement in the programs. Musa, a Senior Director at the State level resembles Faheem and Majid in that they all believe public sports organisations have to administer continuous promotion and publicity activities as a way to increase the amount of public participation:

In the context of achievement, there is still a lot more to do. We still cannot say that our society is fit. Not yet but then that is our ultimate goal ... Most of the people know about the sport but it has not become a culture ... In terms of introducing the programs, we are successful. In making the community adopt them on a regular basis, this is still lacking ... The promotion needs to be widespread (Musa, State Senior Director).

Just as Faheem, Majid and Musa insisted on regularity in promoting public participation, so Kasim suggested that public sports organisations have to utilise the mass media for promoting programs widely:

We have to increase our promotion and publicity ... This will enhance our community awareness towards the benefit of sports, active lifestyle and to be fit. If we

successfully developed their consciousness and their interest towards the benefits of active lifestyle, towards sports, then people will continuously support our programs ... we cannot stop our promotion and publicity activities. We have to educate people continuously ... I hope that in the future, we will get more sponsors and more media coverage for our programs. This will help us to enhance public awareness towards the benefits of being active (Kasim, Executive).

Kasim's suggestion was enhanced by Suboh, a Senior Director attached to the State level, who said:

we need also to coordinate our work with media, media is very important, because if we have good relationship with the media it will help in promotion and publicity, this will help us to convey a message about our programs and people will be more aware, aware about the programs and also aware about the benefits of the programs. We have to increase their awareness ... We have to increase our community awareness we need to continuously put emphasis on our effort to promote people to participate, continuously offer them various programs that they can choose to participate. We have to keep on pushing our community, just offer to them to get involved in our program and we continuously organise programs for them, no matter how big or small a program. Keep on telling people 'let's do it', we have to continuously promote to them (Suboh, State Senior Director).

Kasim believed that mass media is the best channel for delivering information about the programs to the community widely. Similarly, Suboh suggested that more attention is needed for public sports organisations to establish good networking and working together with media agencies for effectively organising promotion and publicity activities. The public can more easily access information about the programs through mass media, and private agencies will be more interested to support the implementation of the programs:

I hope that in future, we will get more sponsors and more media coverage for our programs. This will help us to enhance public awareness towards the benefits of being active (Kasim, Executive).

However, as Musa, a Senior Director at the State level suggested, in order to gain good support from the media and private agencies, public sports organisations have to develop and organise programs that can generate profit to those agencies:

we need to conduct programs that have a commercial value. This is still not very much implemented ... it is less noticeable. It needs to be portrayed so that Mass Sports will be an attraction in the future (Musa, State Senior Director).

From Musa's point of view, the image of Mass Sports programs is not attractive and because of this private agencies are not interested to sponsor the programs. Musa is supported by Husna, who said:

In Malaysia, if we ask for sponsors, they will look to the types or what programs or activities that we are going to organise. They are normally not interested to sponsor Mass Sports. They are not interested to sponsor grassroot programs, they are more interested to sponsor high performance sports (Husna, State Senior Director).

The respondents commonly emphasised that public sports organisations should be more active in their promotion and publicity. They urged public sports organisations to put more effort into promoting their programs and sustaining public participation. The respondents suggested that public sports organisations should not only provide information about the programs, but also include information about their organisations as well:

we should have a very good promotion and publicity about our roles, about our programs and about the services that we provide (Arfah, Federal Senior Director).

Promotion and publicity about the programs and its providers will make the public more aware of the opportunity to get involved in various programs provided by public sports organisations for them:

They like to be involved but sometimes they don't know how to be involved and what programs are available to them (Norman, State Senior Director).

5.4.1.2 Strengthen NGOs as sports providers

The need to strengthen NGOs as sports providers has emerged as the second most discussed dimension in enhancing the organisational capabilities of public sports organisations. This theme portrays the views of respondents in explaining the way to deliver Mass Sports programs more successfully through NGOs. All 13 respondents (100%) highlighted that public sports organisations have to devote more attention to this aspect. For them, public sports organisations will be more successful in increasing public participation when NGOs in sports are well developed and function as the main service providers of sports:

our NGOs are still not well developed, not like NGOs overseas, especially in developed countries, [overseas] NGOs contribute a lot in organising sports programs for the community, they are the main providers, but not here in Malaysia. In Malaysia, our communities are still, they are depending on government for organising sports programs for them. Our communities are totally depending on us to plan and organise sports programs for them. This is our main problem (Husna, State Senior Director).

In line with Husna's point of view, Azam, a Senior Director attached to the State level, indicated:

to enhance our capabilities to deliver our services successfully, we have to develop our NGOs as our partner ... we should not be busy with the programs; I mean our function should more on policy formulation, not as implementers. Let our NGOs implement and deliver the programs, not us. We just monitor them, give appropriate advice to them and guide them ... then assist them to create and initiate activities at their local area (Azam, State Senior Director).

From Azam's point of view, responsibilities for developing and delivering Mass Sports programs should be distributed between public sports organisations and NGOs. As the main service provider of Mass Sports programs, public sports organisations should be more to do with coordinating, monitoring, and leading the development of Mass Sports. Here, the public sports organisations have to empower NGOs to deliver the programs to the community:

We should strengthen the administration of our sports association and clubs because this approach will contribute to our success, because they will help us to deliver the programs to the community. We should empower them to organise programs for the community. We should develop more sports associations and sports clubs. Numbers of sports associations and clubs reflect numbers of public participation (Ahmad, Federal Senior Director).

However, Husna, a Senior Director at the State level revealed that the concept of empowerment for delivering Mass Sports programs is not functioning well in this country:

I think, our NGOs are still not well developed, because overseas, especially in developed countries, NGOs contributed a lot in organising sports programs for the community, they are the main providers, but not here in Malaysia ... we give them [NGOs] funds then they will organise the programs, no funds no programs. It is very hard to find NGOs that are self-funding ... If our NGOs work well, we can totally rely on them to run the programs, not us to implement. But we are not there yet, we cannot rely on our NGOs. The concept of empowerment is not working well here in our country, if we give them money, if we did not monitor them well, then the program and the money will be gone ... There are still, I mean, we do have some associations that can run their programs on their own, but not many of them can do that (Husna, State Senior Director).

Husna's statements and suggestions given by Ahmad above clearly indicate the need for public sports organisations to provide continuous supports and guidance for NGOs to get involved in Mass Sports service delivery systems. This is in line with Norman's opinion:

we should allocate financial support to NGOs, help them to strengthen their administration system, this will make them more effective in performing their tasks. We can use them; they can help us to deliver our programs to the community, we are supposed, at least to give financial support to them once a year (Norman, State Senior Director).

In contrast to Norman's view above, Zihan and Arfah commented that NGOs should be more independent in performing their roles and make genuine attempts in promoting public participations in sports:

I think most of the organisations at the moment are relying very much on government. They said 'we cannot perform because the government did not give us money' ... it seems like it's moving but it's not improving, it's developing but it's not encouraging ... NGOs have to find their own money, they cannot depend on government only (Zihan, Federal Senior Director).

We tried to collect data about numbers of community sports clubs and their memberships. We got a very bad response. They were not interested to fill in our forms but when we said that we are going to give them funds, we then received a better response from them... (Arfah, Federal Senior Director).

In addition, Kasim, an Executive at the Federal level, insisted that good support and guidance should not only be provided to NGOs but should include the community as well. There is a need to encourage the community to form sports associations or clubs:

we have to be a facilitator. We cannot continuously organise programs for them ... we have to educate, facilitate and continuously encourage them to be active ... encourage them to form an association in which they can educate members to be active, to be involved in the programs ... their movement will be more organised, they can plan a program, appoint a leader to lead and organise various programs not only for members but also for its local community. At least, if this association organises programs, for sure, its members will turn up and participation is guaranteed... (Kasim, Executive).

Kasim believes that strengthening NGOs and developing more sports associations or clubs would help the public sports organisations to build up more resources that can be utilised for delivering the program. Similarly, Majid does believe that:

We should provide support in terms of finance and training to the community to manage club or organisation, then, no need to talk about our staffing or to add up our staffing, our officers, we don't have to do that, we just ask the community (Majid, Federal Senior Director).

From the statements quoted above, it is apparent that respondents are suggesting that a lot needs to be done by the public sports organisations to enhance and strengthen NGOs to become the main sports provider. Besides providing continuous support and guidance in various aspects to existing NGOs, the public sports organisations have to make an effort to form more NGOs in sports at the grass root level. All respondents shared awareness about this need and acknowledged the good effort of the public sports organisations for

encouraging more NGOs to get involved voluntarily in delivering sports programs to the community:

We cannot give up. We have strategies to enhance their roles; we are creating the Community Sports Award. Hopefully this effort can attract them to be more organised and honest with their roles (Arfah, Federal Senior Director).

5.4.1.3 Networking and coordinating

The need to enhance networking with other agencies and coordinating work among those agencies for delivering the programs is the third most discussed theme. All of respondents (100%, 13 respondents) felt that this dimension is not very well established in Mass Sports service delivery systems. According to them, there is a need to enhance good networking and increase the ability for coordinating tasks among other relevant agencies in delivering the programs. The public sports organisations have “to integrate the movement of Mass Sports development” (Ahmad, Federal Senior Director). Therefore they need to combine various tasks with other relevant agencies for delivering the programs more successfully to the target groups. As Kasim, an Executive suggested:

We have many programs and activities; we cannot manage it by ourselves. We need others to help us ... it would be good if we can outsource our programs to other agencies or NGOs, we assist them, provide them a fund for organising that particular programs. We just facilitate them ... We will be more successful if we can collaborate with others (Kasim, Executive).

Ahmad was as interested as Kasim in enhancing the capability of public sports organisations to deliver more successful services through good networking with other relevant agencies. Ahmad insisted:

We should get other agencies, including NGOs, to work together with us. We have to establish good partnerships with the Ministry of Education because they will help us to get school children involved in our programs ... We have to establish a very good networking and partnership with the media. Get them to be involved with us, use their expertise to help us promote our programs to the community, we just coordinate ... In this case, partnership is very important; we treat them as our partner for delivering the program. Do not compete with them to organise or implement programs, but we work together with them, we cooperate with them. Let them implement our programs (Ahmad, Federal Senior Director).

Both Kasim and Ahmad highlighted that existing networking between various agencies for delivering Mass Sports programs is not well integrated and public sports organisations are

still the ones that hold full responsibility for organising programs. In the same way, Musa also felt that:

In the 80s, many recreational sports associations were actively involved with us ... those associations were the driving force among the youth, to carry out the programs...we worked with them, but now, we do not really work with them...we cannot implement it alone ... With the limitation of time and ability; we are not able to do so. In that sense, we need to generate people that are able to do what we do ... all these need a big network, the drivers, managers, organizations, and those who are involved in the sport. All these links have to be put in motion (Musa, State Senior Director).

Faheem, an Executive at the Federal level, had similar views on this aspect:

we need to strengthen our networking ... If possible there should be a sports unit in the various organisations with a sports official to guide and lead sports...There are such officials, for example, in the local councils, city councils. They have the sports unit or sports section but this need to be enhanced to the private sector and other government agencies ... (Faheem, Executive).

As can be seen from Faheem's statement, he suggested that Mass Sports program service delivery will be more easily coordinated between various agencies when each of the agencies have a specific officer in charge of sports. This officer will be a point of reference regarding sports within that particular organisation and provide a vital link between organisations on sports, especially with public sports organisations, for administering Mass Sports program delivery. Suboh agreed:

we don't have to increase the number of our staff. What we need to do is to increase our networking, work together with other agencies ... in order to make our program more successful in the future, we have to identify the staff, not only the staff within the department, but the people within other organisations including voluntary organisations to work together with us ... (Suboh, State Senior Director).

In this case, public sports organisations as the main government agency responsible for sports have to play an important role to integrate various aspects of Mass Sports programs development including realigning directions of the programs organised by other agencies:

In addition, sports should be catered for by not only by the Youth and Sports Ministry but it should be interagency efforts, the local government, the Ministry of Education, but Ministry of Education, they do have the sports division but the Ministry of Education are looking, they are more concerned about high performance sports, they want to have champions not for sports development, not for the grassroots or Mass Sports (Zihan, Federal Senior Director).

In order to strengthen the ability of public sports organisations to integrate and coordinate Mass Sports program delivery, Arfah, a Senior Director attached to the Federal level suggested:

we have the Cabinet Committee on Sports, we are supposed to have a special unit, direct under the Head of Sports Development Division that is responsible to administer and coordinate sports development with other relevant agencies... We should have a secretariat for that, to coordinate. However it has not happened... We have to continuously develop good networking ... (Arfah, Federal Senior Director).

5.4.1.4 Prioritisation

The interviews came up with some intriguing findings to do with prioritisation. Here, 84.6% or 11 respondents dwelt on the importance of prioritisation and this theme ranked fourth among the ten dimensions that emerged from the interviews relating to enhancing organisational capabilities through improvement at the program level. For example, Arfah, a Senior Director attached to the Federal level, suggested:

We should prioritise, we should focus to organise programs in line with our organisation's goal but at the same time fulfilling our community need. We should priority our work that suits community need (Arfah, Federal Senior Director).

As stated by Arfah, more attention to developing and organising Mass Sports programs is needed as a way for public sports organisations to be able to realise their full potential in delivering the programs. In line with this, Faheem indicated that, as a government agency that is responsible for offering services to the public, public sports organisations have to choose and determine the right programs for the community:

we are not being able to meet all community need; because of this, I think, we should focus, identify what is appropriate (Faheem, Executive).

On the other hand, Musa, Senior Director at the State level, commented:

We have too many programs but not focused ... It is not that the programs are ineffective but the volume is too small. For example, we want aerobics to be a culture if possible, but the programs that were organising, to make aerobics as a culture is too minimal. Training for the trainers, for example, only once a year ... We have to focus more programs at the grassroots level ... We must have a clear aim e.g. how do we drive the sports this year? We must have a focus, this year we develop our networking with NGOs then we need to generate instructors and drivers, only then were able to carry out the activities (Musa, State Senior Director).

Interesting lessons can be drawn from both Faheem's and Musa's statements above that prioritisation helps public sports organisations to select the right programs to be delivered to the community. In line with this, Musa highlighted that good strategy needs to be followed to provide more appropriate programs to accommodate community need and help public organisations to achieve their targeted goal more successfully. Majid resembles Musa in that they both believed in prioritisation as a way to enhance the capabilities of public sports organisations in delivering the programs because this approach will enable them to strategise the implementation of the programs more appropriately to the right target groups:

The best area we have to develop is in the well developed areas, especially in town areas or urban areas, where the thinking of the people, the knowledge of the people is more advanced, they are well educated, here, our program will be well accepted in this kind of area. I think, develop the program in urban areas first and then expand it to rural areas (Majid, Federal Senior Director).

Indeed, prioritisation not only focuses on the type of programs to be delivered and the selection of target groups, but includes prioritisation in decision making pertaining to Mass Sports development as a whole. This is especially involving decision making at the top management level. For example, Norman a Senior Director attached to the State level, said:

The only thing is that, we have to look at how serious our government is, how serious an effort our ministry puts into developing Mass Sports for the benefit of our population. I think our ministry is not serious enough in organising and developing Mass Sports ... they allocate very small budget for the Mass Sports program development. This shows that they are not serious about developing Mass Sports ... In my opinion; so far, our government has put more effort into elite sports. The allocation for elite sports is higher compared to Mass Sports. For them, elite sports are more important because they can bring a good image to the country. They did not see the value of Mass Sports because the impact is slow and time consuming. For me, well developed Mass Sports programs will not only contribute to the success of elite sports but more importantly it will contribute to developing a peaceful society. For me, it is important to strengthen the development of Mass Sports at grass root level (Norman, State Senior Director).

Looking at Norman's statements, he commented that Mass Sports development is not the government's main priority. Thus, fewer funds have been granted for developing Mass Sports programs. Surprisingly, he revealed that:

our ministry [Ministry of Youth and Sports or Public Sports Organisation at the Federal level] itself seems not too serious about Mass Sports development. Just look into the allocation on Mass Sports development; it is too little. The allocation is not fair, not balanced compared to the allocation for Youth development and Rakan Muda program [Young Friend Program]. I can see that, it seems that, the priority of

our ministry is not on Mass Sports, allocation for Youth Development and Rakan Muda are higher than Mass Sports Development (Norman, State Senior Director).

Norman's opinion is similar to Husna's:

most of the allocation for sports has been allocated for high performance sports, not to Mass Sports. Actually, an allocation for Mass Sports programs development is very small. Looking at our yearly budget, priority has been given to Rakan Muda Programs (Young Friend Programs) and Youth Development Programs, not for Mass Sports. Mass Sports received the least amount of money (Husna, State Senior Director).

Clearly, Norman and Husna are not satisfied with the top management decision making pertaining to Mass Sports program development. Norman's and Husna's opinions are supported by Musa's:

we must look at the top. The Ministry [public sports organisation at the federal level] is responsible to drive the community to be active. We then need to focus on the fields, which sports, recreation or physical activities. Once we have focus, then we start with the movement. It all comes or starts from the top. There must be a focus ... We need to carry out bigger and more important programs to generate the mainspring (Musa, State Senior Director).

What can be learned from Norman's, Husna's and Musa's statements above is that they suggested that the top management of public sports organisations at the federal level should treat and prioritise Mass Sports programs development equally with other organisational main services. To affirm these beliefs, Husna conceded:

When we have new ministers, our focus changes and our programs are also different ... For example, the previous minister emphasised a community sports league, now, that program is no longer available, actually it still exists but no allocation has been distributed to the states for organising them. Now, that program is not our priority ... the leader should understand where we are supposed to focus, what is our direction, where we want to go from here ... (Husna, State Senior Director).

Looking at Norman's, Musa's and Husna's statements above, we can see there is a relationship between prioritisation and leadership. These interviewees indicated that if the leader is interested in Mass Sports programs, they will give them more priority and put more budget into developing the programs. Indeed, they will be more serious about developing future plans for Mass Sports programs:

We don't focus ... The interest is not there. We have to focus because we cannot do all. Initially, there is a need to drive and promote it on a big scale ... If the top feel that it is important, then the lower level will think in the same manner ... We are not

serious...We are not focused and we don't know which one to promote...we are doing too many programs and we are not focused (Rahman, State Senior Director).

5.4.1.5 Strengthen financial support

The analysis of the interviews revealed that 77% or 10 respondents described the importance of strengthening financial supports for developing and organising more Mass Sports programs. Based on their average responses percentage, this theme emerged and was ranked fifth among the ten dimensions that need enhancement at the program level (Table 5.14). They advocated that more budgets should be granted for developing and organising Mass Sports programs widely:

more financial support should be allocated to develop more programs at the grassroots level ... That is why we need more financial support from the central government. If we have more money, then we will be able to organise more programs for our community. If we have no money, we can't organise programs ... Our yearly budget should be increased year by year, so then we can plan and provide more programs, we can enhance our services (Husna, State Senior Director).

The Ministry has a problem with allocation. The allocation remains the same throughout the years ... Compared to those days, now the movement is quite slow, this is because of the allocation ... There is not much allocation for sports from the Ministry. Minimal allocation although there are lots of programs to be carried out. Lots of program but the setback is the allocation ... we have to increase the allocation (Razak, State Senior Director).

Husna and Razak were supported by Norman:

More budget should be allocated for Mass Sports development, we have to achieve not only a high level of public participation but we want to go beyond that. Not just for fun. Not just for the sake of organising. Since I've been working with this organisation, I think the budget for Mass Sports development, especially that allocated for the state, is not much increased ... For me, finance is very important. If we have enough money, we can plan many things, we can organise many programs, and we can conduct research and so forth to increase our organisational capabilities on developing Mass Sports, we should allocate more money. More allocation should be put on this, then we can organise more programs, we can do many things (Norman, State Senior Director).

It can be seen from statements quoted above that Husna, Razak and Norman were not satisfied with the amount of budget that was provided to them by the federal agency for organising Mass Sports programs at the grassroots level. For them, the pressing need was to replenish the allocation for Mass Sports programs.

In addition, Musa, a Senior directors at the State level, commented that the budget for organising Mass Sports programs at the grassroots level is disproportionate to the planning formulated by the federal agency:

The allocation is too small whereas the objective is vast. I have voiced this in the meetings; especially for sports ... This is not like high performance sports, where it is easy to obtain sponsorship (Musa, State Senior Director).

Rahman resembled Musa in that they were both disappointed with the planning formulated by the federal agency regarding the budget for organising programs at the grassroots level:

we are always facing a problem especially in terms of allocation, allocation and programs are not aligned to each other ... Financial support is insufficient ... The district must have their own allocation. We don't have the specific allocation for the district ... (Rahman, State Senior Director).

Both Musa and Rahman acknowledged their organisational role at the state level to deliver programs to the community at the grassroots level as directed by the federal agency. Similarly, Azam highlighted the effort of the state department in following planning formulated by the federal agency and commented not only on budget constraints but insisted on the need to enhance other resources needed for delivering programs more successfully:

For me, we at the state level, we have to follow their direction but in whatever circumstances, budget, facilities, equipment and courses are very important for Mass Sports programs development. We have to emphasize these for our future success (Azam, State Senior Director).

It is clear from Musa's, Rahman's and Azam's statements that they insisted that federal agency ameliorate their planning by fitting together the appropriate budget for organising the programs. Furthermore, Norman, who is also a Senior Director at the State level, suggested that the budget had to take into account a provision for strengthening the service delivery system of the Mass Sports programs:

we should allocate financial support to NGOs, help them to strengthen their administration system, and then they will be more effective in performing their tasks. We can use them; they can help us to deliver our program to the community. We are supposed, at least to give financial support to our NGOs once a year (Norman, State Senior Director).

Interestingly, Husna, a Senior Director at the State level, put forward that a large amount of budget for public sports organisations would enable them to gain more support from other organisations and to establish strong service delivery systems for programs:

Maybe if we have more funds, have more allocation, people will respect us more, respect our organisation more, we will have more power, so far we have some, but it's not obvious. Those days, we gave yearly administrative funds to sports associations, maybe because of that, our NGOs respected us. Now, that fund is not available. So, how would you expect our NGOs to come to us? For me, if we have more money, we can do many things. We will have more power and we will gain more respect (Husna, State Senior Director).

Results from the interviews reveal that respondents indicated the pressing need to increase budget for developing Mass Sports programs annually. For example, Arfah, a Senior Director at the Federal level, said:

participation and culture are two different things. Participation is one-off but culture is something that is continuous. If we targeted to get many people to participate, with enough amount of money we can do anything, we can provide many things to attract public participation, for sure people will come to our programs ... To be sustained, we need enough money to continuously organise the program (Arfah, Federal Senior Director).

Clearly, Arfah agreed that more financial assistance is needed for promoting public participation and cultivating a sports culture in the community. She believed that enough financial support would enable organisations to deliver more attractive programs to the community. Arfah is supported by Zihan, who commented:

Our government has spent a lot for high performance sports achievement, but very little or only a bit for my section [Sports Development] ... we really have to struggle to get the money ... To me, to open the public eyes, and also our leaders' eyes, is very hard ... they are still questioning us and asking us why we need so much money to organise Mass Sports programs ... money is the thing that is very important to make things move. So, we need more funds to organise more programs. We can create more programs (Zihan, Federal Senior Director).

Compared to Arfah's, Zihan's view is focused on the lack of support received from decision makers at the top management level who are not really aware of the benefits of delivering more Mass Sports programs to the community. This is the reason, she observed, that has made the top management not allocate big amounts of money for developing Mass Sports programs.

5.4.1.6 Needs assessment

This is the sixth most discussed theme that emerged from the interviews relating to organisational capability enhancement of Public Sports Organisations. Notably, 92.3% of the interviewees (12 respondents) saw that the capabilities of public sports organisations to

deliver more successful services can be enhanced by conducting needs assessments. However, they acknowledged their organisations' ignorance of the importance of this aspect:

Did we ask our community about their need? What they want actually? We never ask them. We just assumed and used our own judgement and planned programs that we think suit their need. That is what happening in our organisation. I don't know how and where to start, but we should have to start, we should start conducting needs analysis, this will help us to improve our planning. We should organise programs that can attract people to get involved; for this reason, we should ask them, not just simply organise to fulfil our roles (Arfah, Federal Senior Director).

We should create more programs that are in line with their need. So far, we planned and organised programs based on our beliefs. We assume that the programs suit their need and we hope they like our programs. We never know what their need actually is. I don't think we conducted any needs assessments for our programs, so far (Norman, State Senior Director).

Arfah and Norman are supported by Husna, a Senior Director attached to the State level, who said:

put more effort into understanding stakeholders' need, community need and grassroots need, do not just simply plan programs based on assumption ... We plan based on our assumption, we do not have any empirical data to support our plan, we actually do not really know about what our target groups need. We are supposed to have needs assessments and impact studies, but I don't know why our departments are not serious about that (Husna, State Senior Director).

Arfah was less than pleased about the way Mass Sports programs have been planned, as were Norman and Husna. Interestingly, Norman further explained:

Sometimes, an officer who is responsible to develop the program at the federal level is not knowledgeable about our need, including our target group needs. They just plan based on existing information collected from the department files, they just simply proceed with their plan without looking at details of any other information that would be useful for the programs, they do not really understand the actual situation at the grassroot level, at the state level. Most officers at the federal level plan Mass Sports programs based on their experiences but not based on reality, not based on the need (Norman, State Senior Director).

It is apparent from statements quoted above that respondents were not satisfying needs with most of the Mass Sports programs developed and planned by the federal department. They believed that Mass Sports programs have been planned without taking into account community need, including the State Sports Department's need.

Kasim is similar to Arfah and Husna in that they all believed in conducting needs assessment as an important step before planning programs. Indeed, Kasim, an Executive, stressed that this approach will help to increase the rate of public support and public acceptance towards Mass Sports programs:

we assumed that our programs fulfil their need ... We have to do something to get them come to our programs. We have to understand what their need. What they want actually? It is not what we want. We need to organise a program that in line with the target group needs, not what we think is good for them. We should ask them first. We have to do our homework before proceeding with our plan, before we organise programs ... If the program did not match with the target group, people will not come to the program. We will not get their participation (Kasim, Executive).

In line with this aspect, Ahmad, a Senior Director at the Federal level, suggested:

We should be capable to create attractive programs in line with their needs. We have to be aware of what area that can attract them most. For this, I think, need assessment is important. We should have need assessment before conducting any program. We should have need assessment but we lack this in our organisation. We have to ask them. We cannot force them to come to our programs, but we have to ask them about their interest. What is their need? What do they want? We should conduct a survey for need assessments (Ahmad, Federal Senior Director).

As can be learned from respondents' points of view above, needs assessment is one of the crucial processes in developing and delivering Mass Sports programs. In this way, public sports organisations would be able to identify, develop and deliver more attractive programs that suit target groups' need:

we should focus, identify what is appropriate. We have to embark on programs that can attract public interest ... perception of the community towards sports changes in accordance to regions. In the rural areas, the people are active; they walk a lot and are involved in various physical activities. It is just that we have not categorised their activities as sports but they carry out activities which cause them to sweat. If we campaign them to be involved in sports to get healthy, it might not work ... we need to know their need and what they need, what they want and suit them with the activity. Not too out of the ordinary (Faheem, Executive).

In addition, the data and information gathered from solidified needs assessment would increase the credibility of public sports organisations for improving their services and attract more support from the central government:

I think, for sure, if we can show them [the central government] our achievement, our targets and our strategy, the central government will consider increasing the allocation, but do we have that kind of data to support our argument? I don't think so, that is why we are not be able to defend our application [to increase budget for Mass

Sports development]. That is why we need to conduct impact study and need assessment (Husna, State Senior Director).

5.4.1.7 Program evaluation

This is the seventh most discussed theme that emerged from interviews on how to enhance the organisational capabilities of public sports organisations for delivering more successful services of Mass Sports programs. Like the previous theme (needs assessment), this theme has also been highlighted by 92.3% (12 respondents). However, compared to needs assessment, respondents talked less about program evaluation (needs assessment average time coverage 0.99 minutes; program evaluation average time coverage 0.62 minutes). Here, respondents indicated that the capabilities of public sports organisations to deliver more successful service of Mass Sports programs can be enhanced if the organisations continuously monitor and evaluate performance of the programs. For example, Majid, a Senior Director at the Federal level, insisted:

We must do a survey, to indicate our success, I think, maybe, at least one in five years then we will know our sports population, we will know what is the most needed, what is the most popular organised sports, so we should develop more in that area, so survey is the best way for us to know our success (Majid, Federal Senior Director).

Majid believed in continuous program evaluation as a way to improve the programs, and so did Faheem:

We have to do a study annually, to study the effectiveness of our programs ... We should have impact study ... we don't know whether the people who are present this year will attend our program again next year. Will they carry out as what we have trained them? This also need to be researched, whether what we have done have contributed to the sports culture (Faheem, Executive).

Majid suggested frequent recurrence of program evaluation for knowing program performance and better program planning in the future. Similarly, Faheem insisted that periodic research is needed for knowing programs' impact. They emphasised that public sports organisations have to take serious action to administer program evaluation because this is the way to examine how far the program has successfully attained its targeted goal. Majid and Faheem were supported by Ahmad:

monitoring and evaluating is important. It will help us to know our achievement ... in order to achieve our target; to achieve the target of 50% of Malaysian population participated in sports (Ahmad, Federal Senior Director).

Compared to Majid and Faheem, Ahmad focused more on research about the percentage of public participation, which would provide information on their achievement in attaining the organisational targeted goal. Interestingly, however, Rahman, a Senior Director at the State level, commented:

we want to achieve a target of 50% of the Malaysian society to be involved in sport by the year of 2020 ... How did we come up with the target of 50%? We never do impact study? We never know how far we have achieved (Rahman, State Senior Director).

Rahman is supported by Husna and Suboh, Senior directors attached to the state level:

we don't know how far it has been successful. We not monitor its development, we lack monitoring ... we need to know the impact of our programs ... this is the only way to know whether the program was working or not ... We have organised various sports programs, but so far, we did not conduct any study to investigate our achievement (Husna, State Senior Director).

so far we do not have any data that show us our performance; it is very hard to tell people what we achieved and how far we achieved. There is no assessment about that (Suboh, State Senior Director).

The most striking result to emerge from statements quoted above is that Mass Sports programs have continuously been delivered to the community without being evaluated. Respondents knew and acknowledged the importance of conducting program evaluation but practically this aspect received less attention and was ignored. Here, Ahmad, a Senior Director at the Federal level revealed that:

Our officers and our staff are capable to implement and deliver the programs but it seems that they did not monitor those programs (Ahmad, Federal Senior Director).

Ahmad indicated less attention had been given to collecting data about program performance and so did Rahman:

The officers normally say that they don't have enough time, they are supposed to monitor, not to implement it, that's why they don't have much time ... Our officers do all, they are multi-tasking, may be they don't have time for monitoring because they busy implementing (Rahman, State Senior Director)

Both Ahmad and Rahman highlighted that officers in charge failed to conduct program evaluation. They believed that the ignorance of program evaluation is due to the erroneous belief that the officers should focus more on implementing rather than reporting. In the same way, Azam, a Senior Director attached to the State level also believed that wrongly understood roles of officers in charge are related to this ignorance:

Supposed, we should not busy with the programs, I means our function should more on policy formulation not as implementers. Let our NGOs implement and deliver the programs, not us. We just monitor them, give appropriate advice to them and guide them (Azam, State Senior Director).

Even though public sports organisations have attempted to establish a system to monitor and evaluate the performance of their programs, its applicability is doubtful:

We are responsible to audit, audit the performance of Mass Sports development programs, but sadly to mention, this task is not really, it is not actually happened, , we did not do any audit on our programs ... We managed to develop 'E-laporan' (e-reporting) system. We just developed this system, hopefully this system will work, but they are still testing the system (Arfah, Federal Senior Director).

5.4.2 Enhancement of organisational capabilities: Organisational level

The second major dimension of capabilities enhancement outlined from the interviews is related to management practices at the organisational level. It was noticeable that interviewees almost always mentioned similar issues when asked for changes that they would like to see to improve their organisation's capability for delivering more successful Mass Sports programs. Three main themes emerged from the interviews about what needs to be improved at the organisational level in the public sports organisation setting. Based on the average interview coverage percentage, those three themes are ranked in descending order as follows: policy and strategy implementation; strengthening human resources and documentation. The results are shown in Table 5.14. The table indicates that all respondents (13 respondents, 100%) highlighted that public sports organisations need to improve policy and strategy implementation pertaining to Mass Sports programs. This is the most discussed dimension among respondents, with the highest time average of interviews coverage of 3.07 minutes. The interview coverage per groups of respondents ranged from a minimum value of 1.33 minutes (Executives) to 4.10 minutes (Senior directors at the State level). This indicates that Senior directors attached to the state level emphasised more the need to enhance policy and strategy implementation compared to the other two groups, of Executives and Senior directors at the federal level.

Table 5.14: Enhancement of organisational capabilities: Organisational level

Dimension	Interview Coverage per Respondent (Minutes)													Ave. Minutes	Total Sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Policy and Strategy Implementation	1.59	1.06	1.20	5.94	0.68	0.68	7.93	5.41	3.93	1.77	2.34	1.00	6.29	3.07	13	1
Ave. minutes per group	1.33		2.13				4.10									
Strengthen Human Resources	3.43	3.02	0.28	0.69	1.84	0.00	2.81	2.56	2.59	1.98	1.86	2.40	4.15	2.12	12	2
Ave. minutes per group	3.23		0.70				2.62									
Documentation	0.61	0.58	1.58	0.87	0.24	0.61	2.17	0.95	2.48	0.00	1.36	0.65	1.25	1.03	12	4
Ave. minutes per group	0.59		0.83				1.26									
	Note: 1= Executive, Kasim 2= Executive, Faheem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman													<u>Total Ave. 6.22 Minutes</u>		

As shown in the Table above, 12 respondents (92.3%) pointed out the importance for the organisation to strengthen human resources. Based on the proportion of time respondents spent discussing this issue, the need to strengthen human resources is ranked second among the three themes. This aspect was highlighted more by the Executives (Average 3.23 minutes), closely followed by the Senior directors at the State level (Average 2.62 minutes) and less by Senior directors at the Federal level (Average 0.70 minutes).

Although the need to enhance documentation has been notified by almost all respondents (12 respondents, 92.3%), based on the average time of interview coverage, this aspect has been ranked third in the group. Here, only a small difference between groups' opinions on the need to enhance documentation has been observed. The time average per group for this aspect ranged from 0.59 minutes (Executive group) to 1.26 minutes (Senior directors at the State level). This data indicates that Senior directors at the State level spent more time discussing

the need to enhance documentation in the organisation compared to Executives and Senior directors at the Federal level.

The following subsections explain further those three themes accordingly: policy and strategy implementation; strengthen human resources; and documentation.

5.4.2.1 Policy and strategy implementation

Policy and strategy implementation is the first most discussed theme emerging from the interviews that was categorised as the enhancement of organisational capabilities at the organisational level. All 13 respondents (100%) who were interviewed acknowledged the importance for public sports organisations to establish good policy on sports and put forward the need to improve ways of policy and strategy implementation related to Mass Sports programs. For example, Husna, a State Senior Director said:

for me, our policy is very important. We have to show or to prove that we ourselves follow our policy. If we are firm with our policy, then the public will respect us, they will accept our suggestion, our programs or our approaches to promoting sports development ... we have to follow our policy. Our organisations' roles, our mission and vision are very important. These elements guide us, in everything. We have to look back, why we exist and what are our roles. We should be capable to suit our organisational mission and vision to the local need, local environment, because we are dealing with the public, dealing with people, not goods: in certain circumstances, we cannot directly follow the policy, we have to adjust certain things but at the same time not lose its originality (Husna, State Senior Director).

Notably, Husna's statement highlights the need for organisations to align policy and programs in the right direction. She believed organisations should follow their policy and strategically implement it accordingly. Husna believed that it is important to stick to the organisational direction based on its established policy, and so did Razak:

the Sports policy warrants the involvement of society from all walks of life, the indigenous people and squatters. If we don't drive it, we will not be able to achieve it (Razak, State Senior Director).

Husna and Razak, who were responsible for administering sports development at the state level saw that the programs planned at the federal level were not aligned with the organisational policy. In line with Husna's view on this aspect, Musa, a Senior Director at the state level revealed that "there is a gap between the planning and implementation" (Musa,

State Senior Director)' . Both Husna and Musa commented on the way the federal agency is implementing policy on sports development. Ignorance of existing policy on sports development has also been elaborated by Ahmad, a Senior directors at the Federal level:

We have the blueprint, but it seems that our organisation does not use it. Maybe we should look back into it, improve it or make a new strategic planning on Mass Sports development (Ahmad, Federal Senior Director).

Based on Ahmad's point of view, existing policy has been ignored because it is not up to date. In addition, Ahmad said:

Supposedly, our role is just to monitor the sports development, not to organise or implement sports programs or activit. (Ahmad, Federal Senior Director).

Arfah resembles Ahmad in that they both believed that public sports organisations have to make an effort to review policy:

What happened now is that, we are busy with programs and we have not enough time to strengthen our policy. We don't have time to write paper works about how to improve sports development. I think we need very good planning about our direction, about our roles. We do have strategic planning but I don't think we follow our planning. We should be creative, if we cannot follow the planning then adjust it to suit our situation. That is why, I said, we already have a very good organisational structure but it does not work very well because we did not utilise it as it is supposed to be (Arfah, Federal Senior Director).

Both Ahmad and Arfah insisted that organisations have to establish clear roles as policymaker on sports development and not as the implementer of sports programs. Arfah explained the need for public sports organisations to hold on to their established policy as guidance in developing sports and to enhance their ability to integrate their established structure in performing their organisational roles. Furthermore, Arfah elaborated:

We are supposed to focus our roles on planning, on policy. We have a very good structure, the cabinet committee on sports is chaired by our Deputy Prime Minister but we did not utilise it, we did not use it appropriately. We are supposed to use it as a platform to coordinate sports development involving every government agency in this country, it is supposed to be like that. The existing cabinet committee on Sports is in line with the roles of our ministry. Therefore it is supposed to help us to perform well. Like I said before, we have a very good structure to develop sports but we did not utilise it accordingly. Our management has to look into this. I think this happened because we don't have the thinkers, we only have the implementers. In our organisation, the thinker is busy as an implementer, so we don't have time to act as a good thinker (Arfah, Federal Senior Director).

Similarly, Azam, a Senior Director at the State level resembled Ahmad and Arfah in that they all believed that public sports organisations have to establish clear roles and enhance their ability to integrate the existing structure in the sports delivery system. In addition, Azam suggested that public sports organisations have to integrate NGOs as part of the structure in the system for delivering Mass Sports programs to the community:

Supposedly, we should be not busy with the programs. I mean our function should be more on policy formulation not as implementers. Let our NGOs implement and deliver the programs, not us. We just monitor them, give appropriate advice to them and guide them (Azam, State Senior Director).

Azam was supported by Kasim:

...I think it would be good if we outsource our programs to other agencies or to NGOs, we assist them, provide them funds for organising the programs. We just facilitate them. If other agencies initiated their own programs that are in line with our mission and goals, then that would be very helpful. Let them do it ... identify these groups and utilise them, if they need help, provide them with some support, provide certain training on exercise, we pick a leader among them, train him to lead the exercise in a more proper way, if they are interested, train them to become instructors for exercise, then they can lead their own activity for their own group. We can use this instructor to mobilise his or her own circle (Kasim, Executive).

From both Azam's and Kasim's points of view, besides the importance of establishing clear organisational roles and knowing organisational direction, they believed that policy and strategy implementation of public sports organisations will be more successful if the organisations strengthen their service delivery systems of the programs. Here, they emphasise that public sports organisations need to be firm with their policy as a way to increase organisational credibility in developing sports. In this case, those respondents believed that other organisations would recognise the roles and functions of public sports organisations and it would be easier to gain support from other agencies in administering and implementing the strategy for developing sports.

Another interesting point that emerged from the interviews is that although policy and strategy existed, they were not always implemented appropriately due to lack of understanding and ignorance among decision-makers at the top management level in using the documents. For example Husna said:

the leader should understand where we are supposed to focus, what is our direction, where we want to go from here ... We should go back to our policy ... we did not utilise it, and we just used it as a reference in examination, an examination for a promotion. I think we should review our policy and improve it ... So far we are more

focused on high performance sports; I think this is not right, how many people can be involved in high performance sports, and yet we invested a lot of money for high-performance sports, we actually did not really succeed at international level, so our government might as well allocate more money to sports development, on Mass Sports. This will help in cultivating sports culture, and might improve our quality of life. If we have sports culture, we might as well excel in high-performance, for me we should focus on developing sports at grassroots level, not for high-performance purposes, but more in terms of mass participation (Husna, State Senior Director).

Husna claimed that the top management of public sports organisations interpreted their organisational policy on sports development differently. This affected the way they created strategy for achieving the organisational targeted goals to increase the percentage of public participation in sports. Husna was supported by Arfah, a Senior Director at the federal level, who experienced dealing with the top management:

At the beginning, our first proposal was named as 'sports month' but after I presented it to the top management, they advised to change the name to 'fitness month'. We ourselves sometimes get confused with our own definition towards our roles, like Sports for All and Mass Sports, we use it interchangeably, sometimes I am getting confused but I just move forward. I don't bother to look in detail at the definition. I just want to make my work done, because we always argue about how to define the term, it's endless. So, I just proceed, as long as the program is in line with our organisation's mission and objectives (Arfah, Federal Senior Director).

What can be observed from Husna's and Arfah's statements is that leadership is another main factor that helps an organisation to successfully implement its policy and strategy. Here, respondents suggested that the organisation has to enhance the ability of the top management to align policy and strategy implementation by delivering appropriate sports programs to the community. Similarly, Musa, Senior Director at the State level, put forward:

In the organisation, we must look from the top. The Ministry is responsible to drive the community to be active. We then need to focus on the fields, which sports, recreation or physical activities. Once we have focus, then we start with the movement. It all comes or starts from the top ... There must be planning from the top which is dissipated to the lower level. We can then drive the programs at that level. The organisation itself [the top management of the organisation] must set the direction (Musa, State Senior Director).

Clearly, the ability to understand the policy and to give direction for implementing strategy accordingly is the most valuable managerial skill among the top management as decision-makers, and requires keen knowledge of the critical aspects of how to improve organisational performance in delivering services:

If we have good leadership, good management, our General Director and Secretary General, and also our Minister serious about it [to impose organisational policy on sports], for sure Mass Sports will be more successful. More programs will be available to our community, more money will be allocated for organising various Mass Sports program for our community, and therefore public participation will also be increased (Arfah, Federal Senior Director).

Furthermore, respondents alluded to the lack of continuity and consistency of decision making related to policy and strategy execution. For example, Arfah and Husna said:

Our top management decisions always change. Often, in the middle of the year, we were asked to reschedule our programs, re-plan our programs because the allocation needs to be allocated for other programs, adhoc programs that are decided by the top management ... leadership changed and direction also changed (Arfah, Federal Senior Director).

I don't understand our policy. Why do they [the top management at the federal level] do that? That is why I said, we should be consistent, our policy should be consistent (Husna, State Senior Director).

It is apparent from the statements quoted above that in order to enhance the capabilities of public sports organisations for delivering more successful services pertaining to Mass Sports programs, first and foremost the leaders or decision-makers involved in the top management group at the federal level should understand clearly the organisational policy and know the right way to transform the policy to strategy for achieving organisational targeted goals.

5.4.2.2 Strengthen human resources

The need to strengthen human resources is the second most discussed theme emerging from the interviews for enhancing the organisational capabilities of public sports organisations. Of the 13 respondents who were interviewed, 12 respondents (92.3%) indicated that the capabilities of the organisation can be enhanced by strengthening human resources. Here, respondents claimed that public sports organisations, at federal and state levels, have limited human resources and there is a need to increase the number of officers responsible for sports development. For example, Husna, a Senior Director attached to the state level, expounded her views:

we lack officers ... one officer is responsible not only to administer and monitor sports programs but also other programs including youth and Young Friend programs. Sometimes, they are also involved with the state government programs ... we should look into the numbers of officers that we already have. I don't think we have enough manpower; we lack officers for sports. Since the concept of empowerment is not

working in our environment, our officers have no choice but to handle everything. Here, multi-tasking is very important but they are human, we need to accept that they are not capable of handling everything; we need more officers, especially at the grassroot level (Husna, State Senior Director).

Husna explained the issue of not enough sports officers in terms of their big roles for providing services pertaining to sports development to the whole community, and so did Arfah:

We are more programs oriented. Our management is more to do with organising programs. We are very busy handling programs, but at the same time our structures provide very limited posts for sports officers ... we should have more human resources who can administer more programs. We are program-oriented; therefore we should have many staff (Arfah, Federal Senior Director).

As opposed to Husna's and Arfah's suggestions, Azam suggested that public sports organisations could increase the number of human resources for developing sports among the community.

we don't have enough staff or officers to do all the work, there are multi-tasking people but they might not be able to do everything ... We have to train and develop more instructors, conduct more courses and develop more facilities, and then we will successfully deliver our programs to our society and public participation will be increased (Azam, State Senior Director).

Azam's point of view was echoed by Razak:

we have to increase the numbers of our workforce, if not then increase the numbers of sports providers, develop more sports associations (Razak, State Senior Director).

In the same way, Kasim indicated:

In our own organisation, numbers of people that are responsible for Mass Sports are limited, so you cannot expect them to handle everything. You have to do it with others, with NGOs and so forth ... We do have limited officers but if we manage to train them to become a good leader then we will be able to overcome this constraint (Kasim, Executive).

From Kasim's, Razak's and Azam's points of view, the organisational capabilities of public sports organisations can be enhanced if they can integrate human resources from various agencies including the community to administer sports development programs. Here, they suggested that public sports organisations have to establish good networking and cooperation with those parties for delivering the services. In the same way, Faheem and Arfah believed that this effort would be more effective if public sports organisations can create a new post of Sports Development Officer to be attached to other agencies:

If possible there should be a sports unit in the various organisations with a sports official. Here, the official can guide and lead the organisation ... Even at the district level, they should have a sports office ... We want qualified planners to develop the sports and he or she must have the authority ... To me, if they are specific positions, it will be easier because they will know how to plan and organise ... The person must have the authority, a true sports officer (Faheem, Executive).

I would like to suggest that we should create a position, an officer who is responsible to coordinate sports in other agencies, I think not many agencies have their own sports unit or sports officer (Arfah, Federal Senior Director).

In addition, beside creating new posts and appointing new Sports Development Officers to be attached to other organisations, public sports organisations have to put in an effort to appoint “one permanent sport instructor attached to every department” (Azam, State Senior Director) to administer sports programs. Here, Azam insisted that the public sports organisation, as the main government agency responsible for sports development, has to act only as a coordinator.

Another key element mentioned by the respondents was the recruitment process for new officers. Here, Zihan a Senior Director attached to Federal level explicated:

Now, we are conducting physical fitness tests for those who apply to become a Youth and Sports Officer ... We are upgrading our organisation as far as the grassroots level, we're upgrading the workforce until the grass roots can help us organise Mass Sports at the grassroots level. We now are upgrading not only the scheme, but also numbers of facilities and number of staff (Zihan, Federal Senior Director).

In accordance with Zihan's statement, it can be observed that public sports organisations have already taken actions for strengthening their human resources by increasing posts and appointing more employees responsible for sports development at the state level:

we ourselves should put an effort to increase our standard. We should develop our organisation, assign more staff and officers to look into specific area of Mass Sports development (Norman, State Senior Director).

However, Norman, a State Senior Director, also commented that:

Previously, our organisation appointed some new officers but I observed that most of them have one kind of value; I do not know how to explain it but their attitude was quite different when compared to new officers those days. Of course these new officers lack experience relating to their tasks but most of them are also not knowledgeable about sports development. I don't know why but that is the reality, our officers' knowledge on Mass Sports development is not enough (Norman, State Senior Director).

Here, another interesting point being highlighted is the need for public sports organisations to review the recruitment process for appointing new officers. Norman observed that a non-qualified person had been appointed to sports development officer. Likewise, Rahman, who was also a Senior Director at the State level, commented about the selection of new officers:

We are not seen as better than others in our field. We need to be experts ... For the new intake they must have the qualifications; they need to have a career in sports. For example, they must have played sport at a higher level ... Now we take those from sport sciences, they might not know much or play the sport. It is very different. If they played the sport, they can talk about sports because their interest is there. They will follow the sport. Their interest in sports will not die with their career. Nowadays the associations know better (Rahman, State Senior Director).

Here, respondents like Norman and Rahman believed that the wrong selection of new officers has made public sports organisations lose their credibility. They emphasised that besides looking at the applicant's academic qualifications, their personality and background have to be a requisite for entry into the profession. On the other hand, for existing officers, the organisation has to put the right people into the right position:

I would suggest that the ministry should make an arrangement that only senior officers will be attached to the federal agency, this is because, we need knowledgeable officers who have experiences. They should have criteria as a planner (Husna, State Senior Director).

Husna commented that employees would be able to perform their roles more successfully if they suit their position. Here, she insisted on selecting appropriate officers to appropriate positions. Furthermore, she suggested that only competent officers should be attached to the federal level. She focused on the ability of the officers to perform their tasks. For this reason, relentless effort for developing officers' competencies should become a priority for the organisation:

for me, training should be a continuous process ... We expose our officers to new thing, new knowledge or new areas; we even sent them overseas to observe other countries effort for developing sports. However, I am not so sure whether we have a specific training for our sports development officer. I think it is none (Kasim, Executive).

Kasim's statement indicates that there is an established organisational system for enhancing the capabilities of employees for performing their tasks. However, he admitted that organisations need to develop and provide training that is appropriate to the purpose of the profession. Kasim is supported by Razak and Suboh:

from my observation, among our officers, they lack proper training, especially in terms of that related to our work, work on Sports for All (Razak, State Senior Director).

we have to increase our professionalism. Now, we don't have any specific training ... There must be an appropriate training that can increase our professionalism (Suboh, State Senior Director).

From Razak's and Suboh's opinions above, it can be observed that they have spelled out the need for public sports organisations to develop training modules and establish clear career development directions for their officers that suit the purpose of the profession. Indeed, they suggested that the public sports organisation create specification and specialisation in their roles and functions:

we ourselves should put an effort into increasing our standard. We should develop our organisation, assign more staff and officers to look into specific areas of Mass Sports development (Norman, State Senior Director).

From Norman's point of view, creating specification and establishing specialisation will make sports development officers different from other officers. In the same way, Husna commented:

Our officers should be competent and consistent, so that they become a point of reference ... We will gain more respect, the public will come to us for advice, for references, but if our officers lack knowledge about their job, about our core business, nobody will come to us. Those days, our associations respected us, but not now...Our officers just have general knowledge, no specificity. Anybody, any organisation can organise Mass Sports programs, not necessarily by us. That is why, for me, we don't have any special attributes. Currently, when people come to us, seek advice from us, most of our officers will refer them to related sports associations, our officers cannot give appropriate advice, so the public might as well directly refer themselves to the association, rather than contacting us. So, that is why, for me, we lack respect from them, from our clients (Husna, State Senior Director).

Husna connected role specification and specialisation of sports development officers with organisational attributes. Here, she urged the public sports organisations to establish special expertise on sports development. Just as Husna believed in enhancing officers' credibility, so Norman insisted that organisations review their existing human resource development system:

So far, our officers learn through their job experiences for performing their tasks ... For me, experience itself is not enough because the world is changing, we need new knowledge, and we need new expertise. Experience and knowledge are two important elements that are important for our officers to be excellent in performing their tasks.

Maybe the officers have experiences but their knowledge is not guaranteed (Norman, State Senior Director).

Like Husna and Norman, Musa believed in developing officers' professionalism as an important way to enhance the capabilities of public sports organisations:

Sports are our authority. How do we accomplish this? This needs a lot of involvement in the programs, not just to manage the program but being an expert in the program ... we need to be skilful in our field. We need to be skilful in sports (Musa, State Senior Director).

In relation to this aspect, Musa stressed the need to increase officers' competence to the highest level.

It was apparent from the interviews that training has to be improved as a way to strengthen human resources. This finding can be seen from the data in Table 5.15. As can be seen, the importance of training has been highlighted more by Executives, followed by Senior directors at the state level and federal level respectively.

Table 5.15: Enhancement of organisational capabilities: Training

Strengthen Human Resources	Interview Coverage per Respondent (Minutes)													Ave. Minutes	Total Sources
	1	2	3	4	5	6	7	8	9	10	11	12	13		
Training	2.16	1.59	0.28	0.00	1.05	0.00	0.24	0.42	1.90	0.49	0.93	1.70	1.33	0.94	11
Ave. minutes per group	1.88		0.32				1.01								
	Note: 1= Executive, Kasim 2= Executive, Faheem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman														

5.4.2.3 Documentation

This is the third most discussed theme emerging from the interviews that related to the way to enhance the organisational capabilities of public sports organisations in delivering Mass

Sports programs more successfully. Here, almost all of the respondents (12 respondents or 92.3%) elaborated that public sports organisations have to establish documents as a reference, not only for them to better their planning but for the community to refer to:

Supposedly, we should have documents about Mass Sports that people can use as references ... We should establish a manual on Mass Sports development, maybe we should establish guidelines for Mass Sports development and so forth. I don't think we have documents about Mass Sports. We did not publish anything on Mass Sports ... We should use modern technologies like internet, vast information exists around us, we should be capable of using or utilising all this information. We should develop good information systems and enhance our documentation systems ... We should establish documents, standard, a guideline on Mass Sports development. These documents will remain; they will become references to those people who are involved in sports (Norman, State Senior Director).

Furthermore, Norman suggested:

We as a government agency that has always been a reference point should have all relevant documents that can guide Mass Sports development, guide other agencies to help us (Norman, State Senior Director).

Similarly, Kasim, an Executive, highlighted the importance of publishing documents and using them to guide organisations to better their performance:

we need to document whatever we did; this will help the learning process. Documentation is very important for the learning process. It can be a reference ... we have to update our documents continuously. Besides training, our officers can learn through these documents (Kasim, Executive).

Norman focused on the need to utilise modern facilities for producing and establishing information relating to Mass Sports development and Kasim focused on the need to provide information on the organisation's roles and function including its services, directions and achievement. From this, members of the organisations would have a clear picture of how to undertake actions to better their performance and the whole community as a target group would be more knowledgeable about sports development. In addition, Ahmad, a Senior Director at the Federal level, insisted:

We have to know what percent of Malaysian citizens participated or were involved in sports, recreation and fitness activities ... what percents of our population participated in sports? Recently, our Director General urged us to develop a database about sports facilities. We want to know what facilities are available at every district. Our officers at the district level already started collecting this information. They are not only collecting information about sports facilities but they are also gathering information about the statistics of sports associations and clubs for every district. From this data then we can monitor their programs, we can know how many people participated in their programs, but I do not know how far this effort has

seriously been implemented. For what I know, we do not have that kind of data right now and I do not know when this data will be available to us ... We should have a database (Ahmad, Federal Senior Director)

Ahmad urged public sports organisations to put in more effort to develop and publish data about their achievements and other information related to sports development in the country.

In the same way, Husna claimed that:

our achievement, our information, and our records are not well documented ... We should have data on public participation; we don't have that so far (Husna, State Senior Director).

Husna resembled Ahmad in that they both believed in establishing good documentation as a way to improve organisational performance. They were supported by Arfah, a Senior Director at the Federal level:

we don't have any documents to refer to. Therefore, we have to use our own judgement in doing our work ... We need information that is relevant for us that we can use to improve our performance ... our documentation is very poor (Arfah, Federal Senior Director).

The statements above substantiated respondents' claim that documentation in public sports organisations has not been organised. It was most common for respondents to reflect on the need for public sports organisations to produce and publish databases on sports developments including all aspects of their service direction and achievement.

5.4.3 Enhancement of organisational capabilities: Employee level

In the aforementioned sections, two major themes that emerged from the interviews have been explained: firstly, an enhancement of organisational capabilities by improving the program delivery process, followed by improving management practices at the organisational level. 'Enhancement of organisational capabilities: Employee level' is the third main theme that emerged from a series of interview on how to enhance the capabilities of public sports organisations for delivering more successful services pertaining to Mass Sports programs. Two sub themes related to the people or employees of public sports organisations emerged from the interviews.

The results are shown in Table 5.16. As can be seen from the table, there are two main areas about employees that were discussed the most by respondents. Based on the average of the

interviews coverage percentage, those two main themes are ranked in descending order as follows: capabilities of the employees; and attitude of the employees.

Table 5.16: Enhancement of organisational capabilities: Employee level

Dimension	Interview Coverage per Respondent (Minutes)													Ave. Minutes	Total Sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Capabilities of the Employees	5.91	1.50	2.76	2.67	1.65	0.96	4.91	3.34	3.69	0.36	3.34	3.56	5.01	3.06	13	1
Ave. minutes per group	3.71		2.02				3.46									
Attitude of the Employees	0.54	0.23	0.78	0.29	1.28	0.00	0.49	0.32	0.77	0.00	2.93	0.82	1.43	0.76	11	2
Ave. minutes per group	0.40		0.58				0.97									
	Note: <u>Total Ave. 3.82 Minutes</u> 1= Executive, Kasim 2= Executive, Faheem 3= Federal Senior Director, Ahmad 4= Federal Senior Director, Arfah 5= Federal Senior Director, Zihan 6= Federal Senior Director, Majid 7= State Senior Director, Husna 8= State Senior Director, Musa 9= State Senior Director, Norman 10= State Senior Director, Azam 11= State Senior Director, Razak 12= State Senior Director, Suboh 13= State Senior Director, Rahman															

The results, as shown in Table 5.16 above, indicate that all respondents (13 respondents, 100%) highlighted that public sports organisations need to improve the capabilities of their workforces in performing their roles and functions (min. 0.36 minutes; max. 5.91 minutes; average 3.06 minutes). Looking at the data, it can be observed that this is the most discussed theme being highlighted by respondents, especially those from the executive group (average 3.71 minutes), followed closely by Senior directors at the State level (average 3.46 minutes) and less by Senior directors at the Federal level (average 2.02 minutes). Here, the data show that in response to this aspect, both Executives and Senior directors at the state level have similar views about the needs to enhance the capabilities of employees.

Other than the needs to enhance employees' capabilities, 11 respondents talked on the aspects that are more related to employees' attitude. Comparing the results between groups of respondents, it can be observed that the differences between those groups in terms of their opinions on this aspect are close to each other (time average: Executives 0.40 minutes; Senior directors at Federal level 0.58 minutes; and Senior directors at State level 0.97 minutes).

Here, Senior directors at the State level discussed more the need to enhance employees' attitude, whereas both Executives and Senior directors at the Federal level had little to say about this aspect. Although this theme has been noted by almost 84.6% of respondents, based on the time average of the interview coverage of 0.76 minutes, respondents spent less time discussing this theme. Thus the need to enhance employees' attitude is not the major aspect that needs attention.

Furthermore, comparing the two results between the need to enhance the capabilities and the attitude of employees, it can be seen that the need to improve employees' capabilities received more responses. With this, the following section only focuses on the aspects that are relating to employees' capability enhancement.

5.4.3.1 Capabilities of employees

All respondents mentioned that organisational capabilities can be enhanced by improving employees' capabilities in performing their tasks. Here, respondents' main discussion centred around six themes. The results are shown in Table 5.17. As can be seen from the table, based on the time average of the interview coverage, those six themes are ranked in descending order as follows: planning; organising program; creative thinking; leadership; promotion and publicity; and finally communication skill.

The results, as shown in Table 5.17, indicate that all respondents (13 respondents, 100%) highlighted that public sports organisations need to improve planning capabilities among their employees (min. 0.17 minutes; max. 3.74 minutes; average 1.38 minutes). Here, planning capabilities have become the most discussed among the six themes. It is apparent from the data that the need to improve employees' planning capabilities has been highlighted more by Senior directors at the State level (average 1.04 minutes), followed closely by Executives (average 0.18 minutes) and less by Senior directors at the Federal level (average 0.83 minutes).

The average time spent on the first theme dropped to 0.65 minutes for the second theme. Here, 10 respondents (76.9%) explicated the need to enhance the capabilities of employees in organising programs. What can be observed from the data is that the need to enhance

employees' capabilities for organising programs has been highlighted more by Senior directors at the State level (average 1.01 minutes). Both Executives and Senior directors at the federal level had little to say about this aspect (time average: Executives 0.25 minutes and Senior directors at the federal level 0.22 minutes).

Table 5.17: Capabilities of the workforce

Capabilities	Interview Coverage per Respondent (Minutes)													Ave. Minutes	Total Sources	Rank
	1	2	3	4	5	6	7	8	9	10	11	12	13			
Planning	1.11	0.58	0.39	1.30	0.17	0.68	3.20	0.31	3.18	0.36	0.68	2.29	3.74	1.38	13	1
Ave. minutes per group	0.83		0.18				1.04									
Organising Program	0.30	0.22	0.00	0.00	0.66	0.28	1.34	0.39	0.88	0.00	1.84	1.67	1.04	0.65	10	2
Ave. minutes per group	0.25		0.22				1.01									
Creative Thinking	0.30	0.22	2.38	0.77	0.50	0.00	0.03	0.93	0.39	0.36	0.00	1.36	0.15	0.58	11	3
Ave. minutes per group	0.25		0.90				0.47									
Leadership	3.18	0.57	0.00	0.60	0.78	0.00	0.34	0.63	0.99	0.00	0.30	0.00	0.00	0.58	8	4
Ave. minutes per group	1.87		0.36				0.32									
Promotion and Publicity	0.29	0.00	0.11	0.00	0.24	0.00	0.00	0.03	0.00	0.00	0.00	1.29	0.00	0.14	5	5
Ave. minutes per group	0.14		0.07				0.18									
Communication Skill	0.00	0.00	0.00	0.00	0.65	0.00	0.22	0.25	0.00	0.00	0.85	0.00	0.00	0.14	4	6
Ave. minutes per group	0.00		0.14				0.18									
	Note: <div>1= Executive, Kasim</div> <div>2= Executive, Fahem</div> <div>3= Federal Senior Director, Ahmad</div> <div>4= Federal Senior Director, Arfah</div> <div>5= Federal Senior Director, Zihan</div> <div>6= Federal Senior Director, Majid</div> <div>0= Not Mentioned</div> <div>Total Ave. 3.47 Minutes</div> <div>7= State Senior Director, Husna</div> <div>8= State Senior Director, Musa</div> <div>9= State Senior Director, Norman</div> <div>10= State Senior Director, Azam</div> <div>11= State Senior Director, Razak</div> <div>12= State Senior Director, Suboh</div> <div>13= State Senior Director, Rahman</div>															

Furthermore, Table 5.17 shows that 11 respondents (84.6%) talked on the aspects that are more to do with the creative thinking capabilities of the workforce. Even though more respondents responded on this aspect compared to the second theme (organising program),

based on the average time of interview coverage of 0.58 minutes, this theme has been ranked third among the sixth themes. In relation to the need to enhance creative thinking capabilities, Senior directors at the Federal level talked more about this aspect (average 0.9 minutes) compared to the other groups of respondents (time average: Executives 0.25 minutes; Senior directors at the State level 0.47 minutes).

Leadership is the fourth most discussed theme emerging from the interviews. When comparing the two data of the need to improve creative thinking and to improve leadership capabilities, even though both themes received equal average value of 0.58 minutes, leadership capabilities has been ranked fourth among the group because a lesser number of respondents mentioned this aspect. Here, Executives explicated more the need to enhance leadership capabilities among employees (average 1.87 minutes). Senior directors at both federal and state levels had little to say about this theme (time average: Senior directors at the Federal level 0.36 minutes; Senior directors at the State level 0.32 minutes).

Other than those four themes, there are another two themes that were brought up by a minority of respondents: the need to enhance capabilities in promotion and publicity (indicated by five respondents or 38.5%); and the need to enhance communication skill (indicated by four respondents or 30.8%). Both themes received a small equal average value of 0.14 minutes. This small average value indicates that respondents did not speak about this aspect widely. Thus, it can be concluded that capabilities enhancement for these two dimensions is not a priority. Thus the following sub section focuses only on the top four themes of the need to enhance workforces' capability in planning, organising programs, creative thinking and leadership.

Planning capabilities

This is the most discussed theme among respondents that related to an enhancement of employees' capabilities. All respondents (100%) voiced their opinion about the need for public sports organisations to pay more attention to developing employees' capabilities in planning. According to them, good capability in planning would help the organisations to achieve success in delivering services. For example, Kasim, an Executive, insisted that "To be successful, we really have to plan it well" (Kasim, Executive). Correspondingly, Arfah, a

Senior Director at the Federal level, emphasised the importance of developing employees' capabilities in planning:

we have to strengthen our planning ... we need a very good planning about our direction, about on roles ... We should be capable to plan, to develop a very good planning for our sports development ... If we can plan our program well, we can save a lot of money; we can save a lot of our resources ... (Arfah, Federal Senior Director).

Arfah's suggestion was echoed by Zihan, a Senior Director at the Federal level:

Our officers have to be able to come out with good planning. With limited money, we should create and provide programs for many people, we should improve our programs (Zihan, Federal Senior Director).

Arfah's point of view focused on the ability of employees for formulating good planning as a way to help the organisation to move forwards in the right direction. Additionally, both Arfah and Zihan expounded that if employees are able to develop good planning, they will also be able to overcome many other related problems.

Since developing and delivering Mass Sports programs to the community is one of the main services provided by public sports organisations, Suboh, a Senior Director at the State level, insisted that:

we should be expert in our job. We should be knowledgeable about our area and be able to better our planning, no more ad-hoc program... We cannot force them to get involved in our programs; we have to create programs that suit them, that can attract them (Suboh, State Senior Director).

Suboh's point of view was supported by Azam's:

our officers should be competent to plan, to strategy their work and be knowledgeable about their roles. They must use their creativity to plan and develop attractive programs (Azam, State Senior Director).

What can be learned from both Suboh's and Azam's statements is that employees' planning capabilities depend on their understanding about their functions in the organisation. Azam believed in role clarity, which helps employees to plan their work successfully. Correspondingly, Suboh suggested:

provide them with knowledge about what Mass Sports is all about, then this will help them to better plan the Mass Sports programs, plan the promotion and strategies in their work that can attract people to participate. Our officers should be professional in certain areas; they will know what to do, where they should heading to and so forth. When we said that we are professional then we should be expert in our job. We

should be knowledgeable about our area and will be able to better our planning, no more ad-hoc programs (Suboh, State Senior Director).

Faheem, an Executive, also stressed that the employees of public sports organisations have to be able to plan “activity not just for those who are interested but also to other groups of people” (Faheem, Executive)

Furthermore, Ahmad, a Senior Director at the State level, suggested that employees have to be able to:

create programs that can be not only as a hobby but maybe as a profession ... We should enhance our strategic planning and use it as a guidance to move forwards (Ahmad, Federal Senior Director).

As said by Ahmad, employees should be able to formulate both short and long term planning. He believed that this ability would help the organisations to stay on the right track to attain success. However, Rahman, a Senior Director at the State level, revealed that:

We don't have long term planning. No specific focus. If we say we want 1000 coaches, have we planned for that? (Rahman, State Senior Director).

In accordance with Rahman's point of view, Norman, a Senior Director at the State level, claimed:

Sometimes, we received unclear information from our officers at the federal level, they are responsible to plan the program but sometimes they did not really understand our situation, problems that we had. They just plan; they are the planners but not the implementers. ... They did not plan for the future. They were always meeting but they did not discuss to better the planning, their discussion is more on how to implement the program, the content and the activities. They did not discuss about the direction of Mass Sports development (Norman, State Senior Director).

It is apparent from Norman's statement that he believed policymakers should have planning capabilities, as this would determine their ability to create policy. Furthermore, Norman commented:

Our officers themselves are confused on how to categorise Mass Sports activities ... officers at the federal level planed Mass Sports programs without taking into account the reality that happened at the grassroots level, at the state level ... The ministry at the federal level, the officer in charge, have to look in detail, put more effort to strengthen their planning ability and credibility, especially an officer who is responsible to plan and develop Mass Sport... The planner, especially at the federal level, should understand, should be more knowledgeable and open-minded ... Planning is very important for our success and the planner should have enough knowledge (Norman, State Senior Director)

Norman's point of view was substantiated by that of Husna, a Senior Director at the State level:

in our systems, planners at the federal level should understand our need and our problems as an implementer ... Often, programs are developed based on officer's creativity, knowledge and interest. If he or she is knowledgeable in that particular area, then the programs would be well developed, otherwise we are the one who will suffer more, because we are the implementer, we are responsible to deliver the programs to the community ... We need knowledgeable officers, who have experiences. They should have those criteria to become a planner. Not all officers are competent as a planner (Husna, State Senior Director).

Both Norman's and Husna's statements indicate that they believed in good planning for success. They urged public sports organisations to appoint the right people to plan Mass Sports programs development for the country.

Organising programs capabilities

This is the second most discussed theme highlighted by 10 respondents (76.9%) when they responded on how to enhance the capabilities of public sports organisations for delivering more successful Mass Sports programs. Respondents saw that public sports organisations hold less authority on sports development:

We are not seen as better than others in our field. We need to be experts to see the difference ... Nowadays the associations know better (Rahman, State Senior Director).

Rahman revealed that employees of public sports organisation have no special skills in organising sports programs. Therefore, Husna, a Senior director attached to the State level, emphasised:

They should be competent for organising programs, our core business are always dealing with this. We conducted many programs and events, and we will continuously organise various type of events. Our officers, they are not only a program's manager or event's manager, they are also administrators ... we are more on event management; our officers should be knowledgeable and have skills relating to even management, they are not necessarily knowledgeable on technical, we have our sports association to advise on technical, but still our officers should have general knowledge about certain sports. Our officers should have general knowledge on sports; not relying 100% to our association. If they knowledgeable on technical, which would be their advantage, advantage to themselves and also to our organisations ... Management is very important, good management skills is crucial, we should be competent in management. Our officers should know how to deal with

the public, with the target groups and with our customer or clients (Husna, State Senior Director)

Husna put forward that the main public sports organisation role is to develop sports for the country by organising various programs and activities. Husna's view was supported by Zihan, a Senior Director at the Federal level, and Norman, a Senior Director attached to the State level:

event management is very important to organise programs ... Our officers should be capable to manage programs and to lead (Zihan, Federal Senior Director).

Our staff, our officers, they should knowledgeable about their tasks, they should be knowledgeable about Mass Sports, how to make the program more attractive, more successful. They lack knowledge on this (Norman, State Senior Director).

Husna, Zihan and Norman focused on the importance of event management related fields which employees should be competent in. They remarked that these capabilities are related to the main organisational role for delivering sports programs to the community. Likewise, Musa, a Senior Director at the State level, suggested:

We must be skilful and must know how to deliver a bigger program ... they should be able to deliver to the public for sports to be a way of life (Musa, State Senior Director).

Musa believed in the importance of enhancing employees' capabilities to promote public participation and cultivate sports culture in the nation, and so did Razak:

To attract people to have the sports culture needs proper management ... The capability of officers has to be taken into account, especially the new officers. They are not serious in implementing the program ... The new officers, they are not experienced, they have difficulty meeting people, campaigning, difficult to advise and difficult to convince people. The officers should also understand our concepts. Our work as a sports officer is more on the management of the programs; we are actually the sports development administrator. The general knowledge must be there. They must know and they need to be involved (Razak, State Senior Director).

Razak explained the need for strengthening employees' knowledge about their main roles to promote sports participation among the nation. He focused more on the need to enhance capabilities for organising sports programs among newly appointed officers. Correspondingly, Azam, a Senior Director attached to the State level, suggested:

we have to train our officers; we should develop them, develop and enhance their knowledge, skills and attitudes. Our officers should have general knowledge about any sports activities and it is good if we can develop one specific sport to one specific officer (Azam, State Senior Director).

Razak and Azam believed that it is a must for all newly appointed officers to have general knowledge on sports, as this will enhance their capabilities for performing their tasks in delivering the programs to the target group. However, Zihan proposed that:

officers should be well trained in specific area like fitness, gym, so they can talk about fitness, they have knowledge and can become a fitness instructor, have knowledge about their works ... the officer should be given the opportunity to explore and gain new knowledge ... officers should have opportunity to learn, gain new knowledge (Zihan, Federal Senior Director).

Zihan pointed out that public sports organisations have to provide career development and improvement support for employees as this will help to enhance employees' capabilities in performing their roles. Zihan believed in continuous and segmented training in terms of type of sports activity. On the other hand, Suboh, a Senior Director attached to the State level, proposed continuous and segmented training programs for certain groups of employees:

we should be capable to organise programs that can attract people to come, not to say sports management but somehow it would be something that, I mean should have more people who know more about sports ... we train our staff, provide them with appropriate training batch by batch, for example it should be a training provided for young officer, intermediate and senior officer. There must be an appropriate training for them that can increase our professionalism, they should get a certificate or be accredited, and they will be more qualified to handle the programs. Once they being train, they will know better about their works, they know what they should do about their roles. At least send them to attend a general training or course on Mass Sports, as a beginning, this will provide them knowledge about what Mass Sports is all about, then this will help then to better plan the Mass Sports programs, plan the promotion, and strategies their work that can attract people to participate...Our officers should professional in certain area, they will know what to do, where they should heading to and so forth. When we said that we are professional then we should expert in our job (Suboh, State Senior Director).

Looking at Suboh's point of view, he insisted that human resource development needs to be strengthened in public sports organisations. He speculated that this effort will enhance employees' capabilities in performing their tasks and fulfilling the main organisational role.

Creative thinking capabilities

Creative thinking capabilities are the third most discussed theme that emerged from the interviews. Here, 11 respondents (84.6%) dwelled on the need to improve the creative

thinking capabilities of employees responsible for sports development. For example, Kasim, an Executive claimed that:

some of our programs were not successful, the organiser did not put much effort in organising them, they rely too much on existing people or fund, and they only use existing resources without any effort to get more resources (Kasim, Executive).

Kasim believed that employees responsible for sports development are not creative enough to overcome their problems. He considered that they underutilise their creative thinking capabilities for replenishing needed resources for delivering successful programs. Correspondingly, Zihan, a Senior Director attached to the Federal level suggested:

have more creative officers at the grassroots level...they should be creative in creating the program; the officers have to have big efforts to organise a good program with limited money (Zihan, Federal Senior Director).

From both Kasim's and Zihan's point's of view, creative thinking capabilities will help employees to solve problems and manage insufficiency of resources in their organisation.

Furthermore, Azam, a Senior Director attached to the State level, commented:

They must use their creativity to plan and develop attractive programs (Azam, State Senior Director).

Azam believed that creative thinking capabilities are an integral part of formulating excellent planning. Ahmad, a Senior Director attached to the Federal level expounded:

It is hard for me to talk about our organisational capabilities but I think, we have to look into the content of our programs because our target groups' lifestyle is different compared to those days. I think we need something that can attract people to come and participate in our program. I do not know how but that is the thing. How to make our program more attractive? We need those capabilities because, recently, people seem not interested with our programs. I do not know why less people came to our programs. Maybe, we organised the same programs and they get bored with it. I really do not know. Maybe the program was not attractive enough for them. In this modern world, people's lifestyle is changing, they are looking for something, that simple, they are more interested to something that is simple, and they are more interested to something that is fun ... They like entertainment...people are looking for something that is fun. That was the reason. I think we should have these capabilities, we should capable to create attractive programs in line with their needs ... Therefore, we should provide relevant information or training to educate our staff ... We should train our staff to become more creative in program development (Ahmad, Federal Senior Director).

Both Azam and Ahmad elucidated the point related to a low level of public participation in the sports programs. They believed that employees responsible for developing sports programs have to be more creative in planning and delivering the programs, as this would attract more public participation. Here, Ahmad highlighted that human resource development of public sports organisations should include employees' creative thinking capabilities. Similarly, Norman, a Senior Director attached to the State level highlighted:

we have to be creative in our planning...Our staff, our officers, they should be knowledgeable about their tasks, they should be knowledgeable about Mass Sports, how to make the program more attractive, more successful. They lack knowledge on this (Norman, State Senior Director).

As said by Norman, creative thinking capabilities can be enhanced when employees are knowledgeable about their organisational roles and clear about their tasks. In addition, Arfah, a Senior Director attached to the Federal level insisted:

we have to fully utilise our creativity. We cannot simply do our works as outlined but we should capable to adjust here and there to suit people's need, suit with the environment and so forth ... I think our management should be more creative, because this creativity will lead to many things; creative management, creative planning, creative thinking, we lack all these creativities. Therefore we need to improve our officers and our management creativity, maybe by exposing them to new information, new knowledge and new areas. Creative thinking is very important because we can apply it anywhere, in management, in organising programs, implementing programs and so forth (Arfah, Federal Senior Director).

It is clear that Azam, Ahmad and Arfah considered the importance of creative thinking capabilities as an integral part of developing, organising and delivering Mass Sports programs to the community. In addition, Arfah proposed that not only employees should hold these capabilities but included the management as well.

Leadership capabilities

Almost two-thirds of the respondents (8 respondents or 62%) elaborated on the importance of leadership capabilities. This is the fourth most discussed theme highlighted by respondents on how to enhance the capabilities of public sports organisations for delivering more successful Mass Sports programs. For example, Kasim, an Executive expounded:

we need a good leader. We should be capable to organise programs. We should have a good leader that can lead a program. Any program will start from a leader. A good leader is needed because we organise many programs that involve various agencies at various places or locations and involve various target groups. We apply a collaborative approach in organising our programs. Therefore, a good leader is

needed to lead the tasks ... We do have limited officers but if we manage to train them to become a good leader then we will be able to overcome this constrain ... If they manage to lead, to get other agencies including NGOs to collaborate with them for organising the program, the program might be successful then ... we are the one who is supposed to be, to spearhead a particular activity ... I think my officers should be competent, we should provide more leadership program ... the most important thing is leadership ... a leader to lead, to plan, to initiate things to happen and take the responsibility (Kasim, Executive).

Kasim believed that leadership capabilities are needed among employees of public sports organisations as they are working in a diversified environment around the country with limited resources. In addition, Faheem, an Executive, put forward that:

Leadership through example must be instilled. We must be seen as an organisation which moves the sports activities ... if we go somewhere and have no expertise in sports, people will not have faith in us. They will not believe in what we want to do (Faheem, Executive).

Faheem emphasised that public sports organisations have to establish their authority in the sports development domain. Here, Faheem claimed that in order to gain more support from various agencies including the public, employees of public sports organisations have to have good leadership capabilities. Faheem believed that leadership capabilities will intensify public sports organisations' credibility in the sports development domain. Similarly, Zihan was interested primarily in improving public sports organisations' capabilities in delivering sports programs through enhancing leadership capabilities:

It is good to be a good officer but they also need to be a good leader, especially to lead the public ... you can be a good leader, but to me, a leader and a manager is different. You can be a good leader, you can organise, you can pinpoint things, but if you doesn't know how to deliver, it's very bad ... Our officers should capable to manage program and to lead (Zihan, Federal Senior Director).

In line with Faheem's and Zihan's opinions above, Arfah, a Senior Director attached to the Federal level, emphasised that:

If we have a very good planning but poor leadership, we will also not going anywhere. Leadership is very important because he or she needs to lead us to carry out the planning. I think, leadership and planning are both were very important in any organisation, especially for us who are program-oriented ... Instead of good management, we need a good leader that can give clear direction on how we are supposed to move forwards ... at the same time we should also develop good leaders ... we need a good leader who can lead us in the right direction (Arfah, Federal Senior Director).

It can be observed from Arfah's statement quoted above that she believed leadership capabilities will accentuate planning execution and this will allow programs to be delivered more successfully. Here, she indicated that leadership capabilities are important because employees of public sports organisations play the key role in the delivery of one of the core functions of the organisation: the Mass Sports programs. Thus, Arfah urged public sports organisations to develop and train more leaders to actuate the sports development movement in line with the organisation's direction.

5.4.4 Summary

It is apparent from the interviews that organisational capabilities involve a combination of people, processes, systems and structures that allow the organisation to continue delivering its services successfully. As the interviews expounded, in order to enhance the organisational capabilities of public sports organisations for delivering more successful programs, more attention should be given to improve the programs, compared to improving the organisation and employees. At the program level, the organisation should put more effort into: promotion and publicity, strengthening NGOs as sports providers; establishing networking and coordinating; prioritising; strengthening financial support; needs assessment and program evaluation. Enhancement of organisational capabilities at the organisational level is centred on the need to: improve policy and strategy implementation; strengthen human resources; and improve documentation systems. Finally, at the employee level, clearly capabilities for performing their roles and responsibilities will enhance the organisational capabilities of public sports organisations for delivering more successful service related to Mass Sports programs. The top four areas that need enhancement at the employee level are planning, organising programs, creative thinking and leadership.

5.5 Chapter summary

This chapter reported findings from the interviews that provided information for four major sections:

1. background of the respondents
2. meaning and indicators for successful service delivery of Mass Sports programs
3. factors enabling successful service delivery of Mass Sports programs; and

4. enhancement of organisational capabilities for successful service delivery of Mass Sports programs.

All respondents (13) were found to be highly experienced in their careers. All were experienced in their careers for more than 20 years except an executive who had been appointed to lead the Ministry of Youth and Sports Malaysia for the past three years. They performed their tasks and responsibilities in line with organisational policy and they used the organisational mission as guidance to move forward.

The success of Mass Sports programs was defined by eight main themes of: community awareness level; program development; level of public participation; stakeholders' satisfaction; goal attainment; received recognition; well developed NGOs; and well integrated effort. The key issues raised by respondents were the community awareness level and program development. Here, they related success to a program's sustainability. Thus, of those eight main themes, it is apparent that community awareness level, program development, well developed NGOs and well integrated effort are inherent in defining successful service delivery of the program because these four themes can be linked with a program's sustainability. On the other hand, the other four themes (level of public participation, stakeholders' satisfaction, goal attainment and received recognition) are much more significant as indicators of success because they are indicating a target to be achieved.

Factors enabling successful service delivery of Mass Sports programs emerging from the interviews are related to three main domains: factors at the program level; factors at the organisational level; and factors at the employee level. Factors at the program level were highlighted the most by respondents. They were concerned with eight subthemes of: competent employees; program attributes; good commitment and support; public acceptance; good financial support; public awareness; teamwork; and leadership. The second most discussed factors were related to the organisational level. Here, the main organisational factors emerging from the interviews were organisational attributes and organisational capabilities. Data from the interviews revealed that the organisational attributes held by public sports organisations, as a government agency, are major factor for program success. This is followed by the organisational capabilities of public sports organisations in delivering programs to the community. Finally, the third most discussed factors were related to the

employee level. Here, respondents believed that employees' capabilities in performing their tasks have made the programs a success.

Interestingly, emerging themes for the enhancement of organisational capabilities for successful service delivery of Mass Sports programs were also related to three main domains of the program, the organisation and the employees. At the program level, respondents discussed more about the need to: increase promotion and publicity; strengthen NGOs as sports providers; establish good networking and coordinating; prioritise; strengthen financial support; implement needs assessment; and put program evaluation into practice. Then, at the organisational level, respondents highlighted the initiative most likely to improve as management practices on policy and strategy implementation, followed by strengthening human resources and documentation.

Finally, two subthemes, the need to enhance the capabilities of employees for performing their tasks and to enhance the attitude of employees, emerged from the interviews. These two subthemes were categorised as enhancement of organisational capabilities at the employee level. However, the need to enhance the capabilities of employees was discussed the most and became a more important way to enhance the organisational capabilities of public sports organisations for delivering more successful Mass Sports programs to the community. Here, respondents described six key capabilities that need improvement, namely: planning; organising programs; creative thinking; leadership; promotion and publicity; and communication.

CHAPTER 6: RESULTS FROM THE SURVEY

6.0 Introduction

This chapter describes the results of the survey. The sample, including the response rate, is reported first. The assumptions of normality and linearity have been met and no outlying cases were detected in the data sets. Therefore, principal component analyses were used to explore dimensions for respondents' main tasks, organisations' mission, organisations' activities, key components contributing to a Mass Sports program's success, organisational capabilities for program success and stakeholders' satisfaction with Mass Sports program service delivery. The purpose of the analysis was to ensure that each item or statement related primarily to the other in the proposed categorisation. Separate factor analyses, subjected to principal component analysis with a varimax rotation were conducted and only those items with a factor loading of 0.5 or higher were selected for inclusion in a factor (Hair Jr et al. 2010; Hair Jr et al. 2006; Pallant 2007). The analysis of findings from the ANOVA was used to identify differences between groups of stakeholders. Then a regression analysis was conducted to determine the importance of different constructs on explaining variation in stakeholders' overall satisfaction with Mass Sports program service delivery performance.

6.1 Profile of the respondents

This section will first describe the key characteristics of the respondents and their organisations. Characteristics of the respondents that are looked at are gender, age, position, number of years worked at their organisations, number of years in his or her current position and respondents' main tasks. The characteristics of the organisations and the organisations' mission and activities are also examined.

6.1.1 Key characteristics of the individuals who completed the survey

A total of 250 stakeholders of Mass Sports programs in Malaysia comprised the survey population and 250 questionnaires were distributed for the study with a 40.4% (101) return. Characteristics of the 101 respondents who completed the study survey are described in Table 6.1. The table provides descriptive information about individuals who completed the survey (gender; age; position; number of years an individual had been attached to their organisation; and number of years in his or her current position). The majority (67.3%) of the respondents in this study were male, aged ranging from 20 to 63 years old, with an average of 39.9 years. Secretaries of sports associations/clubs represented the largest percentage (38.6%) of respondents, followed by sports development officers (27.7%), committee members of sport associations/clubs (11.9%), vice presidents of the sport associations/clubs (3.0%), and finally other positions (8.0%). The number of years respondents were attached to their organisation ranged from one to 38 years, with an average length of 11 years. The number of years the respondent had been in his or her current position ranged from one to 30 years, with an average length of 9.5 years.

Table 6.1: Characteristics of individuals who completed the survey

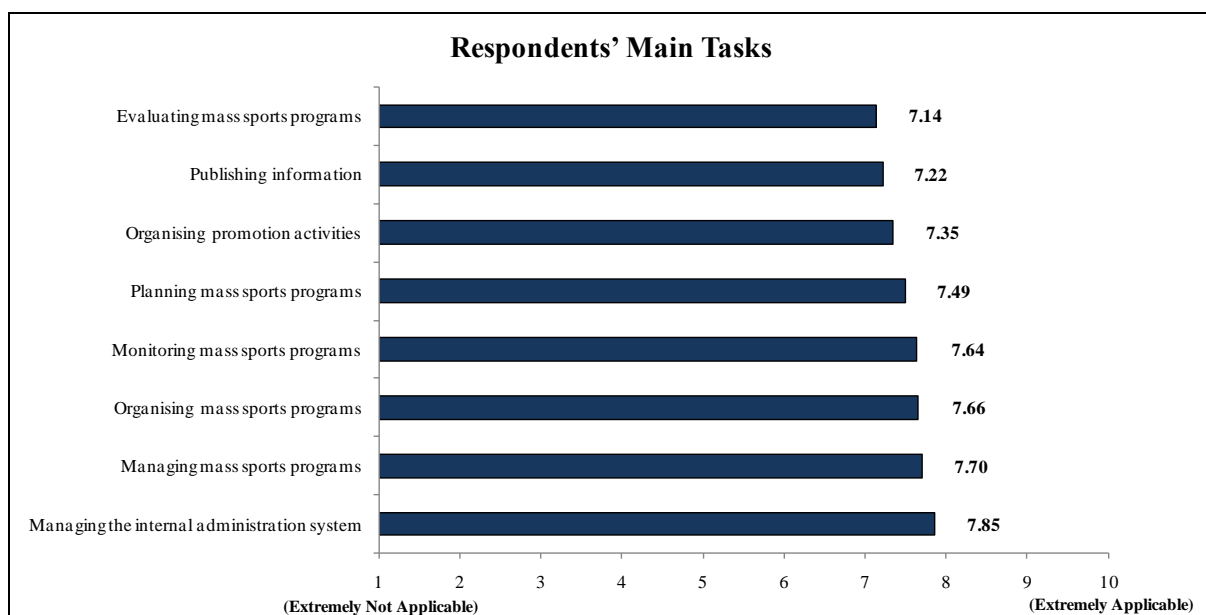
Gender	Male	68 (67.3%)
	Female	33 (32.7%)
Age	Mean	39.90
	Range	20-63
Position	Secretary of sports association/club	39 (38.6%)
	Sports development officer	28 (27.7%)
	Committee member of sport association/club	12 (11.9%)
	President of sport association/club	11 (10.9%)
	Vice President of sport association/club	3 (3.0%)
	Other position	4 (4.0%)
	Position not mentioned	4 (4.0%)
Number of years respondent attached to the organisation	Mean	11.16
	Range	1-38
Number of years respondent had been in his or her current position	Mean	9.53
	Range	1-30

Valid cases, N=101

6.1.1.1 Respondents' main tasks

Respondents' main tasks are presented in Figure 6.1. The mean value was arranged according to ascending order. The result shows that 'evaluating Mass Sports programs' received the lowest mean of 7.14 and 'managing the internal administration system' was foremost among those tasks listed in the questionnaire with a mean of 7.85. These results imply that all respondents were involved with Mass Sports programs and had wide experience in this field. Therefore, they were eligible to answering the questionnaires for this present study.

Figure 6.1: Respondents' main tasks



The component for respondents' main tasks was conceptualised as belonging to one dimension of organising and administering Mass Sports program service delivery. A reliability analysis was conducted and the scale was optimised with eight items and had a cronbach alpha of 0.906. The results of this analysis appear in Table 6.2. As shown, the analysis provides clear evidence of discriminant validity. All of the organising and administering Mass Sports program service delivery items loaded above 0.7 onto one factor, with loadings ranging from 0.70 to 0.86.

Table 6.2: Factor analysis of scale items assessing respondents' main tasks

Item	Factor 1
Organising Mass Sports programs	<i>0.86</i>
Monitoring Mass Sports programs	<i>0.83</i>
Managing Mass Sports programs	<i>0.81</i>
Evaluating Mass Sports programs	<i>0.77</i>
Publishing information	<i>0.76</i>
Planning Mass Sports programs	<i>0.76</i>
Organising promotion activities	<i>0.74</i>
Managing the internal administration system	<i>0.70</i>
Eigenvalues	4.85
Per cent variance explained	60.61

The factor of organising and administering Mass Sports Program service delivery accounted for 60.61% of the variance in the items used in the measure of respondents' main tasks. Barlett's test indicated that the data was factorable ($p < 0.001$). The KMO measure of sampling adequacy was 0.84.

To test if the differences in the mean scores of the stakeholder groups are statistically significant, Analysis of Variance (ANOVA) was conducted to test the mean score differences between five groups of respondents (Public Sports Organisations: federal and state levels; and Sports Associations/Clubs: federal, state and district levels).

Figure 6.2: Respondents' main tasks: Organising and administering Mass Sports Program service delivery

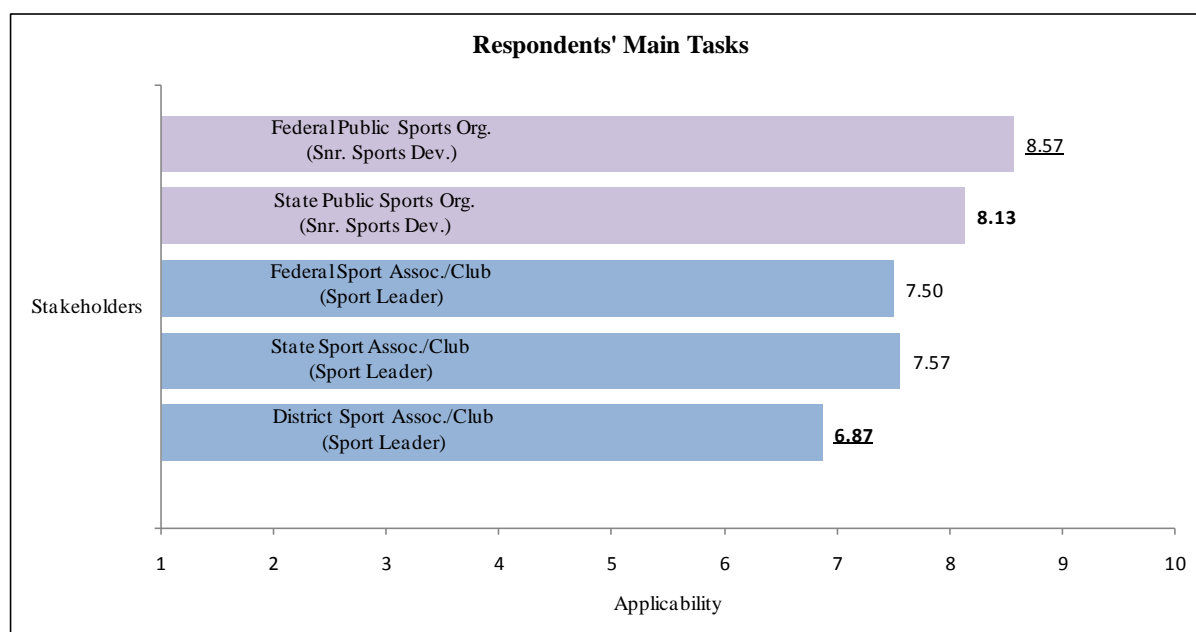


Figure 6.2. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Not Applicable, 10 = Extremely Applicable.

The mean scores for the respondents' main tasks (organising and administering Mass Sports program service delivery) scale are shown in Figure 6.2. There were significant differences (between and within group differences were significant $F(4, 93) = 4.332, p = 0.003$) between all levels of stakeholders regarding the applicability of organising and administering Mass Sports program service delivery as a main task of the respondents.

Public Sports Organisations at the Federal level had the highest mean ($M = 8.57, SD = 0.90$) and it was significantly higher than the mean for the Sports Association/Club at District Level ($M = 6.87, SD = 1.22, p = 0.008$). The Public Sports Organisations at State Level mean ($M = 8.13, SD = 1.18$) was also significantly higher than the mean for the Sports Association/Club at District Level ($M = 6.87, SD = 1.22, p = 0.012$).

As revealed in Figure 6.2, when looking at the differences between and among the Senior Sports Development Officers and Sports leaders, there was no significant difference between the mean scores of the Senior Sports Development Officers at the Federal and State levels (purple bars). Similarly, there was no significant difference between the mean scores of the

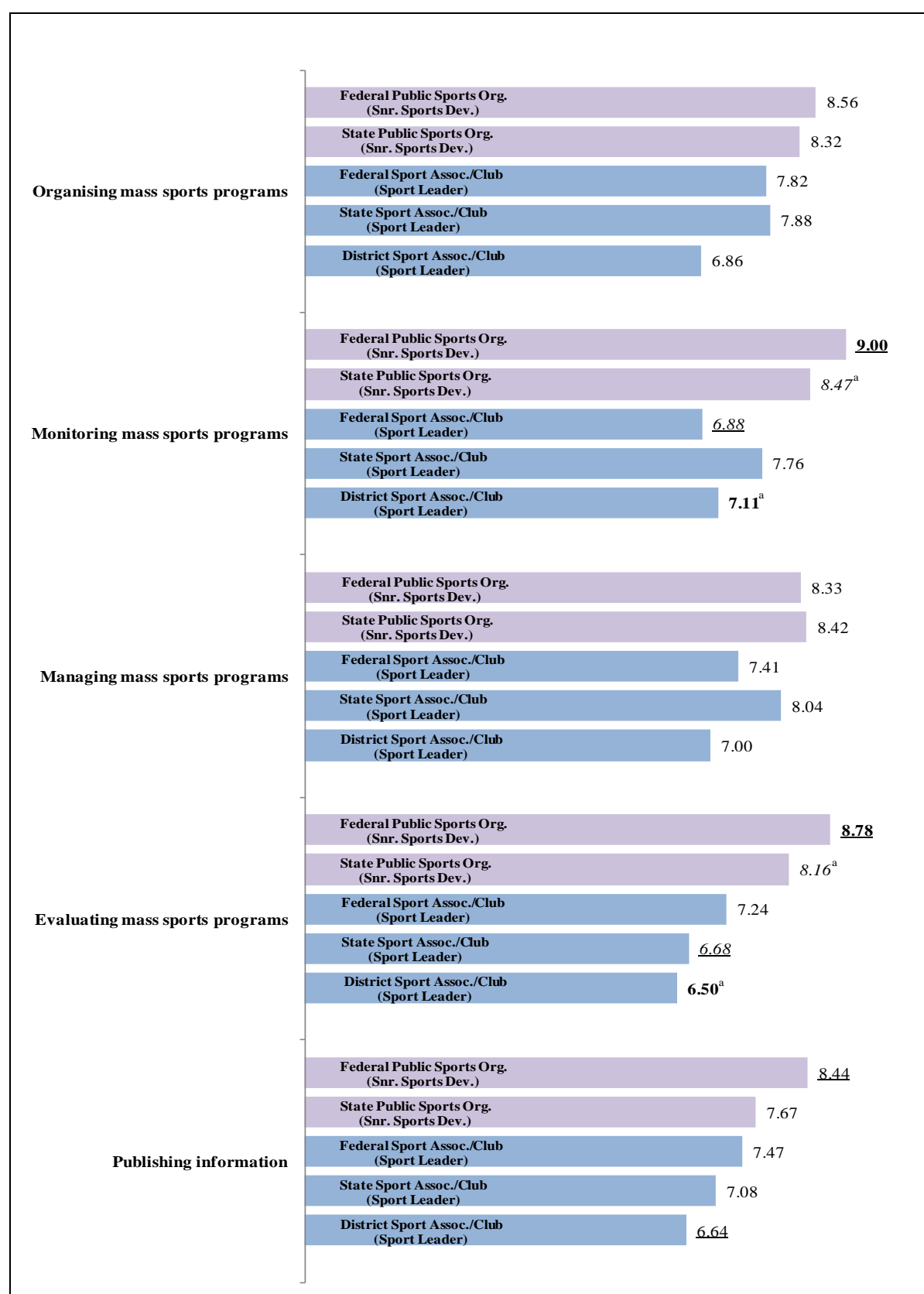
Sports leaders at the Federal, State and District levels (blue bars). However, there were significant differences between the groups of Senior Sports Development Officers and Sports Leaders. Sports Development Officers at the Federal level placed greater applicability on organising and administering Mass Sports programs service delivery as their main task than Sports leaders at the District level ($p = 0.008$). Similarly, Sports Development Officers at the State level placed greater applicability on organising and administering Mass Sports program service delivery as their main task than Sports leaders at the District level ($p = 0.012$).

The results indicated that key internal (Senior Sports Development Officers) and external (Sports Leaders) stakeholders of public sports organisations perceived themselves as having different main tasks. These results show that compared to their counterparts in the different levels of organisation, Sports Development Officers at the Federal level perceived higher responsibility for organising and administering Mass Sports program service delivery as main tasks than Sports Development Officers at the State level. Sports leaders at the State level perceived higher applicability of organising and administering Mass Sports program service delivery as main tasks than their counterparts at Federal and District levels.

Taken together, the results suggest that stakeholders at different positions (internal stakeholders Senior Sports Development Officers attached to public sports organisations or external stakeholder Sports Leaders from sports associations/clubs) at different levels (federal, state and district) believed they had different main tasks. The results show that the key internal stakeholders (Senior Sports Development Officers) were more responsible for organising and administering Mass Sports programs service delivery than the key external stakeholders (Sports Leaders). When compared to their counterparts in the different levels of organisation, internal stakeholders at federal level were more responsible for organising and administering Mass Sports programs service delivery than internal stakeholders at the state level.

To further clarify the differences between the stakeholders, ANOVA were conducted on each of the eight items that formed the construct organising and administering Mass Sports program service delivery.

Figure 6.3: Organising and administering Mass Sports program service delivery items



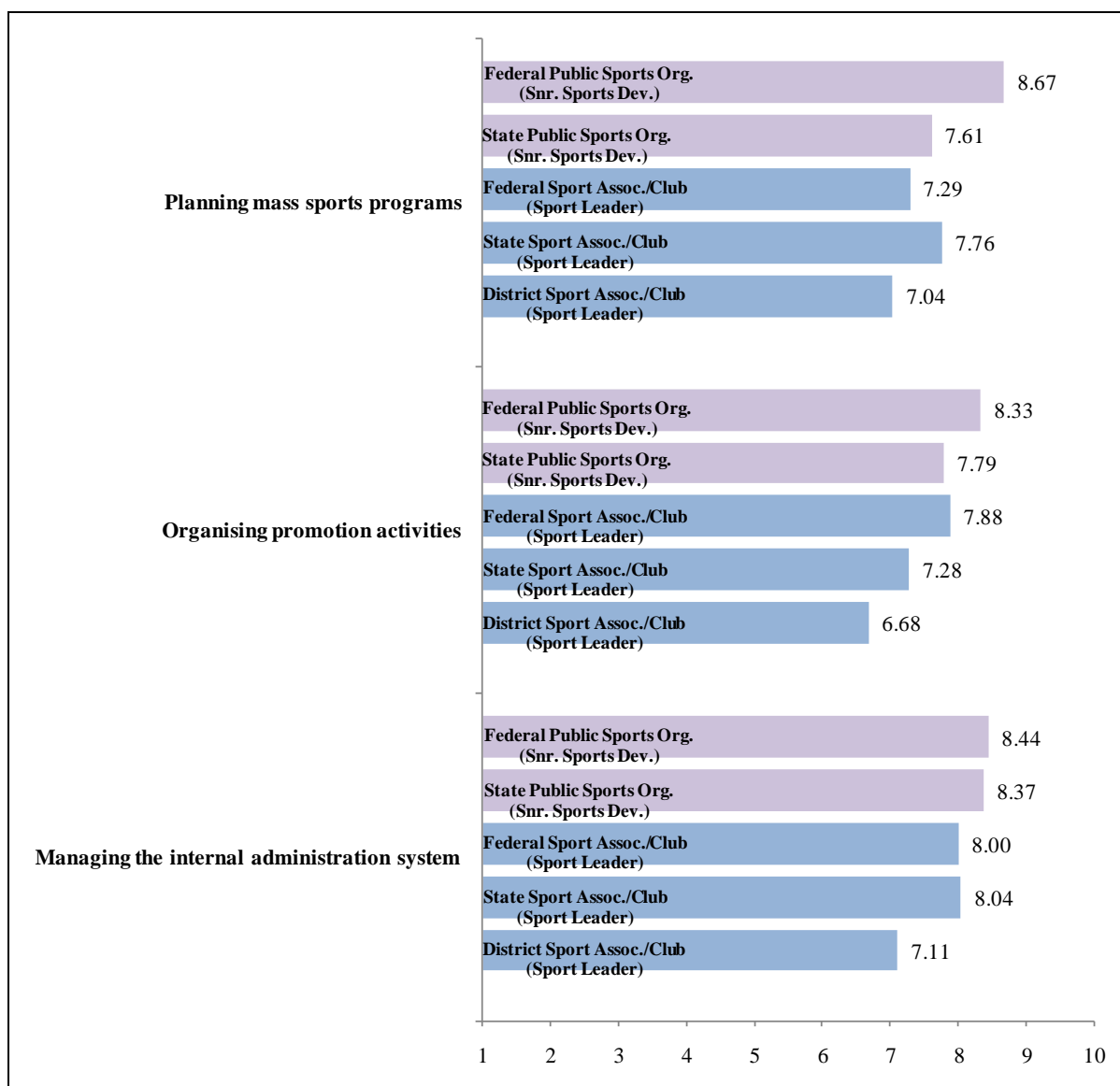


Figure 6.3. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Not Applicable, 10 = Extremely Applicable.

As shown in Figure 6.3 above, significant means score differences were identified for the three items of: monitoring Mass Sports programs; evaluating Mass Sports programs; and publishing information. There was no significant difference between the mean scores for the items :planning Mass Sports programs; organising Mass Sports program; managing Mass Sports programs; managing the internal administration system; and organising promotion activities.

In the mean scores for the item ‘monitoring Mass Sports programs’, there were significant stakeholder differences (between and within group differences were significant: $F(4, 93) = 4.676, p = 0.002$). Public Sports Organisations at the Federal level had the highest mean ($M = 9.00, SD = 1.00$) and it was significantly higher than Sports Association/Club at District Level ($M = 7.11, SD = 1.47, p = 0.022$) and Sport Association/Club at Federal Level ($M = 6.88, SD = 2.23, p = 0.015$). The Public Sports Organisations at State Level ($M = 8.47, SD = 1.35$) had a significantly higher mean than those of the Sports Association/Club at Federal Level ($M = 6.88, SD = 2.23, p = 0.029$) and Sport Association/Club at District Level ($M = 7.11, SD = 1.47, p = 0.039$). When significant differences between the groups of Senior Sports Development Officers and Sports Leaders are examined for the item ‘monitoring Mass Sports programs’, Senior Sports Development Officer at the Federal level significantly placed greater applicability on ‘monitoring Mass Sports programs’ as their main task than Sports leaders at District ($p = 0.022$) and Federal ($p = 0.015$) levels. Similarly, Sports Development Officers at state level placed significantly greater applicability on ‘monitoring Mass Sports programs’ as their main task than Sports leaders at Federal ($p = 0.029$) and District levels ($p = 0.039$).

The mean scores for the item ‘evaluating Mass Sports programs’ had significant stakeholder differences (between and within group differences were significant $F(4,93) = 5.955, p < 0.001$). Public Sports Organisations at the Federal level had the highest mean ($M = 8.78, SD = 0.972$) and it was significantly higher than those of Sports Association/Club at State Level ($M = 6.68, SD = 1.46, p = 0.009$) and Sports Association/Club at District Level ($M = 6.50, SD = 1.77, p = 0.003$). Public Sports Organisations at State Level ($M = 8.16, SD = 1.39$) had a significantly higher mean than those Sports Association/Club at State Level ($M = 6.68, SD = 1.46, p = 0.024$) and Sports Association/Club at District Level ($M = 6.50, SD = 1.77, p = 0.006$). When looking at the mean scores for the item ‘evaluating Mass Sports programs’, there was no significant difference between the mean scores of Senior Sports Development Officers at the Federal and State levels (purple bars). Similarly, there was no significant difference between the mean scores of Sports leaders at the Federal, State and District levels (blue bars). However, there were significant differences between the groups of Senior Sports Development Officers and Sports Leaders. Senior Sports Development Officers at the Federal level significantly placed greater applicability on ‘evaluating Mass Sports programs’ as main tasks than Sports leaders at State ($p = 0.009$) and District ($p = 0.003$) levels. Similarly, Senior

Sports Development Officers at state level placed significantly greater applicability on 'evaluating Mass Sports programs' as main tasks than Sports leaders at State ($p = 0.024$) and District ($p = 0.006$) levels.

The mean scores for the item 'publishing information' had significant stakeholder differences (between and within group differences were significant: $F(4,92) = 2.954$, $p = 0.024$). Public Sports Organisations at the Federal level had the highest mean ($M = 8.44$, $SD = 1.13$) and it was significantly higher than those of Sports Association/Club at District Level ($M = 6.64$, $SD = 1.50$, $p = 0.023$). The results show that there were no significant differences between the mean scores of Senior Sports Development Officers at Federal and State levels (purple bars) for the item 'publishing information'. Similarly, there were no significant differences between the mean scores of Sports leaders at the Federal, State and District levels (blue bars). However, there were significant differences between the groups of Senior Sports Development Officers and Sports Leaders. Senior Sports Development Officers at the Federal level significantly placed greater applicability on 'publishing information' as main tasks than Sports leaders at district level ($p = 0.023$).

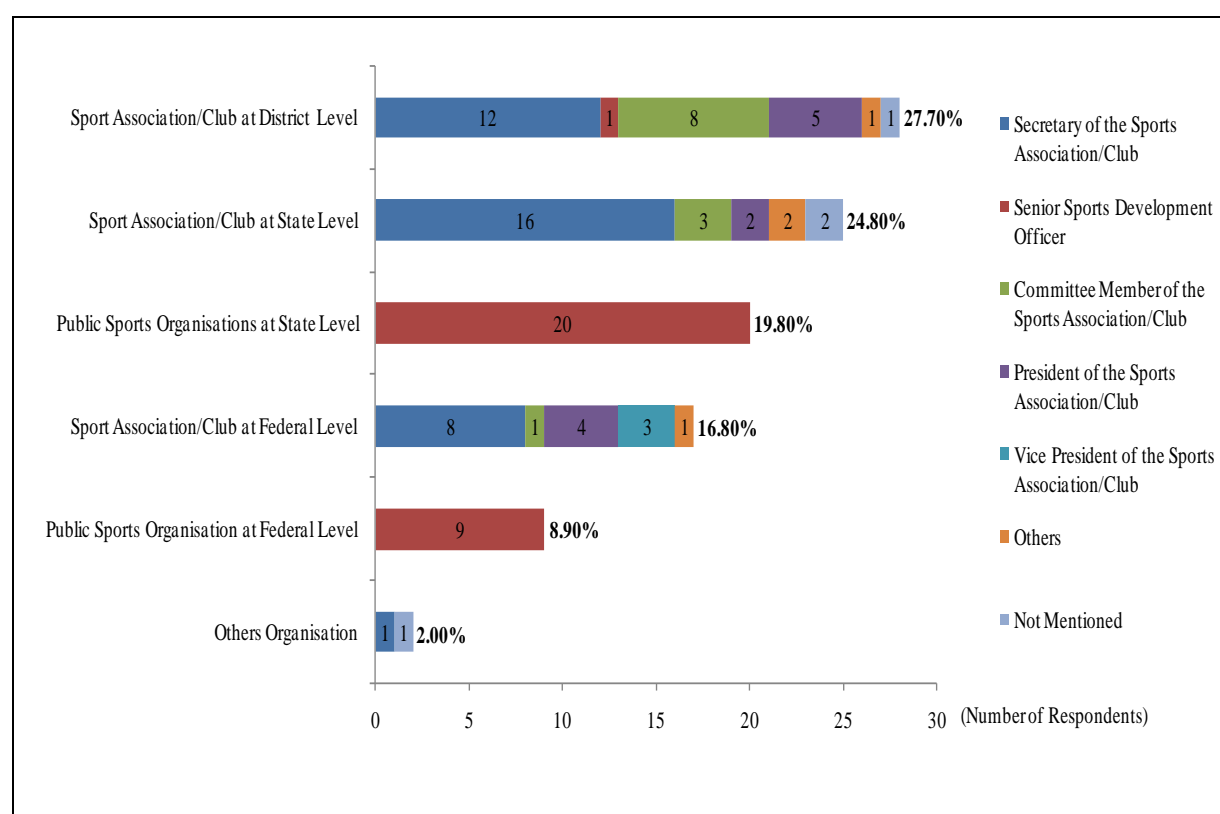
A broad pattern was observed where internal stakeholders (Senior Sports Development Officers) were more responsible for monitoring Mass Sports programs, evaluating Mass Sports programs and publishing information about Mass Sports programs than Sports Leaders (external stakeholders). When compared to their counterparts in different levels of the organisation, internal stakeholders at the federal level were more responsible for undertaking those tasks.

6.1.2 Key characteristics of the responding organisations

A part of the analysis was to look at the key characteristics of the organisations involved in Mass Sports programs. This section first examines the type of organisations responding to the survey, including the distribution of the respondents by position in the organisations. The organisational mission and activities being carried out by the organisations to accomplish their mission will also be examined.

Figure 6.4 shows information about the type of organisations responding to the survey, including the distribution of the respondents by position and the organisation they were attached to. Most respondents were attached to sports associations/clubs at district level (27.7%) and a small number (8.9%) attached to the public sports organisations at federal level.

Figure 6.4: Organisations responding to the survey and position of the individuals who completed the survey



6.1.2.1 Organisational mission

The component for the organisational mission was conceptualised as belonging to one dimension. A reliability analysis was conducted and the scale was optimised with nine items and had a Cronbach alpha of 0.953. The results of this analysis appear in Table 6.3. As shown, the analysis provides clear evidence of discriminant validity. All of the items loaded above 0.7 onto one factor, with loadings ranging from 0.80 to 0.90. This organisational mission is defined as ‘to enhance public involvement and participation in Mass Sports programs for creating an active and healthy community’.

Table 6.3: Factor analysis of scale items assessing organisational mission

Item	Factor 1
To provide opportunities for public participation in Mass Sports programs	<i>0.90</i>
To promote active lifestyles among the community	<i>0.89</i>
To cultivate healthy lifestyles among community members	<i>0.88</i>
To provide opportunities for enhancing skills in sports, recreation and physical activity among community members.	<i>0.87</i>
To educate the community about the benefits of physical activity	<i>0.86</i>
To positively change community attitudes towards sports, recreation and physical activity programs	<i>0.86</i>
To enhance leadership for organising Mass Sports programs	<i>0.81</i>
To promote sports culture among the community	<i>0.81</i>
To enhance volunteers for organising Mass Sports programs	<i>0.80</i>
Eigen values	<i>6.57</i>
Per cent variance explained	<i>72.95</i>

This organisational mission-‘to enhance public involvement and participation in Mass Sports programs for creating active and healthy community’ accounted for 72.95% of the variance in the items used in the measure of organisation’s mission. Barlett’s test indicated the data as factorable ($p < 0.001$). The KMO measure of sampling adequacy was 0.901.

To test if the differences in the mean scores of the stakeholder groups were statistically significant, Analysis of Variance (ANOVA) was conducted to test the mean score differences between five groups of respondents (Public Sports Organisations: federal and state levels; and Sports Associations/Clubs: federal, state and district levels).

Figure 6.5: Organisation's Mission – 'to enhance public involvement and participation in Mass Sports programs for creating active and healthy community'

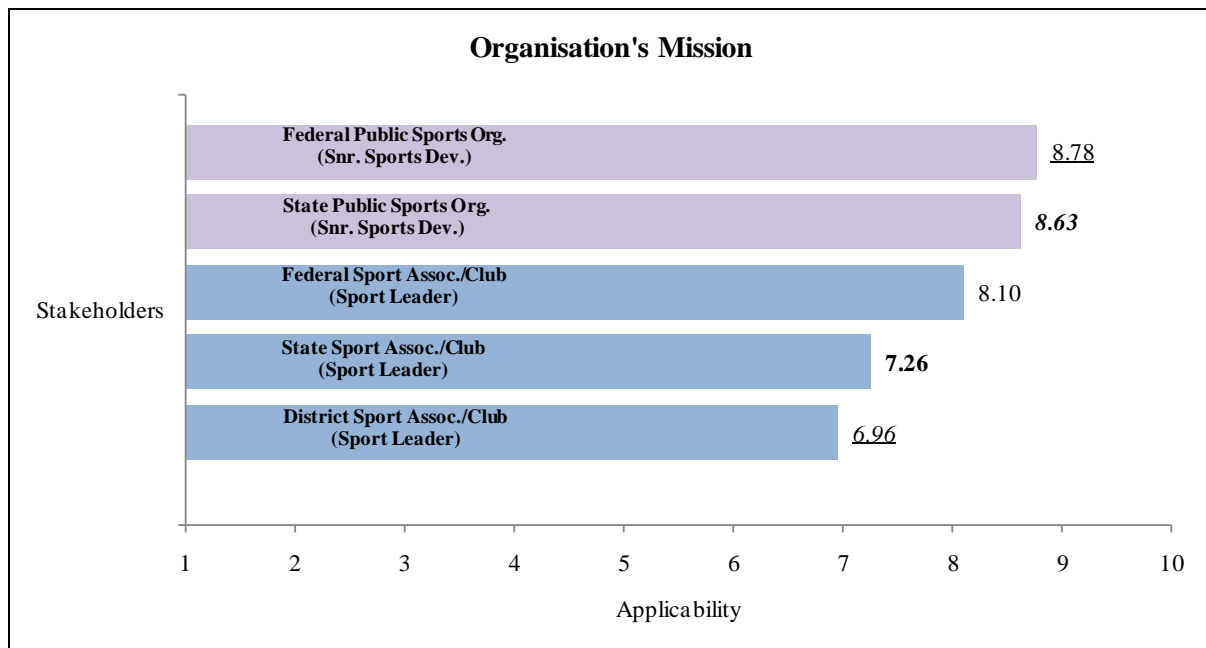


Figure 6.5. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Not Applicable, 10 = Extremely Applicable.

As shown in Figure 6.5, on the mean scores for the organisation's mission, 'to enhance public involvement and participation in Mass Sports programs for creating active and healthy community' scale, there were significant differences (between and within group differences were significant $F(4,94) = 6.078, p < 0.001$) between all levels of stakeholders regarding the applicability of the organisation's mission, 'to enhance public involvement and participation in Mass Sports programs for creating active and healthy community'.

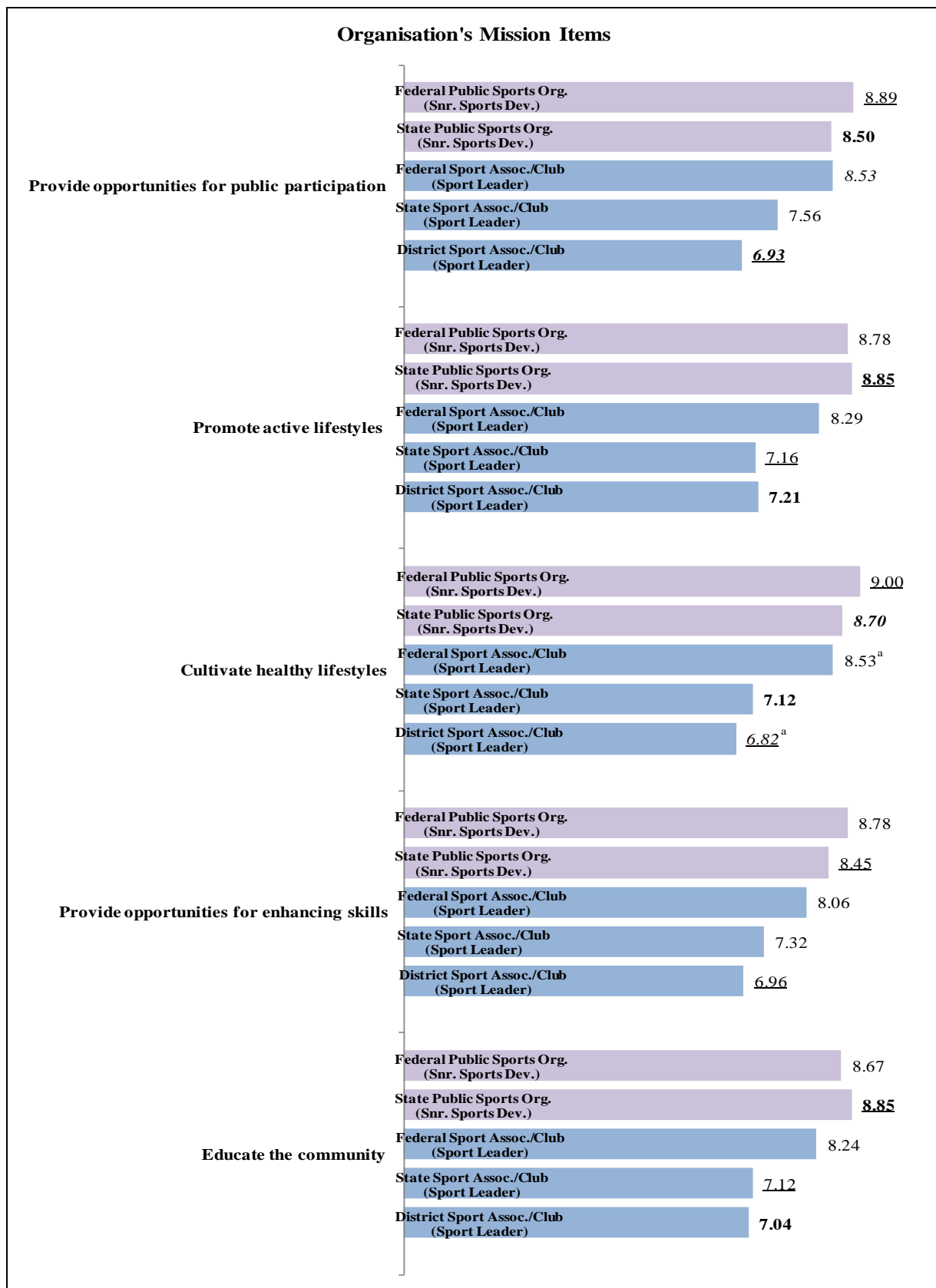
Public Sports Organisations at Federal Level had the highest mean ($M = 8.78, SD = 0.68$) and it was significantly higher than the mean for the Sports Association/Club at District Level ($M = 6.96, SD = 1.54, p = 0.012$). The mean for the Public Sports Organisations at State Level ($M = 8.63, SD = 1.11$) was significantly higher than the mean for the Sports Association/Club at State level ($M = 7.26, SD = 1.87, p = 0.017$) and Sport Association/Club at District Level ($M = 6.96, SD = 1.54, p = 0.001$).

It can be seen in Figure 6.5, when looking at the differences between and among the Senior Sports Development Officers and Sports leaders, that there was no significant difference between the mean scores of the Senior Sports Development Officers at the Federal and State levels (purple bars). Similarly, there was no significant difference between the mean scores of the Sports leaders at the Federal, State and District levels (blue bars). However, there were significant differences between the groups of Senior Sports Development Officers and Sports Leaders. Sports Development Officers at the Federal level placed significantly greater applicability on the mission ‘to enhance public involvement and participation in Mass Sports programs for creating active and healthy community’ as their organisational mission than Sports leaders at the District level ($p = 0.012$). Similarly, Sports Development Officers at the State level placed significantly greater applicability on the mission ‘to enhance public involvement and participation in Mass Sports programs for creating active and healthy community’ as the organisational mission than Sports leaders at State ($p = 0.017$) and District levels ($p = 0.001$).

Taken together, the results suggest that stakeholders at different positions (internal stakeholder-Sports Development Officers attached to public sports organisations, or external stakeholder-Sports Leaders from sports associations/clubs) at different levels (federal, state and district) believed they had a different organisational mission. The public sports organisation mission is more ‘to enhance public involvement and participation in Mass Sports programs for creating active and healthy community’ than sports associations. When compared to their counterparts in the different levels of organisation, public sports organisations at the Federal level expressed greater commitment to the organisation’s mission.

To further clarify the differences between the stakeholders, ANOVA were conducted on each of the nine items that formed the construct of the organisation’s mission ‘to enhance public involvement and participation in Mass Sports programs for creating active and healthy community’.

Figure 6.6: Organisation's mission – to enhance public involvement and participation in Mass Sports programs for creating active and healthy community items



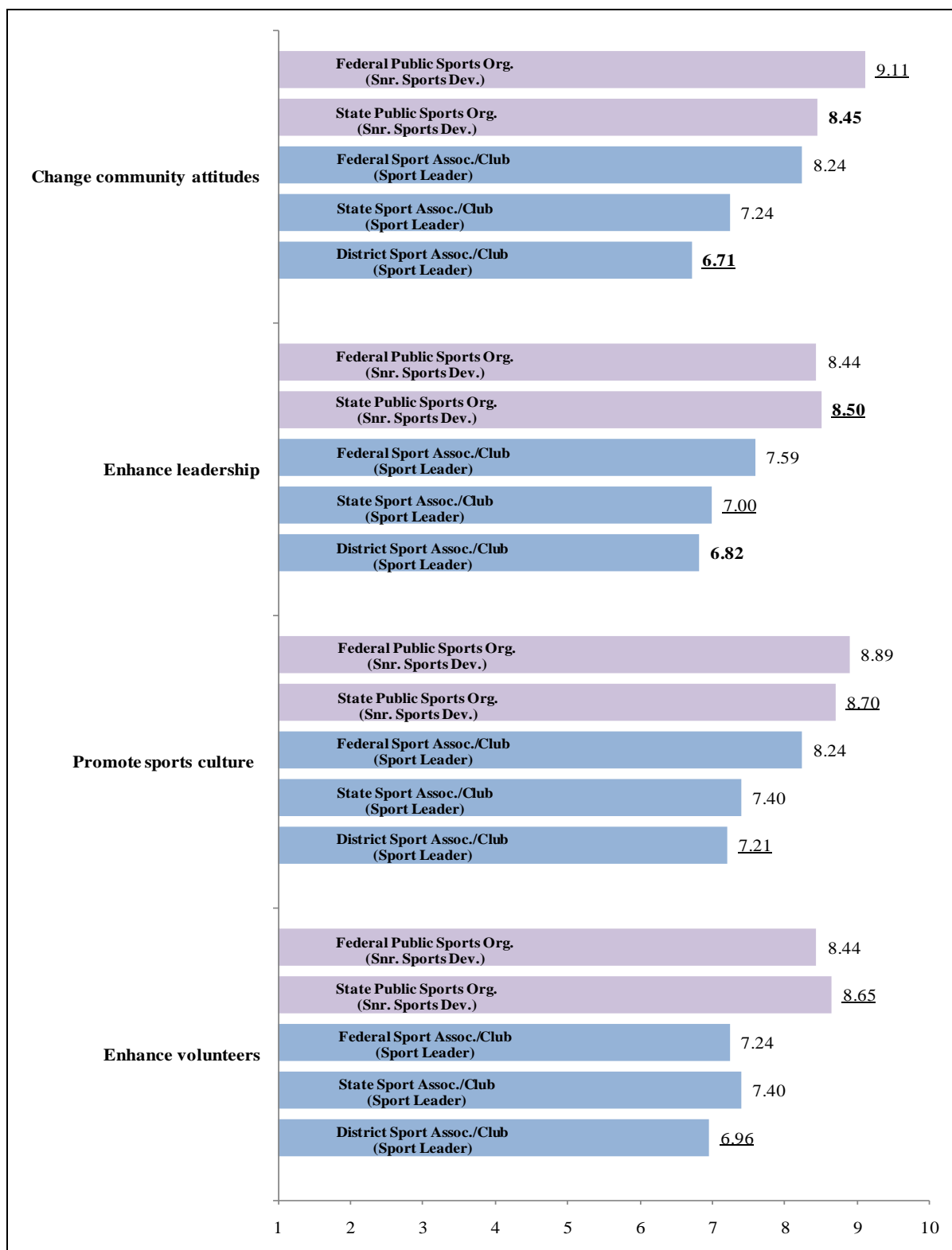


Figure 6.6. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Not Applicable, 10 = Extremely Applicable.

As shown in Figure 6.6, for the mean scores for the item 'provide opportunities for public participation', there were significant stakeholder differences (between and within group

differences were significant $F(4,94) = 4.089, p = 0.004$). Public Sports Organisations at the Federal level had the highest mean ($M = 8.89, SD = 1.05$) and it was significantly higher than that of Sports Association/Club at District Level ($M = 6.93, SD = 1.82, p = 0.039$). Public Sports Organisations at State level ($M = 8.50, SD = 1.36$) had a significantly higher mean than the Sports Association/Club at District level ($M = 6.93, SD = 1.82, p = 0.027$) and Sports Association/Club at Federal level ($M = 8.53, SD = 1.42$) had a significantly higher mean than Sports Association/Club at District level ($M = 6.93, SD = 1.82, p = 0.034$).

The item ‘promote active lifestyles’ had significant stakeholder differences: $F(4,94) = 5.152, p = 0.001$. Public Sports Organisations at the State level had a significantly higher mean ($M = 8.85, SD = 1.14$) than Sports Association/Club at State Level ($M = 7.16, SD = 2.30, p = 0.007$) and Sports Association/Club at District Level ($M = 7.21, SD = 1.45, p = 0.008$).

‘Cultivate healthy lifestyles’ also had significant stakeholder differences: ($F(4,94) = 5.493, p = 0.001$). Sports Association/Club at District level had the lowest mean ($M = 6.82, SD = 2.14$) and it was significantly lower than those of Public Sports Organisations at the Federal level ($M = 9.00, SD = 1.23, p = 0.024$), Public Sports Organisations at the State level ($M = 8.70, SD = 1.13, p = 0.008$) and Sports Association/Club at Federal level ($M = 8.53, SD = 1.28, p = 0.030$). Public Sports Organisations at the State level had a significantly higher mean ($M = 8.70, SD = 1.13$) than Sports Association/Club at State level ($M = 7.12, SD = 2.42, p = 0.045$).

The mean scores for the item ‘provide opportunities for enhancing skills’ also had significant stakeholder differences: $F(4,94) = 3.299, p = 0.014$. Public Sports Organisations at the State level had a significant higher mean ($M = 8.45, SD = 1.23$) than Sports Association/Club at District Level ($M = 6.96, SD = 1.86, p = 0.045$).

The item ‘educate the community’, also had significant stakeholder differences: $F(4,94) = 5.884, p < 0.001$. Public Sports Organisations at the State level had a higher mean ($M = 8.85, SD = 1.18$) and it was significantly higher than those of Sports Association/Club at State ($M = 7.12, SD = 2.13, p = 0.004$) and District levels ($M = 7.04, SD = 1.48, p = 0.002$).

‘Change community attitudes’, also had significant stakeholder differences: $F(4,94) = 4.500$, $p = 0.002$. Sports Association/Club at District level had the lowest mean ($M = 6.71$, $SD = 2.11$) and it was significantly lower than those of Public Sports Organisations at the Federal ($M = 9.11$, $SD = 0.93$, $p = 0.013$) and State levels ($M = 8.45$, $SD = 1.61$, $p = 0.022$).

The mean scores for the item ‘enhance leadership’, had significant stakeholder differences: $F(4,93) = 4.456$, $p = 0.002$. Public Sports Organisations at the State level had a higher mean ($M = 8.50$, $SD = 1.28$) and it was significantly higher than those of Sports Association/Club at State Level ($M = 7.00$, $SD = 1.89$, $p = 0.024$) and Sports Association/Club at District Level ($M = 6.82$, $SD = 1.74$, $p = 0.006$).

‘Promote sports culture’, also had significant stakeholder differences ($F(4,94) = 3.516$, $p = 0.010$). Public Sports Organisations at the State level had a higher mean ($M = 8.70$, $SD = 1.42$) and it was significantly higher than Sport Association/Club at District Level ($M = 7.21$, $SD = 1.66$, $p = 0.036$).

The mean scores for the item ‘enhance volunteers’ also had significant stakeholder differences: $F(4,94) = 3.735$, $p = 0.007$. Public Sports Organisations at the State level had a higher mean ($M = 8.65$, $SD = 1.35$) and it was significantly higher than that of Sports Association/Club at District Level ($M = 6.96$, $SD = 1.62$, $p = 0.009$).

When compared between internal (Senior Sports Development Officers) and external stakeholders (Sports Leaders), a broad pattern observed was that the internal stakeholders perceived higher applicability on all items of the organisation’s mission. When compared to their counterparts in the different levels of organisation, internal stakeholders at the federal level put more emphasis on ‘provide opportunities for public participation’, ‘cultivate healthy lifestyles’, ‘provide opportunities for enhancing skills’, ‘change community attitudes’ and promote sports culture’. Internal stakeholders at the state level emphasised ‘promote active lifestyle’, ‘educate the community’, enhance leadership’, and ‘enhance volunteers’ more.

6.1.2.2 Organisation's activities

The component for organisational activities was conceptualised as belonging to two dimensions of 'organising Mass Sports program development' and 'organising Mass Sports program service delivery'. A reliability analysis was conducted on the 'organising Mass Sports programs development' items and the scale was optimised with six items and had a cronbach alpha of 0.918. The organising Mass Sports program service delivery items were optimised to four items and had a cronbach alpha of 0.768. Though the reliability levels for both scales were good, both the 'organising Mass Sports programs development' and 'organising Mass Sports program service delivery' measures were also significantly correlated ($r = 0.681$, $p < 0.01$). Given the magnitude of this correlation, a principle component analysis using Varimax of rotation was conducted to test whether the two constructs could be considered empirically distinct. The results of this analysis appear in Table 6.4. As shown, the analysis provides clear evidence of discriminant validity. All of the 'organising Mass Sports program development' items loaded above 0.7 onto the first factor, with loadings ranging from 0.712 to 0.849. The 'organising Mass Sports program service delivery' items loaded above 0.5 onto the second factor, with loadings ranging from 0.541 to 0.838.

Table 6.4: Factor analysis of scale items assessing organisational activities

Item	Factor 1	Factor 2
Organising seminars	0.85	0.17
Publishing information	0.85	0.17
Organising workshops	0.84	0.28
Organising training for volunteers	0.76	0.38
Organising courses	0.76	0.33
Organising promotion activities	0.71	0.30
Organising sports programs	0.08	0.84
Organising recreation programs	0.27	0.74
Organising training for sports leaders	0.49	0.65
Organising fitness programs	0.45	0.54
Eigenvalues	5.69	1.09
Per cent variance explained	43.29	24.48

The first factor, ‘organising Mass Sports program development’, explained 43.29% of the variance and ‘organising Mass Sports program service delivery’ explained 24.48% of the variance. The two factors accounted for 67.77% of the variance in the items used in the measure of organisational activities. Barlett’s test indicated the data as factorable ($p < 0.001$). The KMO measure of sampling adequacy was 0.831.

To test if the differences in the mean scores of the stakeholder groups were statistically significant, Analysis of Variance (ANOVA) was conducted to test the mean scores differences between five groups of respondents (Public Sports Organisations: federal and state levels; and Sports Associations/Clubs: federal, state and district levels).

Figure 6.7: Organisation’s activities – organising Mass Sports program development

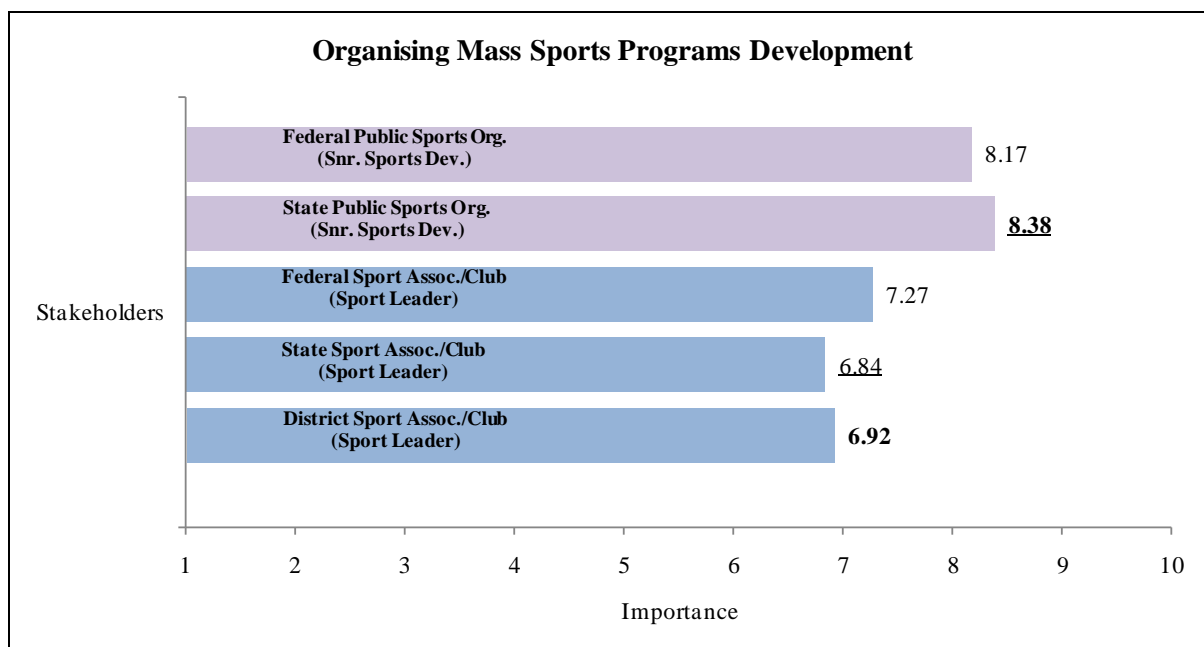


Figure 6.7. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Not Important, 10 = Extremely Important.

As shown in Figure 6.7, on the mean scores for the organisation’s activities of ‘organising Mass Sports program development’ scale, there were significant differences (between and within group differences were significant: $F(4,94) = 4.781$, $p = 0.001$ between all levels of stakeholders regarding the importance of ‘organising Mass Sports program development’ as their organisation’s activities. Public Sports Organisations at State level had a higher mean

($M = 8.38$, $SD = 1.04$) and it was significantly higher than the mean for the Sports Association/Club at State ($M = 6.84$, $SD = 1.48$, $p = 0.005$) and District levels ($M = 6.92$, $SD = 1.46$, $p = 0.006$).

It can be seen in Figure 6.7, when looking at the differences between and among the Senior Sports Development Officers and Sports leaders, that there was no significant difference between the mean scores of the Senior Sports Development Officers at the Federal and State levels (purple bars). Similarly, there was no significant difference between the mean scores of the Sports leaders at the Federal, State and District levels (blue bars). However, there were significant differences between the groups of Senior Sports Development Officers and Sports Leaders. Sports Development Officers at the State level placed greater importance for their organisation's activities on 'organising Mass Sports program development' than Sports leaders at the State ($p = 0.005$) and District ($p = 0.006$) levels.

A broad pattern was observed that the internal stakeholders (Senior Sports Development Officers attached to Public Sports Organisations) placed more importance on 'organising Mass Sports program development'. When compared to their counterparts in the different levels of the organisation, internal stakeholders at the state level placed more importance on 'organising Mass Sports program development' than internal stakeholders at the federal level. The results imply that stakeholders had different perspectives on the importance of the organisation's activities - 'organising Mass Sports program development', depending on their positions (internal stakeholders Senior Sports Development Officers attached to public sports organisations or external stakeholders Sports Leaders from sports associations/clubs) and levels of their organisations (federal, state and district).

To further clarify the differences between the stakeholders, ANOVA were conducted on each of the six items that formed the construct of 'organising Mass Sports program development':

Figure 6.8: Organisation's activities – organising Mass Sports program development items

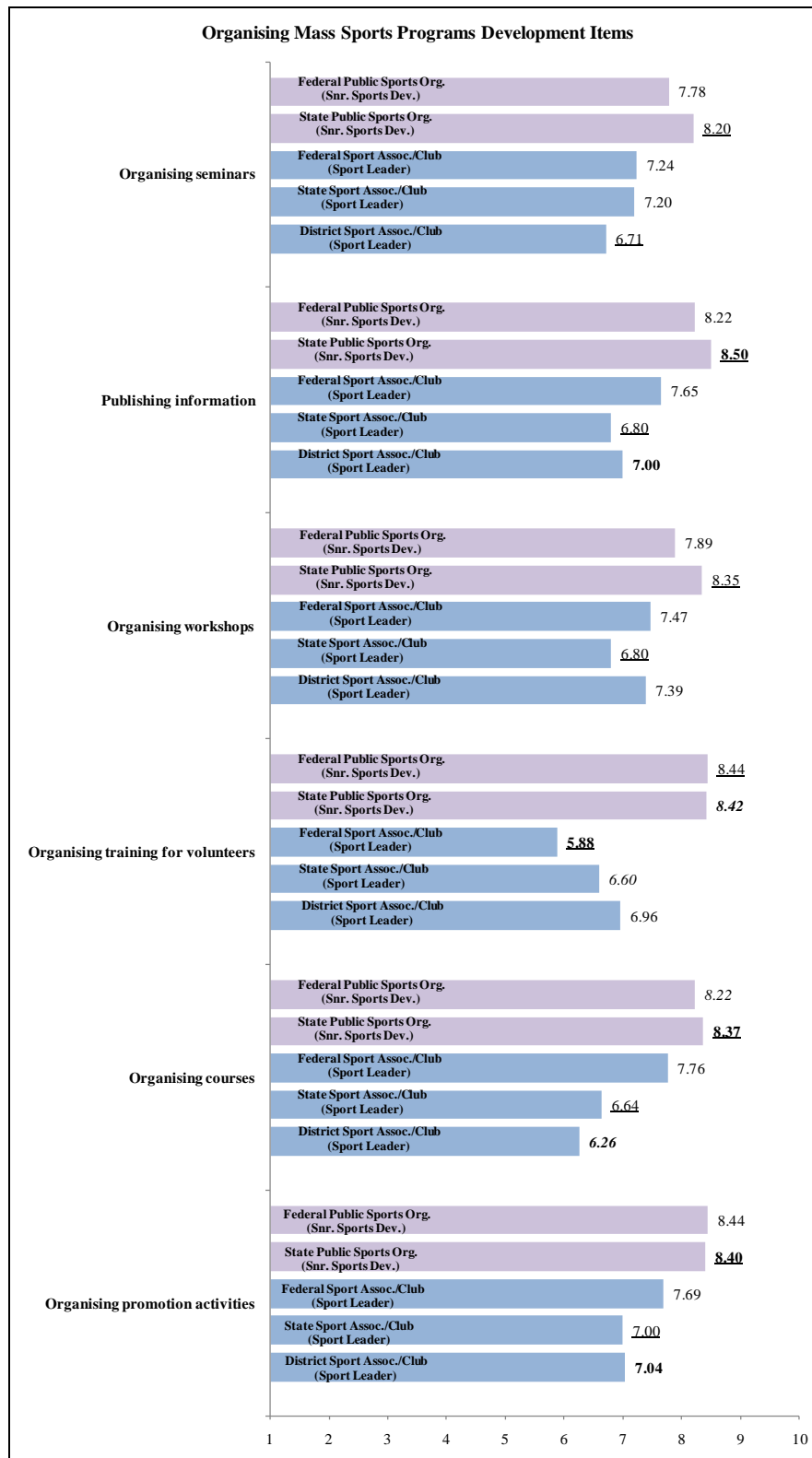


Figure 6.8. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Not Important, 10 = Extremely Important.

The mean scores for the item ‘organising seminars’ had significant stakeholder differences (between and within group differences were significant: $F(4,94) = 2.178, p = 0.077$. Public Sports Organisations at the State level had a higher mean ($M = 8.20, SD = 1.36$) and it was significantly higher than that of Sports Association/Club at District Level ($M = 6.71, SD = 1.74, p = 0.045$).

‘Publishing information’ also had significant stakeholder differences: $F(4,94) = 4.325, p = 0.003$. Public Sports Organisations at the State level had a significantly higher mean ($M = 8.50, SD = 1.36$) than Sports Association/Club at State Level ($M = 6.80, SD = 1.56, p = 0.005$) and Sports Association/Club at District Level ($M = 7.00, SD = 1.70, p = 0.016$).

The mean scores for the item ‘organising workshops’ had significant stakeholder differences: $F(4,94) = 2.192, p = 0.076$. Public Sports Organisations at the State level had a higher mean ($M = 8.35, SD = 1.09$) and it was significantly higher than Sports Association/Club at State level ($M = 6.80, SD = 1.92, p = 0.040$).

For the item ‘organising training for volunteers’ there were significant stakeholder differences: $F(4,92) = 6.290, p < 0.001$. Public Sports Organisations at the Federal level had the highest mean ($M = 8.44, SD = 1.24$) and it was significantly higher than Sports Association/Club at Federal level ($M = 5.88, SD = 2.64, p = 0.007$). Public Sports Organisations at State level had a higher mean ($M = 8.42, SD = 1.26$) and it was significantly higher than Sports Association/Club at Federal ($M = 5.88, SD = 2.64, p = 0.001$) and Sports Association/Club at State level ($M = 6.60, SD = 1.89, p = 0.011$).

‘Organising courses’ also had significant stakeholder differences: $F(4,92) = 5.748, p < 0.001$. Public Sports Organisations at State level had the highest mean ($M = 8.37, SD = 1.42$) and it was significantly higher than the Sports Association/Club at State ($M = 6.64, SD = 1.91, p = 0.016$) and District level ($M = 6.26, SD = 1.79, p = 0.001$). Public Sports Organisations at the Federal level had a higher mean ($M = 8.22, SD = 1.20$) and it was significantly higher than Sports Association/Club at District level ($M = 6.26, SD = 1.79, p = 0.040$).

Finally, the mean scores for the item ‘organising promotion activities’ also had significant stakeholder differences ($F(4,93) = 3.387, p = 0.012$). Public Sports Organisations at the State

level had a higher mean ($M = 8.40$, $SD = 1.31$) and it was significantly higher than Sports Association/Club at State Level ($M = 7.00$, $SD = 1.58$, $p = 0.044$) and Sports Association/Club at District Level ($M = 7.04$, $SD = 1.77$, $p = 0.045$).

When compared between internal stakeholders (Senior Sports Development Officers attached to public sports organisations) and external stakeholders (Sports Leaders from sports associations/clubs), a broad pattern was observed that the internal stakeholders placed higher importance on all items of ‘organising Mass Sports program development’. When compared to their counterparts in the different levels of the organisation, internal stakeholders at the federal level placed higher importance on ‘organising training for volunteers’ and ‘organising promotion activities’, whereas internal stakeholders at the state level placed higher importance on ‘organising seminars’, ‘publishing information’, ‘organising workshops’, ‘organising courses’.

Figure 6.9: Organisation’s activities – organising Mass Sports program service delivery

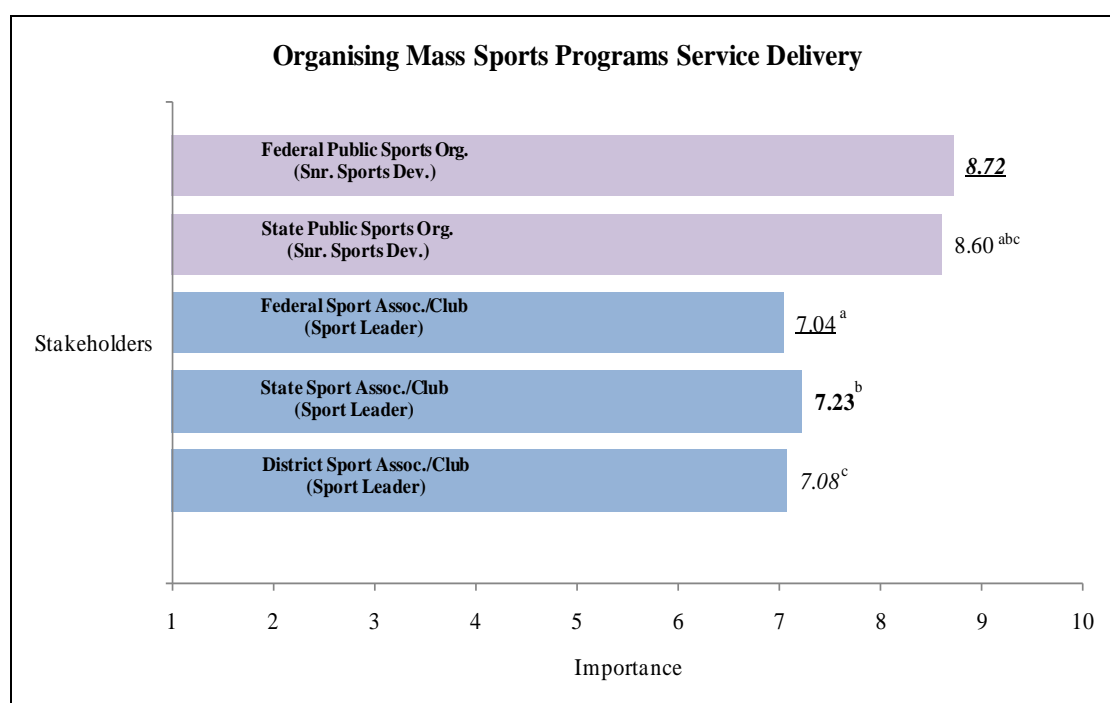


Figure 6.9. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Not Important, 10 = Extremely Important.

As shown in Figure 6.9, on the mean scores for the ‘organising Mass Sports program service delivery’ scale, there were significant differences (between and within group differences were

significant: $F(4,94) = 6.261, p < 0.001$ between all levels of stakeholders regarding the importance of ‘organising Mass Sports program service delivery’ as their organisational activities. Public Sports Organisations at Federal level had the highest mean ($M = 8.72, SD = 0.87$) and it was significantly higher than the mean for the Sports Association/Club at Federal level ($M = 7.04, SD = 1.59, p = 0.032$), Sports Association/Club at State level ($M = 7.23, SD = 1.68, p = 0.050$), and Sports Association/Club at District level ($M = 7.08, SD = 1.20, p = 0.021$). Similarly, Public Sports Organisations at State level had a higher mean ($M = 8.60, SD = 1.18$) and was significantly higher than the mean for the Sports Association/Club at Federal ($M = 7.04, SD = 1.59, p = 0.008$), State ($M = 7.23, SD = 1.68, p = 0.011$) and District ($M = 7.08, SD = 1.20, p = 0.003$, levels).

It can be seen in Figure 6.9, when looking at the differences between and among the Senior Sports Development Officers and Sports leaders, that there was no significant difference between the mean scores of the Senior Sports Development Officers at the Federal and State levels (purple bars). Similarly, there was no significant difference between the mean scores of the Sports leaders at the Federal, State and District levels (blue bars).

However, there were significant differences between the groups of Senior Sports Development Officers and Sports Leaders. Sports Development Officers at Federal level placed the greatest importance on ‘organising Mass Sports program service delivery’ as their organisational activities than Sports leaders at the Federal level ($p = 0.032$), Sports Leaders at State level ($p = 0.050$), and Sports leaders at District level ($p = 0.021$). Similarly, Sports Development Officers at State level placed a greater importance on ‘organising Mass Sports program service delivery as the organisational activities than Sports leaders at Federal level ($p = 0.008$), Sports leaders at State level ($p = 0.011$) and Sports leaders at District level ($p = 0.003$).

A broad pattern was observed that the internal stakeholders (Senior Sports Development Officers attached to Public Sports Organisations) placed more importance on ‘organising Mass Sports program service delivery’ than external stakeholders (Sports Leaders from Sports Associations/Clubs). When compared to their counterparts in the different levels of the organisation, internal stakeholders at the federal level placed more importance on ‘organising Mass Sports program development’ than internal stakeholders at the state level.

The results imply that stakeholders had different perspectives on the importance of 'organising Mass Sports program development' as the organisation's main activities depending on their positions (Senior Sports Development Officers attached to public sports organisations or Sports Leaders from sports associations/clubs) and levels of their organisations (federal, state and district). To further clarify the differences between the stakeholders, ANOVA were conducted on each of the four items that formed the construct of the organisation's activities of 'organising Mass Sports program service delivery'.

Figure 6.10 revealed that significant stakeholder group differences for 'organising Mass Sports program service delivery' were found in three out of the four items: 'organising recreation programs'; 'organising training for sports leaders'; and 'organising fitness programs'. There were no significant stakeholder group differences for the item 'organising sports programs'.

The mean scores for the item 'organising recreation programs' showed significant stakeholder differences (between and within group differences were significant: $F(4,94) = 5.981, p < 0.001$). Public Sports Organisations at the Federal level had the highest mean ($M = 8.89, SD = 0.93$) and it was significantly higher than Sports Association/Club at Federal ($M = 6.12, SD = 2.34, p = 0.006$) and State ($M = 6.76, SD = 2.35, p = 0.040$) levels. Public Sports Organisations at State level had a higher mean ($M = 8.60, SD = 1.39$) and it was significantly higher than the Sports Association/Club at Federal ($M = 6.12, SD = 2.34, p = 0.001$) and State ($M = 6.76, SD = 2.35, p = 0.015$) levels.

'Organising training for sports leaders' also had significant stakeholder differences (between and within group differences were significant $F(4,92) = 4.784, p = 0.001$). Sports Association/Club at Federal level had a lower mean ($M = 6.00, SD = 2.50$) and it was significantly lower than Public Sports Organisations at State level ($M = 8.42, SD = 1.17, p = 0.002$) and Public Sports Organisations at Federal level ($M = 8.33, SD = 1.80, p = 0.029$).

Figure 6.10: Organisation's activities – organising Mass Sports program service delivery items



Figure 6.10. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Not Important, 10 = Extremely Important.

The mean scores for the item 'organising fitness programs' showed significant stakeholder differences (between and within group differences were significant: $F(4,94) = 5.724, p < 0.001$). Public Sports Organisations at State level had the highest mean ($M = 8.75, SD = 1.33$) and it was significantly higher than the Sports Association/Club at State level ($M = 6.92, SD = 2.41, p = 0.011$) and Sports Association/Club at District level ($M = 6.54, SD = 1.86, p = 0.001$). Public Sports Organisations at the Federal level had a higher mean ($M = 8.67, SD =$

0.87) and it was significantly higher than Sport Association/Club at District level ($M = 6.54$, $SD = 1.86$, $p = 0.026$).

When compared between internal stakeholders (Senior Sports Development Officers attached to public sports organisations) and external stakeholders (Sports Leaders from sports associations/clubs), a broad pattern was observed that the internal stakeholders placed higher importance on all items of 'organising Mass Sports program service delivery' as the organisation's activities. When compared to their counterparts in the different levels of the organisation, internal stakeholders at the federal level placed higher importance on 'organising sports programs' and 'organising recreation programs', whereas internal stakeholders at the state level placed higher importance on 'organising training for Sports Leaders' and 'organising fitness programs'.

6.2 Factors enabling programs success

The assumptions of normality and linearity have been met and no outlying cases were detected in the data sets of this study. Therefore, principal component analyses were used to explore dimensions for factors contributing to Mass Sports program success, organisational capabilities needed for successful service delivery of Mass Sports program, and satisfaction with performance of Mass Sports program service delivery. Principal component analysis was used to identify stable and meaningful clusters of measures in this study (Hair Jr et al. 2006; Pallant 2007; Papadimitriou 2007). The purpose of the analysis was to ensure that each item or statement related primarily to the other in the proposed categorisation. Separate factor analyses, subjected to principal component analysis with a Varimax rotation, were conducted and only those items with a factor loading of 0.5 or higher were selected for inclusion in a factor (Hair Jr et al. 2006; Pallant 2007).

The components contributing to Mass Sports program success items were conceptualised as belonging to two dimensions of management and service. A reliability analysis was conducted on the 'planning clarity and efficiency' items and the scale was optimised with five items and had a Cronbach alpha of 0.95. The 'service delivery leadership and governance' items were optimised to four items and had a cronbach alpha of 0.86. Though the reliability levels for both scales were very high, both the 'planning clarity and efficiency'

and the ‘service delivery leadership and governance’ measures were also significantly correlated ($r = 0.613$, $p < 0.01$). Given the magnitude of this correlation, a principal components analysis using Varimax rotation was conducted to test whether the two constructs could be considered empirically distinct. The results of this analysis appear in Table 6.5. As shown, the analysis provides clear evidence of discriminant validity. All of the ‘planning clarity and efficiency’ items were loaded above 0.7 onto the first factor, with loadings ranging from 0.82 to 0.90. The ‘service delivery leadership and governance’ items were also loaded above 0.7 onto the second factor, with loadings ranging from 0.73 to 0.86. All cross loading were well below 0.5.

Table 6.5: Factor analysis of scale items assessing factors contributing to program success

Item	Factor 1	Factor 2
The program’s goals were clear	0.86	0.32
The program arose from long-term planning rather than adhoc initiatives	0.88	0.28
The management decision-making was clear	0.90	0.27
Information was well communicated to the members of the organisation	0.87	0.27
Organisational capabilities (ability to use organisation’s resources to produce services) were efficient	0.82	0.36
Organisational resources (money) were fully utilised	0.30	0.80
Organisational resources (infrastructures) were fully utilised	0.33	0.81
The program was supported by the top management of the Ministry of Youth and Sports	0.20	0.86
The program was supported by the top management of the State Department of Youth and Sports	0.27	0.73
Eigenvalues	5.80	1.31
Per cent variance explained	45.38	33.60

The first factor, ‘planning clarity and efficiency’, explained 45.38% of the variance and ‘service delivery leadership and governance’ explained 33.60% of the variance. The two factors accounted for 78.98% of the variance in the items used in the measure of factors contributing to program success. Barlett’s test indicated the data as factorable ($p < 0.001$). The KMO measure of sampling adequacy was 0.89.

To test if the differences in the mean scores of the stakeholder groups were statistically significant, Analysis of Variance (ANOVA) was conducted to test the mean score differences between five groups of respondents (Public Sports Organisations: federal and state levels; and Sports Associations/Clubs: federal, state and district levels). The first two ANOVA were conducted on the mean score of the two scales of ‘planning clarity and efficiency’ and ‘service delivery leadership and governance’.

Figure 6.11: Planning clarity and efficiency scale

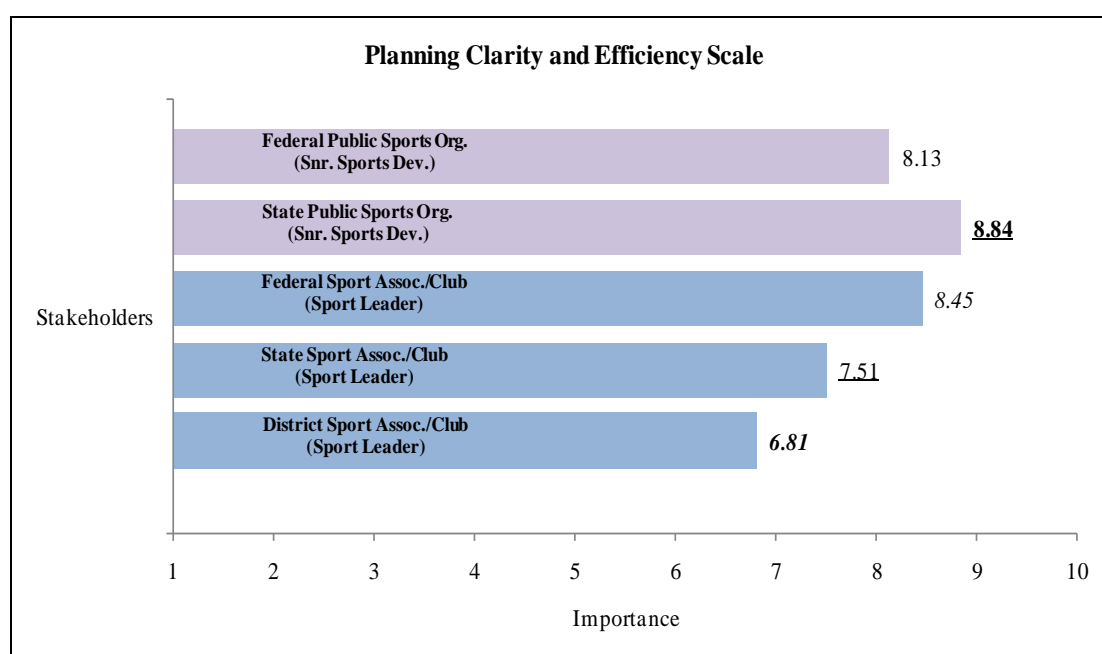


Figure 6.11. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Unimportant, 10 = Extremely Important.

As shown in Figure 6.11, on the mean scores for the ‘planning clarity and efficiency’ scale, there were significant differences (between and within group differences were significant: $F(4,93) = 6.801, p < 0.001$) between all levels of stakeholders regarding the importance of ‘planning clarity and efficiency’ as a factor leading to program success. Public Sports Organisations at State Level had the highest mean ($M = 8.84, SD = 1.07$) and it was significantly higher than the mean for Sports Association/Club at State Level ($M = 7.51, SD = 1.79, p = 0.029$) and Sport Association/Club at District Level ($M = 6.81, SD = 1.43, p < 0.001$). The mean for Sports Association/Club at Federal Level ($M = 8.45, SD = 1.53$) was

significantly higher than the mean for Sports Association/Club at District Level ($M = 6.81$, $SD = 1.43$, $p = 0.004$).

It can be seen in Figure 6.11, when looking at the differences between and among the Senior Sports Development Officers and Sports leaders, that there was no significant difference between the mean scores of the Senior Sports Development Officers at the Federal and State levels (purple bars). Unlike the Senior Sports Development Officers, the Sports Leaders had significant differences within their group. Sports leaders at the Federal level placed greater importance on Planning Clarity and Efficiency than Sports Leaders at the District level ($p=0.004$). There were also significant differences between the groups of Senior Sports Development Officers and Sports leaders. Senior Sports Development Officers at the State level placed greater importance on 'planning clarity and efficiency' than Sports Leaders at the State level ($p=0.029$) and Sports Leaders at District level ($p < 0.001$).

A broad pattern was observed that the internal stakeholders at the State level (Senior Sports Development Officers attached to Public Sports Organisations) and the key external stakeholders at the Federal level (Sports Leaders from Sports Associations/Clubs) placed more importance on 'planning clarity and efficiency' as a factor contributing to the Mass Sports program success than the other stakeholder groups. The results imply that stakeholders had different perspectives on the importance of 'planning clarity and efficiency' as a factor for program success depending on their positions (Senior Sports Development Officers attached to public sports organisations or Sports Leaders from sports associations/clubs) and levels of their organisations (federal, state and district). For further clarify the differences between the stakeholders, ANOVA were conducted on each of the five items that formed the construct 'planning clarity and efficiency'.

As shown in Figure 6.12, on the mean scores for the item 'clear program goals', there were significant stakeholder differences (between and within group differences were significant $F(4,93) = 6.319$, $p < 0.001$). Sports Association/Club at District Level had the lowest mean ($M = 7.00$, $SD = 1.54$) and it was significantly lower than Public Sports Organisations at State Level ($M = 8.95$, $SD = 1.05$, $p < 0.001$), Public Sports Organisation at Federal Level ($M = 8.67$, $SD = 1.12$, $p = 0.045$), and Sports Association/Club at Federal Level ($M = 8.65$, $SD = 1.46$, $p = 0.007$).

Figure 6.12: Planning clarity and efficiency items

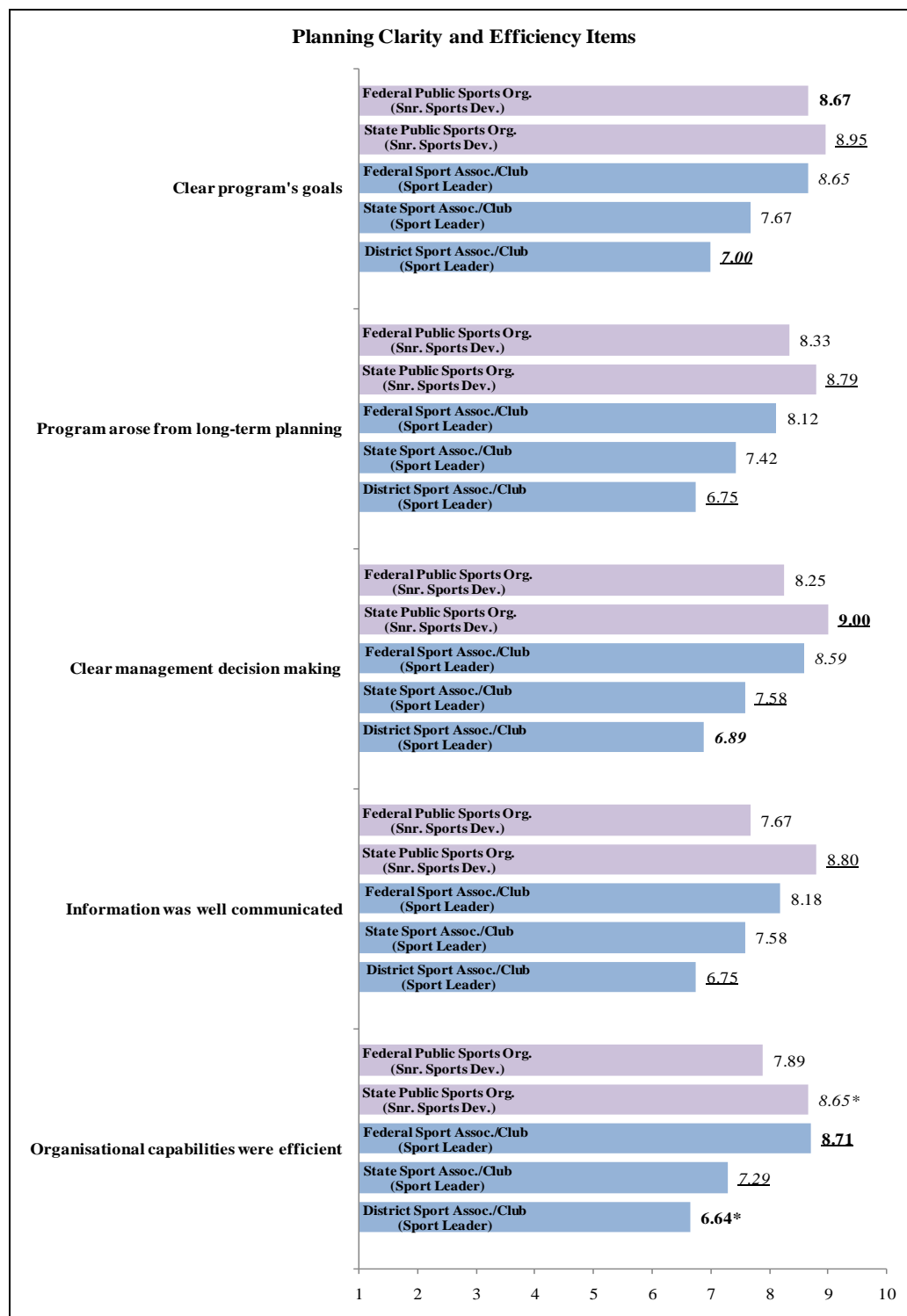


Figure 6.12. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Unimportant, 10 = Extremely Important.

The mean scores for the item ‘program arose from long-term planning’ showed significant stakeholder differences (between and within group differences were significant: $F(4,92) = 5.266, p = 0.001$). Public Sports Organisations at State Level ($M = 8.79, SD = 1.18$) showed a significantly higher mean than Sports Association/Club at District Level ($M = 6.75, SD = 1.58, p = 0.001$).

As can be seen in Figure 6.12, ‘clear management decision making’ also had significant stakeholder differences (between and within group differences were significant: $F(4,91) = 5.843, p < 0.001$). Public Sports Organisations at State Level had the highest mean ($M = 9.00, SD = 1.17$) and it was significantly higher than Sports Association/Club at State Level ($M = 7.58, SD = 1.82, p = 0.043$) and Sports Association/Club at District Level ($M = 6.89, SD = 1.60, p < 0.001$). Sports Association/Club at Federal Level ($M = 8.59, SD = 1.81$) was significantly higher than Sports Association/Club at District Level ($M = 6.89, SD = 1.60, p = 0.011$).

The mean scores for the item ‘information was well communicated’ displayed significant stakeholder differences (between and within group differences were significant: $F(4,93) = 4.067, p = 0.004$). Public Sports Organisations at State Level had the highest mean ($M = 8.80, SD = 1.20$) and it was significantly higher than Sports Association/Club at District Level ($M = 6.75, SD = 2.21, p = 0.002$).

Finally, the mean scores for the item ‘organisational capabilities were efficient’ also showed significant stakeholder differences (between and within group differences were significant $F(4,93) = 6.910, p < 0.001$). Sports Association/Club at Federal Level had the highest mean ($M = 8.71, SD = 1.61$) and it was significantly higher than Sports Association/Club at State Level ($M = 7.29, SD = 1.68, p = 0.049$) and Sports Association/Club at District Level ($M = 6.64, SD = 1.79, p = 0.001$). Public Sports Organisations at State Level ($M = 8.65, SD = 1.27$) significantly had a higher mean than the mean for Sports Association/Club at State Level ($M = 7.29, SD = 1.68, p = 0.047$) and Sports Association/Club at District Level ($M = 6.64, SD = 1.79, p < 0.001$).

When comparing the importance of the five items that constructed ‘planning clarity and efficiency’ between groups of stakeholders, it is evident that the internal stakeholders (Senior

Sports Development Officers) at the state level placed the highest importance on ‘clear program goals’, ‘program arose from long-term planning’, ‘clear management decision-making’ and ‘information was well communicated’. External stakeholders (Sports Leaders) at the federal level placed the highest importance on ‘organisational capabilities were efficient’. This implies that key internal stakeholders (Senior Sports Development Officers attached to Public Sports Organisations) at the state level perceived ‘clear program goals’, ‘program arose from long-term planning’, ‘clear management decision-making’ and ‘information was well communicated’ as more important for program success. On the other hand, key external stakeholders (Sports Leaders from Sports Associations/Clubs) at the federal level saw ‘organisational capabilities were efficient’ as more important for program success.

Figure 6.13: Service delivery leadership and governance scale

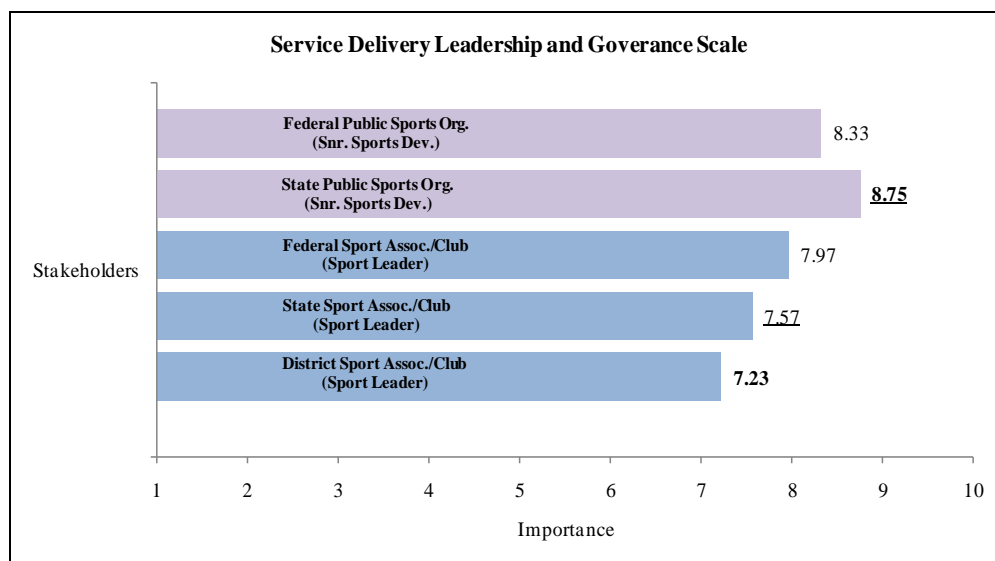


Figure 6.13. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Unimportant, 10 = Extremely Important.

As Figure 6.13 shows, there were significant differences (between and within group differences were significant: $F(4,93) = 4.291, p = 0.003$) between all levels of stakeholders regarding the importance of ‘service delivery leadership and governance’ as a factor leading to program success. Public Sports Organisations at State Level had the highest mean ($M = 8.75, SD = 0.95$) and it was significantly higher than the mean for Sports Association/Club at State Level ($M = 7.57, SD = 1.54, p = 0.038$) and Sports Association/Club at District Level ($M = 7.23, SD = 1.26, p = 0.002$).

As revealed in Figure 6.13, there was no significant difference between the mean scores of the Senior Sports Development Officers at the Federal and State levels (purple bars). Similarly, there was no significant difference between the mean scores of the Sports Leaders at the Federal, State and District levels (blue bars).

The results indicated that the key internal stakeholders (Senior Sports Development Officers) and the key external stakeholders (Sports Leaders) of Public Sports Organisations had different perceptions of the importance of ‘service delivery leadership and governance’ as a factor contributing to Mass Sports program success. Sports Development Officers at state level significantly placed the highest importance on ‘service delivery leadership and governance’ for program success than Sports Leaders at State Level ($p = 0.038$) and Sports Leaders at District Level ($p = 0.002$). This implies that Senior Sports Development Officers attached to Public Sports Organisations at the State level perceived this component as more important for program success than other stakeholder groups. A broad pattern was observed that the internal stakeholders (Senior Sports Development Officers attached to the Public Sports Organisations) placed more importance on ‘service delivery leadership and governance’ as a factor contributing to Mass Sports program success than the key external stakeholders (Sports Leaders from Sports Associations/Clubs).

Taken together, the results suggest that a stakeholder’s position (federal, state and district) and type of organisation (Public Sports Organisations or Sports Associations/Clubs) had an effect on their perspective on ‘service delivery leadership and governance’ as a factor contributing to program success.

To further clarify the differences between the stakeholders, ANOVA were conducted on each of the four items that formed the construct ‘service delivery leadership and governance’.

Figure 6.14: Service delivery leadership and governance items

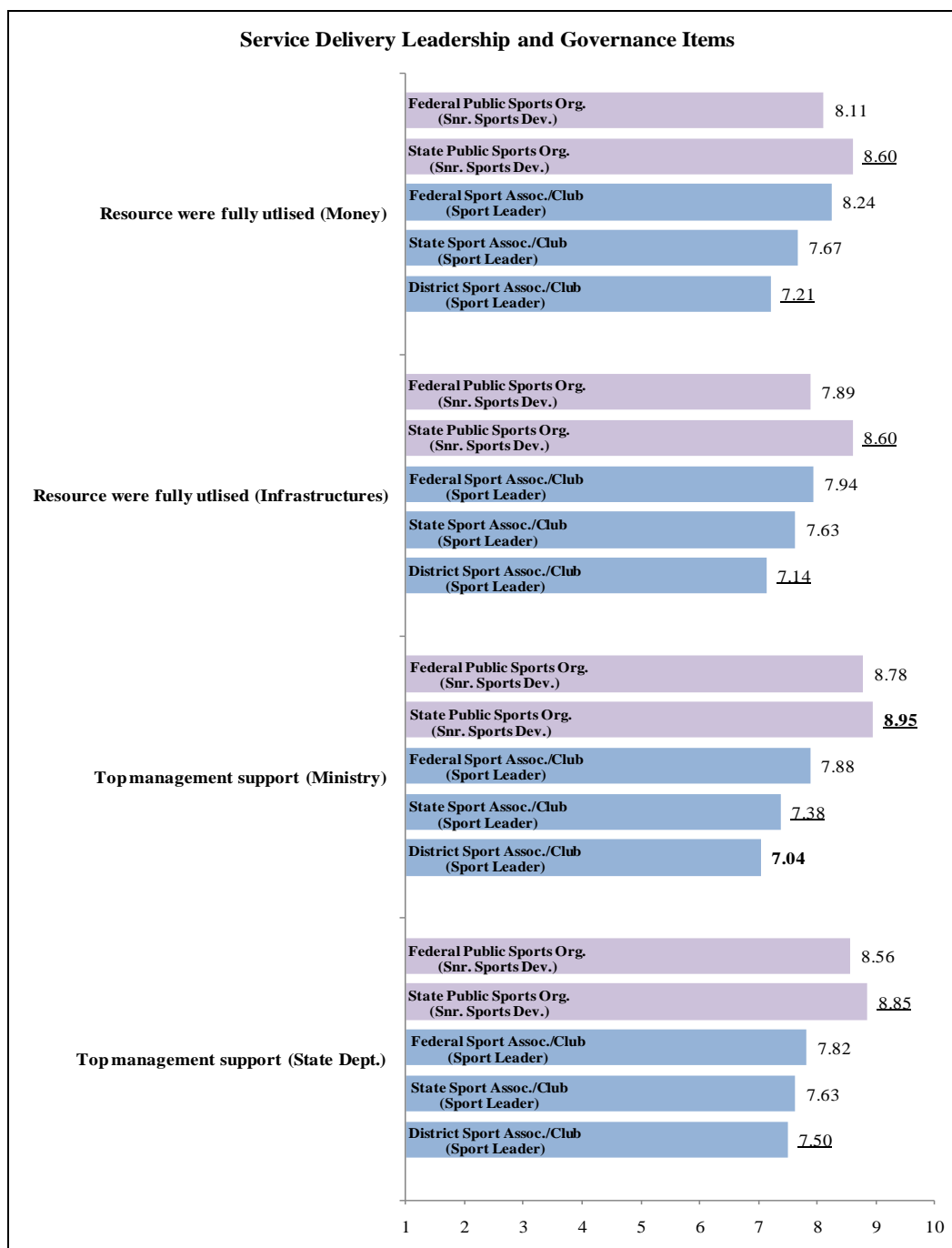


Figure 6.14. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Unimportant, 10 = Extremely Important.

Figure 6.14 shows, the mean scores for the item 'resources were fully utilised (money)' [organisational resources (money) were fully utilised], had significant stakeholder differences

(between and within group differences were significant $F(4, 93) = 2.691, p = 0.036$). Public Sports Organisations at State Level had the highest mean ($M = 8.60, SD = 1.05$) and it was significantly higher than Sports Association/Club at District Level ($M = 7.21, SD = 1.85, p = 0.027$).

The mean scores for the item ‘resources were fully utilised (infrastructures)’ [organisational resources (infrastructures) were fully utilised] also displayed significant stakeholder differences (between and within group differences were significant: $F(4,93) = 2.670, p = 0.037$). Public Sports Organisations at State Level had the highest mean ($M = 8.60, SD = 1.10$) and it was significantly higher than Sports Association/Club at District Level ($M = 7.14, SD = 1.60, p = 0.016$).

As can be seen in Figure 6.14, the mean scores for the item ‘top management support (Ministry)’ [Program was Supported by top management of the Ministry of Youth and Sports] also revealed significant stakeholder differences (between and within group differences were significant: $F(4,92) = 4.245, p = 0.003$). Public Sports Organisations at State Level had the highest mean ($M = 8.95, SD = 0.95$) and it was significantly higher than Sports Association/Club at State Level ($M = 7.38, SD = 1.95, p = 0.038$) and Sports Association/Club at District Level ($M = 7.04, SD = 1.93, p = 0.005$).

Finally, the mean scores for the item ‘top management support (State Dept.)’ [program was supported by the top management of the State Department of Youth and Sports] had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 2.711, p = 0.035$). Public Sports Organisations at State Level had the highest mean ($M = 8.85, SD = 1.27$) and it was significantly higher than Sports Association/Club at District Level ($M = 7.50, SD = 1.45, p = 0.040$).

When compared between internal stakeholders (Senior Sports Development Officers attached to public sports organisations) and external stakeholders (Sports Leaders from sports associations/clubs), a broad pattern observed was that the internal stakeholders placed higher importance on all items of ‘service delivery leadership and governance’. When compared to their counterparts in the different levels of the organisation, internal stakeholders at the State level placed higher importance for all items: ‘organisational resources (money) were fully

utilised'; 'organisational resources (infrastructures) were fully utilised'; 'Program was Supported by top management of the Ministry of Youth and Sports'; and 'program was supported by the top management of the State Department of Youth and Sports'. When comparing the importance of the four items that formed the construct 'service delivery leadership and governance' between groups of stakeholders, it is evident that the key internal stakeholders (Senior Sports Development Officers attached to Public Sports Organisations) at the State level gave the highest importance to all the items. This implies that key internal stakeholders at the State levels perceived those four items as more important for program success at the state level.

Based on these results, therefore, the following hypotheses of this present study were accepted:

H1: Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between key internal and external stakeholders of the Ministry of Youth and Sports Malaysia.

H2: Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key external stakeholders (sports leaders at federal, state and district level).

H3: Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key internal stakeholders (Senior Sports Development Officers attached to federal and state levels).

6.3 Organisational (service provider) capabilities for program success

This section reports the results of the analysis of the organisational capabilities of public sports organisations in delivering successful Mass Sports programs. The items were conceptualised as belonging to two dimensions of 'program development capabilities' and 'program implementation capabilities'. A reliability analysis was conducted on 'program

development capabilities' items and the scale was optimised to five items and had a cronbach alpha of 0.93. Similarly, the scale of 'program implementation capabilities' items was optimised to five items and had a cronbach alpha of 0.95.

Although the reliability levels for both scales were very high, both the 'program development capabilities' and 'program implementation capabilities' measures were also significantly correlated ($r = 0.609$, $p < 0.01$). Given the magnitude of this correlation, a principal components analysis using Varimax rotation was conducted to test whether the two constructs could be considered empirically distinct. The results of this analysis appear in Table 6.6. As shown, the analysis provides clear evidence of discriminant validity. All of the 'program implementation capabilities' items loaded above 0.7 onto the first factor, with loadings ranging from 0.83 to 0.90. The 'program development capabilities' items also loaded above 0.7 onto the second factor, with loadings ranging from 0.78 to 0.88. All cross loadings were well below 0.5.

Table 6.6: Factor analysis of scale items assessing organisational capabilities contributing to program success

Item	Factor 1	Factor 2
Problem-solving skills	<i>0.87</i>	0.30
Leadership skills	<i>0.87</i>	0.26
Teamwork	<i>0.85</i>	0.27
Managing multiple tasks	<i>0.90</i>	0.26
The ability to prioritise	<i>0.83</i>	0.34
Marketing the program	0.36	<i>0.81</i>
Networking skills	0.43	<i>0.78</i>
Management of non-government sponsorship	0.28	<i>0.80</i>
The ability to conduct program evaluation	0.21	<i>0.88</i>
The ability to conduct program needs assessment	0.20	<i>0.88</i>
Eigenvalues	6.48	1.58
Per cent variance explained	42.07	38.58

The first factor 'program implementation capabilities', explained 42.07% of the variance and 'program development capabilities' explained 38.58% of the variance. The two factors accounted for 80.66% of the variance in the items used in the measure of the organisational capabilities of Public Sports Organisations in delivering successful Mass Sports programs.

Barlett's test indicated that the data was factorable ($p < 0.001$). The KMO measure of sampling adequacy was 0.88.

To test whether the differences in the mean scores of the stakeholder groups were statistically significant, ANOVA was conducted to test the mean score differences between five groups of respondents (Public Sports Organisations: federal and state levels; and Sports Associations/Clubs: federal, state and district levels). ANOVA was conducted on the mean scores of the two scales of 'program implementation capabilities' and 'program development capabilities'.

Figure 6.15: Program implementation capabilities scale

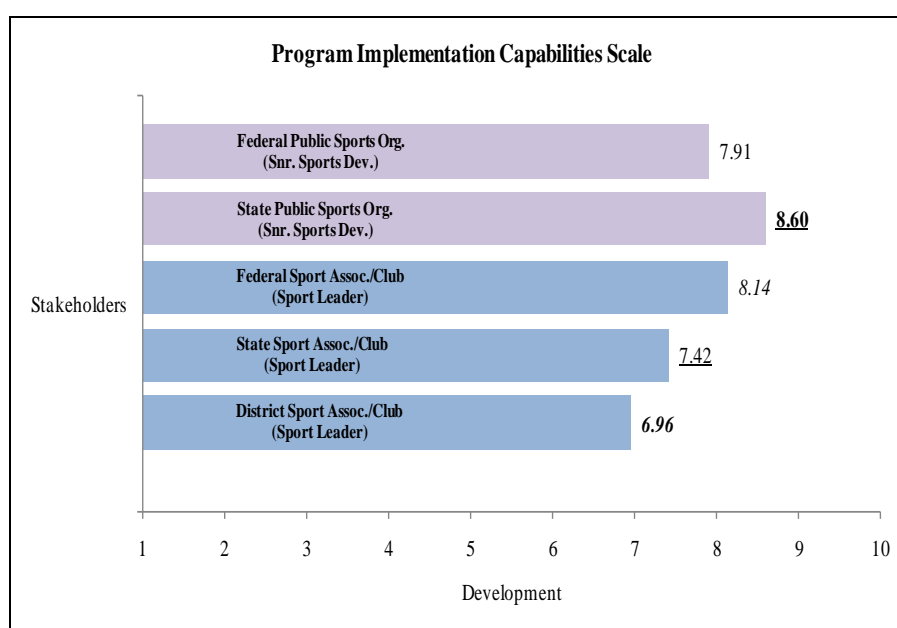


Figure 6.15. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with *. Scale: 1 = Extremely Poor Developed, 10 = Extremely Well Developed.

As Figure 6.15 shows, there were significant differences (between and within group differences were significant: $F(4,93) = 5.177$, $p = 0.001$) between all levels of stakeholders regarding the development of 'program implementation capabilities' as a factor leading to the delivery of successful Mass Sports programs. Public Sports Organisations at State Level had the highest mean ($M = 8.60$, $SD = 1.03$) and it was significantly higher than the mean for both Sports Associations/Clubs at State Level ($M = 7.42$, $SD = 1.51$, $p = 0.034$) and Sports Associations/Clubs at District Level ($M = 6.96$, $SD = 1.31$, $p = 0.001$). The mean for Sports

Associations/Clubs at Federal Level ($M = 8.14$, $SD = 1.32$) was significantly higher than the mean for Sports Associations/Clubs at District Level ($M = 6.96$, $SD = 1.31$, $p = 0.040$).

It can be seen from Figure 6.15 that the differences between the Senior Sports Development Officers and Sports Leaders were not significantly different, nor between the mean scores of the Senior Sports Development Officers at Federal and State levels (purple bars).

However, there was a significant difference between the mean scores of Sports Leaders at Federal and District levels (blue bars). Sports Development Officers at State level indicated that ‘program implementation capabilities’ were better developed than did Sports Leaders at State level ($p = 0.034$) and Sports Leaders at District level ($p = 0.001$). Sports Leaders at Federal level indicated higher, better developed ‘program implementation capabilities’ than did Sports Leaders at District level ($p = 0.040$).

The results indicated that key internal stakeholders (senior sports development officers) and key external stakeholder (sports leaders) of public sports organisations had different perceptions of the level of development of ‘program implementation capabilities’ that have enabled program success. Compared to other stakeholder groups, key internal stakeholders (Senior Sports Development Officers) at the state level and key external stakeholders (Sports Leaders) at the federal level perceived ‘program implementation capabilities’ were better developed than the others. This implies that Senior Sports Development at the State level and Sports Leaders at the Federal level perceived themselves as more capable of implementing programs than other stakeholders groups. Taken together, the results suggest that stakeholders’ position (federal, state and district) and type of organisation (Public Sports Organisations or Sports Associations/Clubs) have an effect on their perspectives on ‘Program Implementation Capabilities’ as an enabling factor for program success.

To further clarify the differences between the stakeholders, ANOVA were conducted on each of the five items that formed the construct ‘program implementation capabilities’ (Figure 6.16).

Figure 6.16: Program implementation capabilities items

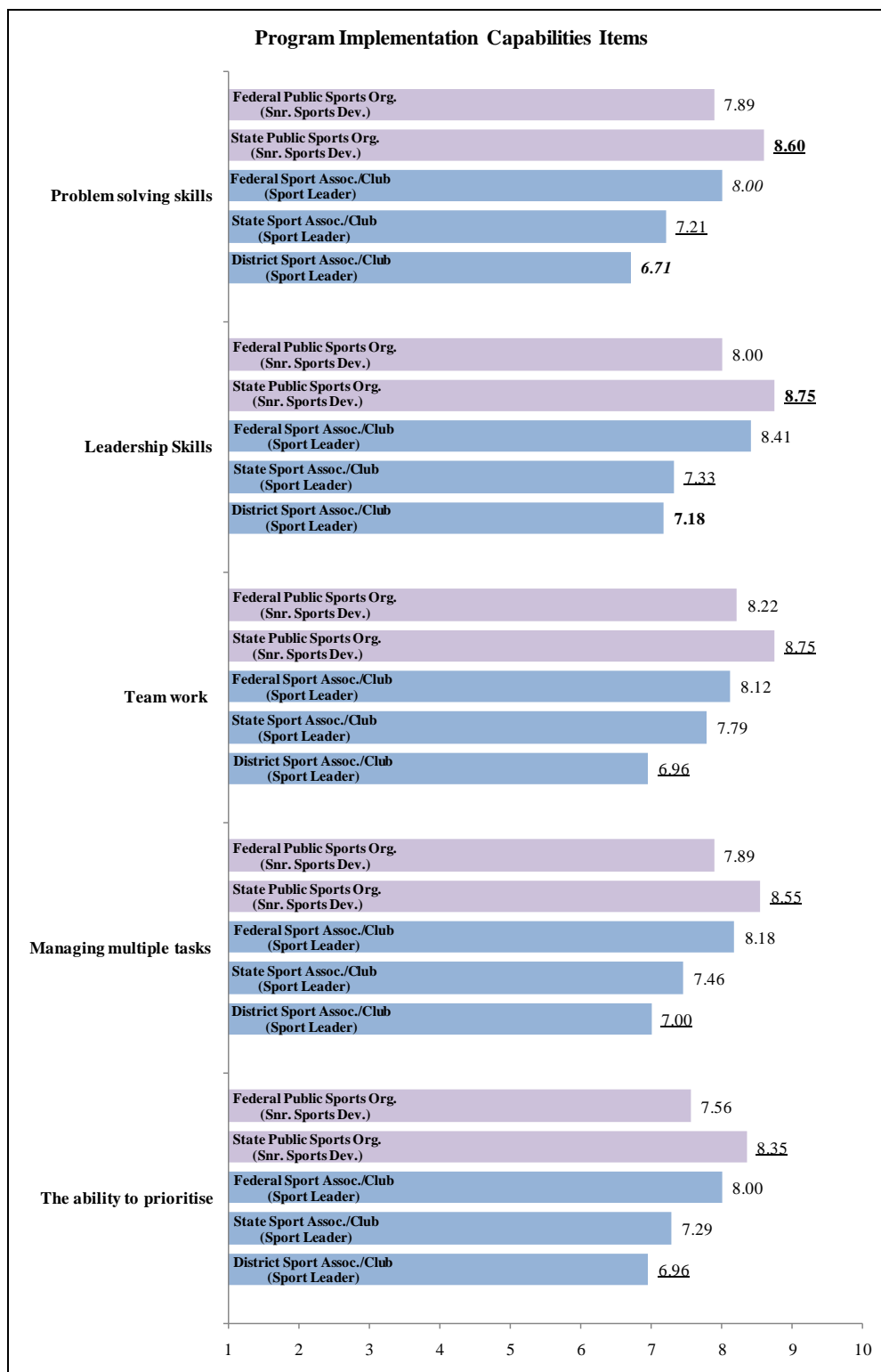


Figure 6.16. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Poor Developed, 10 = Extremely Well Developed.

As Figure 6.16 shows, the mean scores for the item ‘problem-solving skills’ had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 5.759, p < 0.001$). Public Sports Organisation at State Level had the highest mean ($M = 8.60, SD = 1.14$) and it was significantly higher than these of Sports Associations/Clubs at State level ($M = 7.21, SD = 1.69, p = 0.018$) and Sports Associations/Clubs at District level ($M = 6.71, SD = 1.49, p < 0.001$). The mean for Sports Associations/Clubs at Federal level ($M = 8.00, SD = 1.23$) was significantly higher than that of Sports Associations/Clubs at District level ($M = 6.71, SD = 1.49, p = 0.040$).

‘Leadership skills’ also had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 4.319, p = 0.003$). Public Sports Organisations at State level had the highest mean ($M = 8.75, SD = 1.21$) and it was significantly higher than those of Sport Association/Club at State level ($M = 7.33, SD = 1.97, p = 0.024$) and Sports Associations/Club at District level ($M = 7.18, SD = 1.52, p = 0.006$).

The mean scores for the item ‘Teamwork’ had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 4.226, p = 0.003$). Public Sports Organisations at State level had the highest mean ($M = 8.75, SD = 1.12$) and it was significantly higher than that of Sports Associations/Clubs at District level ($M = 6.96, SD = 1.45, p = 0.002$).

‘Managing multiple tasks’ also had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 4.256, p = 0.003$). Public Sports Organisations at State level had the highest mean ($M = 8.55, SD = 1.15$) and it was significantly higher than that of Sports Associations/Clubs at District level ($M = 7.00, SD = 1.39, p = 0.003$).

Finally, the mean scores for the item ‘The ability to prioritise’ had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 3.028, p = 0.021$). Public Sports Organisations at State level had the highest mean ($M = 8.35, SD = 1.09$) and it was significantly higher than that of Sports Associations/Clubs at District level ($M = 6.96, SD = 1.50, p = 0.019$).

The degrees of development of the five items of the construct ‘program implementation capabilities’ were compared between groups of stakeholders. As shown in Figure 6.16, it is evident that Senior Sports Development Officers of Public Sports Organisations at the state level had the highest mean score for all items of ‘problem-solving skills’, ‘leadership skills’, ‘teamwork’, ‘managing multiple tasks’ and ‘the ability to prioritise’. This implies that key internal stakeholders (Senior Sports Development Officers) attached to Public Sports Organisations at state level were more capable in that areas and have enabled program success at state level.

Figure 6.17: Program development capabilities scale

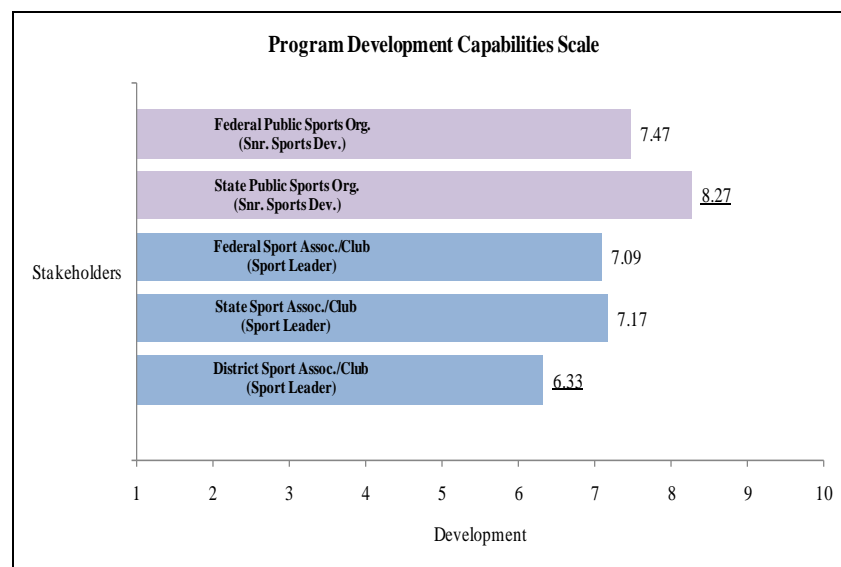


Figure 6.17. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Poor Developed, 10 = Extremely Well Developed.

As Figure 6.17 shows, in the mean scores for the ‘program development capabilities’ scale, there were significant differences (between and within group differences were significant: $F(4,93) = 4.685, p = 0.002$) between all levels of stakeholders regarding the importance of ‘program development capabilities’ as a factor leading to the delivery of successful Mass Sports programs. Public Sports Organisations at State Level had the highest mean ($M = 8.27, SD = 1.28$) and it was significantly higher than the mean for Sports Associations/Clubs at District Level ($M = 6.33, SD = 1.81, p < 0.001$).

It can be seen from Figure 6.17 that there was no significant difference between the mean scores for Senior Sports Development Officers attached to Federal and State levels (purple bars). Similarly, there was also no significant difference between the mean scores for Sports Leaders at Federal, State and District levels (blue bars). Senior Sports Development Officers at State level indicated more developed ‘program development capabilities’ than did Sports Leaders at District level ($p < 0.001$).

A broad pattern was observed that key internal stakeholders (Senior Sports Development Officers attached to Public Sports Organisations) perceived ‘program development capabilities’ were better developed than did key external stakeholders (Sports Leaders from Sports Associations/Clubs). When compared to their counterparts in different levels of organisations, Senior Sports Development Officers attached to Public Sports Organisations at State level perceived ‘program development capabilities’ were better developed than the others. This implies that Senior Sports Development Officers at State level perceived themselves as more capable in developing programs than did Senior Sports Development Officers at Federal level. The results indicated that key internal stakeholders (Senior Sports Development Officers) and key external stakeholder (Sports Leaders) of Public Sports Organisations had different perceptions of ‘program development capabilities’ as a factor that has enabled program success. Taken together, the results suggest that stakeholders’ position (federal, state and district) and type of organisation (Public Sports Organisations or Sports Associations/Clubs) did have an effect on their perspective on ‘program development capabilities’ as an enabling factor for program success.

To further clarify the differences between the stakeholders, ANOVA were conducted on each of the five items that formed the construct Program Development Capabilities.

As Figure 6.18 shows, the mean scores for the item ‘Marketing the program’ had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 3.954$, $p = 0.005$). Public Sports Organisations at State level had the highest mean ($M = 8.25$, $SD = 1.59$) and it was significantly higher than that of Sports Associations/Clubs at District Level ($M = 6.25$, $SD = 1.99$, $p = 0.001$).

Figure 6.18: Program development capabilities items

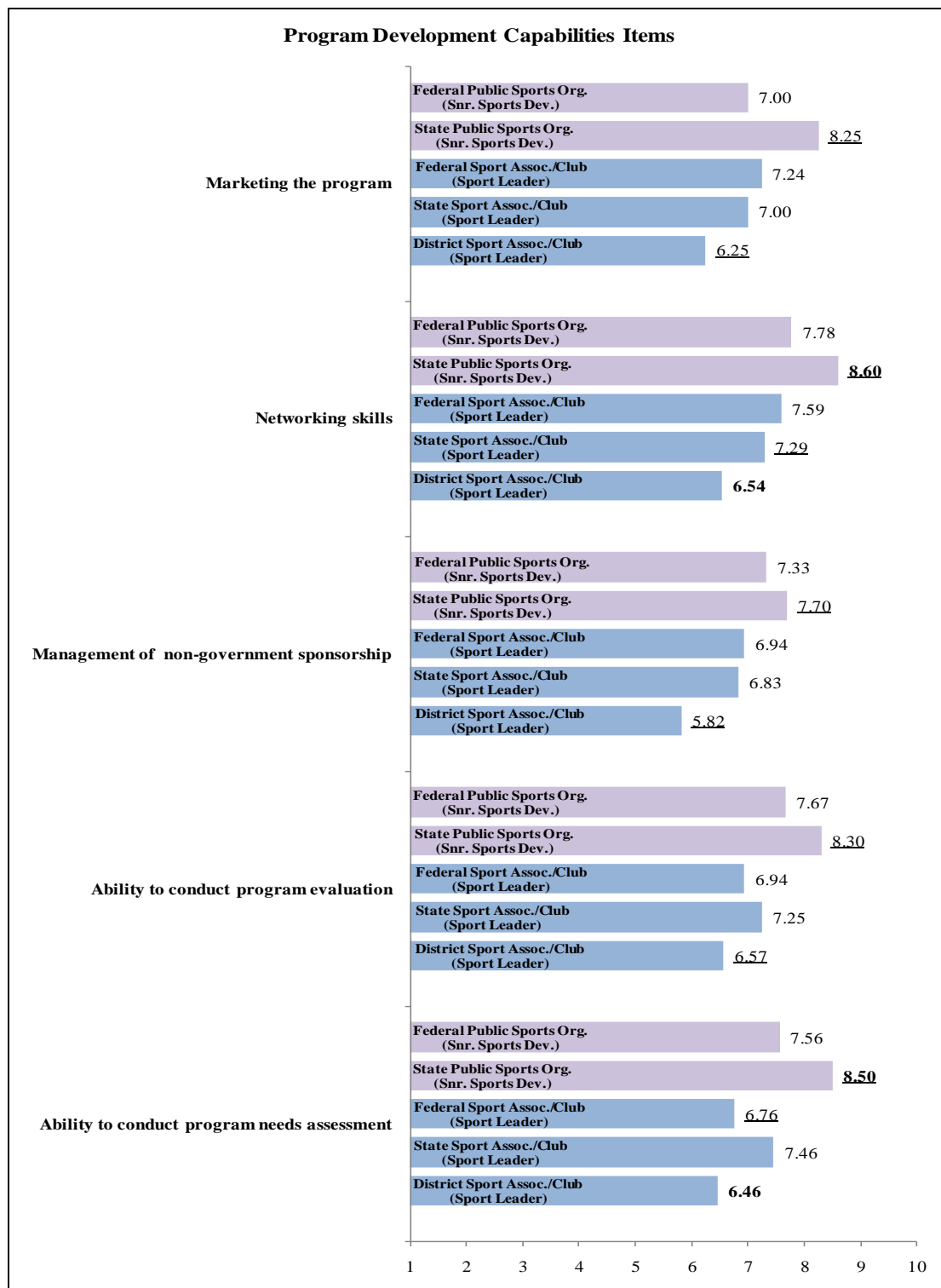


Figure 6.18. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Poor Developed, 10 = Extremely Well Developed.

The mean scores for the item ‘Networking skills’ also had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 5.559, p < 0.001$). Public Sports Organisations at State level had the highest mean ($M = 8.60, SD = 1.27$) and it was significantly higher than those of Sports Associations/Clubs at State Level ($M = 7.29, SD = 1.33, p = 0.044$) and Sport Association/Club at District Level ($M = 6.54, SD = 1.95, p < 0.001$).

‘Management of non-government sponsorship’ also had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 2.613, p = 0.040$). Public Sports Organisations at State level had the highest mean ($M = 7.70, SD = 1.75$) and it was significantly higher than that of Sports Associations/Clubs at District level ($M = 5.82, SD = 2.26, p = 0.024$).

The mean scores for the item ‘The ability to conduct program evaluation’ had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 2.682, p = 0.036$). Public Sports Organisations at State Level had the highest mean ($M = 8.30, SD = 1.42$) and it was significantly higher than that of Sports Associations/Clubs at District Level ($M = 6.57, SD = 2.04, p = 0.019$).

Finally, the mean scores for the item ‘The ability to conduct program needs assessment’ also had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 4.526, p = 0.002$). Public Sports Organisations at State level had the highest mean ($M = 8.50, SD = 1.24$) and it was significantly higher than that of Sports Associations/Clubs at Federal level ($M = 6.76, SD = 2.20, p = 0.025$) and Sports Associations/Clubs at District level ($M = 6.46, SD = 1.97, p = 0.001$).

The degree of development for the five items that formed the construct of ‘program development capabilities’ were compared between groups of stakeholders. As shown in Figure 6.18, it is evident that Senior Sports Development Officers of Public Sports Organisations at State level had the highest mean scores for all items: ‘marketing the program’, ‘networking skills’, ‘managing of non-government sponsorship’, ‘ability to conduct program evaluation’ and ‘ability to conduct program needs assessment’. This implies that key internal stakeholders (Senior Sports Development Officers attached to Public Sports

Organisations) at State level were more capable in these five areas and have enabled program success at the state level.

It is evident from the Principal Component Analysis that there are two distinct organisational capability components that have enabled Mass Sports program success: 'program development capabilities' and 'program implementation capabilities'. These components together with the specific items comprising them were perceived by respondents to have made Mass Sports programs a success but key internal and external stakeholders' perspectives towards those capabilities were varied. Results from ANOVA analysis indicated that 'program development capabilities' and 'program implementation capabilities' have contributed more to enabling Mass Sports program success at the state level.

Based on these results, therefore, hypothesis four (H4) and hypothesis five (H5) of this present study have been accepted but hypothesis six (H6) has been rejected:

H4 has been accepted:

Perceptions of the organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between key internal (Senior Sports Development Officers) and external (Sports Leaders) stakeholders of the Ministry of Youth and Sports Malaysia.

H5 has been accepted:

Perceptions of the organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key external stakeholders (Sports Leaders at federal, state and district levels).

H6 has been rejected:

Perceptions of the organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key internal stakeholders (Senior Sports Development officers attached to federal and state levels).

6.4 Satisfaction with Mass Sports program service delivery

The aim of this section is to determine the key factors influencing stakeholders' satisfaction with the performance of Mass Sports program service delivery in Malaysia. In this section, the survey items were conceptualised as belonging to one dimension of 'overall satisfaction'.

A reliability analysis was conducted on the ‘overall satisfaction’ items and the scale was optimised with five items and had a cronbach alpha of 0.96, which showed a very high reliability level. As shown in Table 6.7, all of the Overall Satisfaction items loaded above 0.7 onto one factor, with loadings ranging from 0.90 to 0.94.

Table 6.7: Factor analysis of scale items assessing areas of satisfaction with the performance of Mass Sports program service delivery

Item	Factor 1
Overall, I am satisfied with the organisational capabilities (ability to use organisation’s resources to produce services) of the Sports Development Division at the state level	.944
Overall, I am satisfied with the service delivery of Mass Sports programs organised by the Sports Development Division at the state level	.944
Overall, I am satisfied with the service delivery of Mass Sports programs organised by the Sports Development Division at the federal level	.938
Overall, I am satisfied with the organisational capabilities (ability to use organisation's resources to produce services) of the Sports Development Division at the federal level	.927
Overall, I am satisfied with the performance of service delivery for Mass Sports programs managed by my organisation	.897
Eigenvalues	4.326
Per cent variance explained	86.53

The ‘overall satisfaction’ factor explained 86.53% of the variance used in assessing areas of satisfaction with the performance of Mass Sports programs service delivery. Barlett’s test indicated that the data was factorable ($p < 0.001$). The KMO measure of sampling adequacy was 0.89.

To test whether the differences in the mean scores of the stakeholder groups were statistically significant, ANOVA was conducted to test the mean score differences between five groups of respondents (Public Sports Organisations: federal and state levels; and Sports Associations/Clubs: federal, state and district levels).

Figure 6.19 shows that in the mean scores for the ‘overall satisfaction’, there were significant differences (between and within group differences were significant $F(4, 94) = 3.028, p = 0.021$) between all levels of stakeholders regarding their levels of satisfaction. Public Sports

Organisations at State level had the highest mean ($M = 8.21$, $SD = 1.21$) and it was significantly higher than the mean for Sports Associations/Clubs at District level ($M = 6.79$, $SD = 1.47$, $p = 0.028$).

Figure 6.19: Overall satisfaction scale

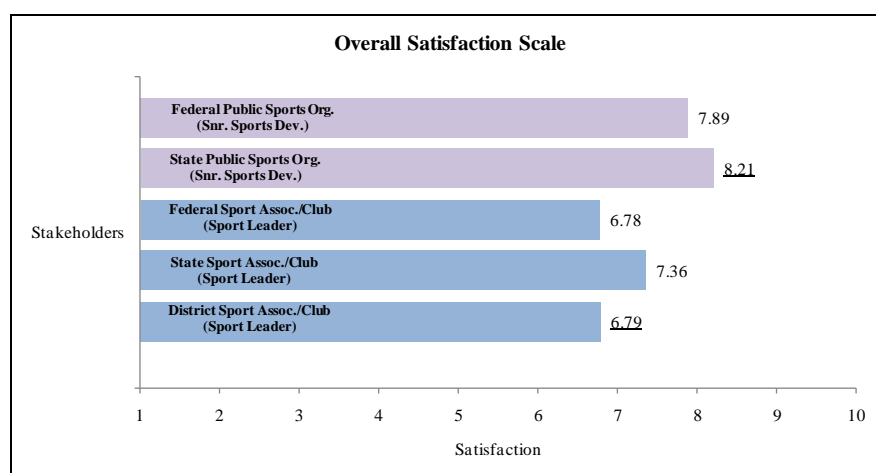


Figure 6.19. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Unsatisfied, 10 = Extremely Satisfied.

As revealed in Figure 6.19, there was no significant difference between the mean scores for Senior Sports Development Officers at Federal and State levels (purple bars). Similarly, there was also no significant difference between the mean scores for Sports Leaders at Federal, State and District levels (blue bars). Sports Development Officers at State Level were more satisfied with Mass Sports program service delivery performance than Sports Leaders at District Level ($p = 0.028$). The results indicated that the key internal stakeholders (Senior Sports Development Officers) and the key external stakeholders (Sports Leaders) of public sports organisations had different overall satisfaction levels with Mass Sports programs service delivery performance. A broad pattern was observed that the key internal stakeholders (Senior Sports Development Officers) were more satisfied with Mass Sports program service delivery performance than the key external stakeholders (Sports Leaders from Sports Associations/Clubs). In general, the analysis revealed that all stakeholders were satisfied with Mass Sports program service delivery performance (all mean scores were above 6.0) of Public Sports Organisations in Malaysia.

To further clarify the differences between the stakeholders, ANOVA were conducted on each of the five items that formed the construct ‘overall satisfaction’.

As Figure 6.20 shows, significant stakeholder group differences in satisfaction level were found in two of the five ‘overall satisfaction’ items. There were significant stakeholder group differences in satisfaction levels for the items ‘organisational capabilities (Federal)’ [Overall, I am satisfied with the organisational capabilities (ability to use organisation resources to produce services) of the Sports Development Division at the federal level] and ‘organisational capabilities (State)’ [Overall, I am satisfied with the organisational capabilities (ability to use organisation’s resources to produce services) of the Sports Development Division at the state level]. There were no significant stakeholder group differences in satisfaction levels for the items ‘service delivery of Mass Sports programs (Federal)’ [Overall, I am satisfied with the service delivery of Mass Sports programs organised by the Sports Development Division at the Federal level], ‘service delivery of Mass Sports programs (State)’ [Overall, I am satisfied with the service delivery of Mass Sports programs organised by the Sports Development Division at the state level] and ‘service delivery Perf. Mass Sports Programs (My.org)’ [Overall, I am satisfied with the performance of service delivery for Mass Sports programs managed by my organisation].

The mean scores for the item ‘Overall, I am satisfied with the organisational capabilities (ability to use organisation’s resources to produce services) of the Sports Development Division at the federal level’ had significant stakeholder differences (between and within group differences were significant: $F(4,94) = 3.915, p = 0.006$). Public Sports Organisations at State level had the highest mean ($M = 8.25, SD = 1.21$) and it was significantly higher than those of Sports Associations/Clubs at Federal level ($M = 6.47, SD = 2.60, p = 0.034$) and Sports Associations/Clubs at District level ($M = 6.43, SD = 1.71, p = 0.009$).

The mean scores for the item ‘Overall, I am satisfied with the organisational capabilities (ability to use organisation’s resources to produce services) of the Sports Development Division at the state level’ had significant stakeholder differences (between and within group differences were significant: $F(4,93) = 2.726, p = 0.034$). Public Sports Organisations at State level had the highest mean ($M = 8.40, SD = 1.19$) and it was significantly higher than that of Sports Associations/Clubs at District level ($M = 6.89, SD = 1.71, p = 0.040$).

Figure 6.20: Overall satisfaction items

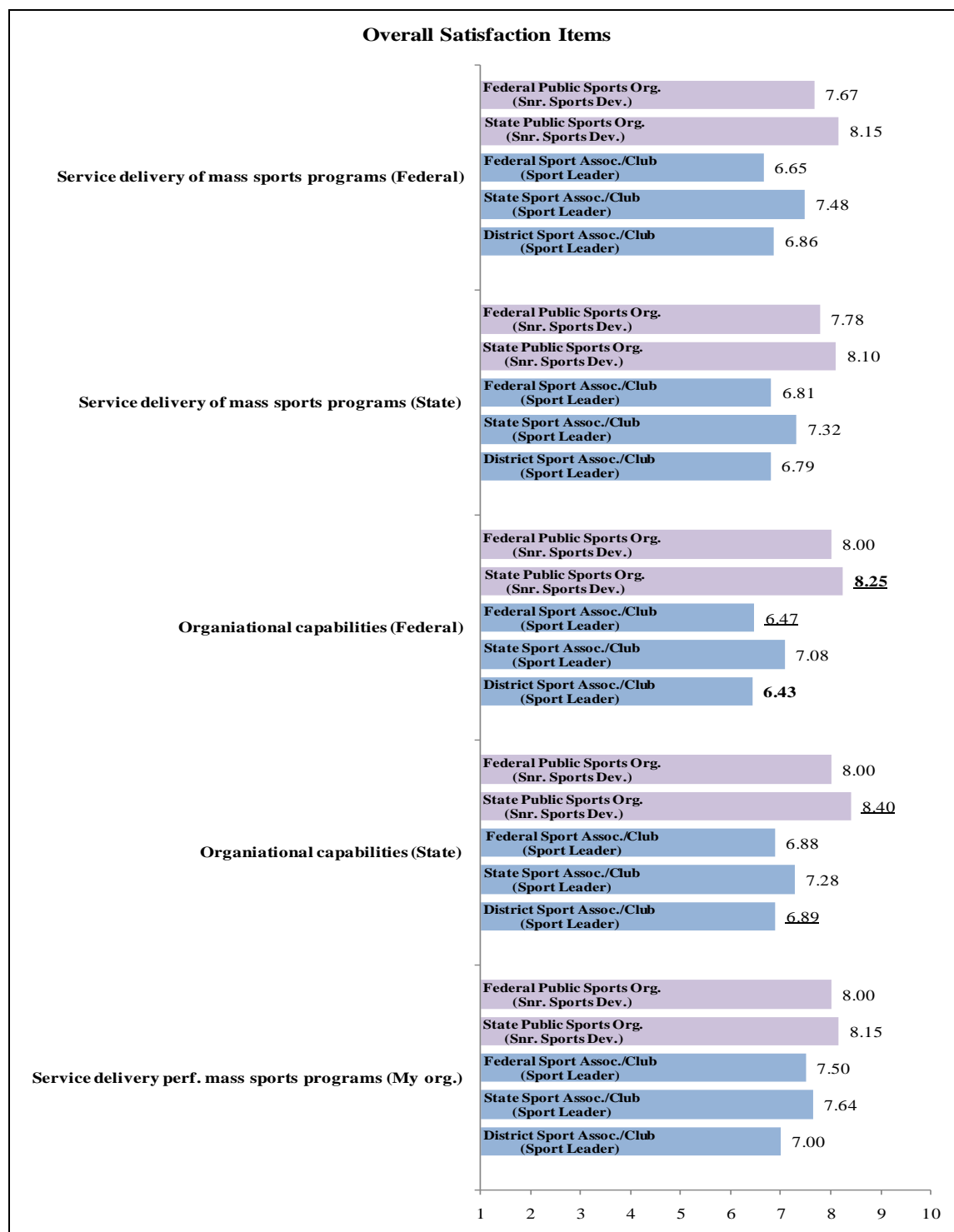


Figure 6.20. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Unsatisfied, 10 = Extremely Satisfied.

A broad pattern was observed that for all ‘overall satisfaction’ items, the key internal stakeholders (Senior Sports Development Officers) were more satisfied than the key external stakeholders (Sports Leaders). When compared to their counterparts in the different levels of organisations, Senior Sports Development Officers at Public Sports Organisations at the state level were more satisfied than the others.

Based on these results, therefore, hypothesis seven (H7), hypothesis eight (H8) and hypothesis nine (H9) of this present study have all been accepted:

H7 has been accepted:

Satisfaction levels with the successful service delivery performance of Mass Sports programs (in terms of their mean score) were significantly different between key internal (Senior sports development officers) and external (sports leaders) stakeholders of the Ministry of Youth and Sports Malaysia.

H8 has been accepted:

Satisfaction levels with the successful service delivery performance of Mass Sports programs (in terms of their mean score) were significantly different between groups of key external stakeholders (sports leaders at federal, state and district levels).

H9 has been accepted:

Satisfaction levels with the successful service delivery of Mass Sports programs (in terms of their mean score) were significantly different between groups of key internal stakeholders (Senior sports development officers attached to federal and state levels).

6.5 An examination of the relationships between stakeholders’ overall satisfaction and the eight independent variables

The concern of this section is to examine the relationship between stakeholders’ overall satisfaction on the performance of Mass Sports program service delivery and the eight independent variables identified from the previous sections (Table 6.8). Both correlation and regression analyses were used to analyse the relationship.

Table 6.8: Eight independent variables

Key Constructs	Independent Variables
Respondent's Main Tasks:	1. Organising and administering mass sports programs service delivery.
Organisation's Mission	2. To enhance public involvement and participation in mass sports programs for creating active and healthy community
Organisation's Activities	3. Organising Mass Sports programs' development 4. Organising Mass Sports program's service delivery
Key Components Contributing to Program Success	5. Planning clarity and efficiency 6. Service delivery leadership and governance
Organisational Capabilities	7. Program implementation capabilities 8. Program development capabilities

Correlation discloses the relationship between two variables in a linear fashion, and a test of correlation provides a measure of the strength and direction of such a relationship. The value of Pearson 'r' indicates the strength of the correlation, and the proportion of variation explained is given by 'r²' (Hair Jr et al. 2010).

This section looks at the zero-order correlation between stakeholders' overall satisfaction, and respondent's main tasks, organisation's mission, organisation's activities, key components of program success, and organisational capabilities respectively. stakeholders' overall satisfaction was measured by 'overall satisfaction', respondent's main tasks was measured by 'organising & administering Mass Sports program service delivery', organisation's mission was measured by 'to enhance public involvement and participation in Mass Sports programs for creating active and healthy community', 'organisation's activities was measured by 'organising Mass Sports program development' and 'organising Mass Sports program service delivery', key components contributing to program success was measured by 'planning clarity and efficiency' and 'service delivery leadership and governance', and organisational capabilities was measured by 'program implementation capabilities' and 'program development capabilities'.

Table 6.9: Correlations among the study variables

	Variables	M	SD	1	2	3	4	5	6	7	8	9	10
1	Public/Non-public	0.29	0.46	(-)									
2	Org. & Admin. MSP Service Delivery	7.53	1.38	0.337**	<i>0.91</i>								
3	Enhance Public Involvement & Participation	7.74	1.57	0.380**	0.625**	<i>0.95</i>							
4	Org. MSP Development	7.38	1.53	0.391**	0.660**	0.630**	0.92						
5	Org. MSP Service Delivery	7.59	1.51	0.443**	0.639**	0.670**	0.681**	<i>0.77</i>					
6	Planning Clarity & Efficiency	7.79	1.63	0.327**	0.638**	0.644**	0.544**	0.459**	<i>0.95</i>				
7	Service Delivery Leadership & Gov.	7.86	1.43	0.340**	0.537**	0.585**	0.550**	0.350**	0.613**	<i>0.86</i>			
8	Program Imp. Capabilities	7.71	1.43	0.305**	0.565**	0.619**	0.546**	0.429**	0.792**	0.681**	<i>0.95</i>		
9	Program Dev. Capabilities	7.16	1.67	0.332**	0.472**	0.572**	0.512**	0.433**	0.661**	0.532**	0.609**	<i>0.93</i>	
10	Overall Satisfaction	7.32	1.68	0.300**	0.378**	0.440**	0.477**	0.338**	0.467**	0.654**	0.548**	0.622**	<i>0.96</i>

N = 101 ** $p \leq .01$ Cronbach Alpha is italicised on the diagonal

As illustrated in Table 6.9, all the eight variables: org. & admin. MSP service delivery (organising & administering Mass Sports program service delivery), enhance public involvement & participation (to enhance public involvement and participation in Mass Sports programs for creating active and healthy community), org. MSP development (organising Mass Sports program development), org. MSP service delivery (organising Mass Sports program service delivery), planning clarity & efficiency (planning clarity and efficiency), service delivery leadership & gov. (service delivery leadership and governance), program imp. capabilities (program implementation capabilities), program dev. capabilities (program development capabilities) were positively and very significantly ($p < 0.01$) correlated at the zero-order level with ‘overall satisfaction’ ($r = 0.378, 0.440, 0.477, 0.338, 0.467, 0.654, 0.548$ and 0.622 respectively). This implies that all variables had a positive impact on stakeholders’ overall satisfaction. Changes in one variable may have an impact on the satisfaction level.

Table 6.10: Zero-order correlation of components influencing stakeholders’ overall satisfaction

Order of Strength	Variables	Zero-Order Correlation (r)	Proportion of Variance Explained (r^2)
1	Service Delivery Leadership & Gov.	0.654**	42.8%
2	Program Dev. Capabilities	0.622**	38.7%
3	Program Imp. Capabilities	0.548**	30.0%
4	Org. MSP Development	0.477**	22.8%
5	Planning Clarity & Efficiency	0.467**	21.8%
6	Enhance Public Involvement & Participation	0.440**	19.4%
7	Org. & Admin. MSP Service Delivery	0.378**	14.3%
8	Org. MSP Service Delivery	0.338**	11.4%

At the zero-order level of correlation, the eight variables accounted for significant correlation with ‘overall satisfaction’ and individually explained a significant proportion of variation in ‘overall satisfaction’. The order of the eight variables from the one with the highest correlation value to the one with the lowest correlation value is shown in Table 6.10. Service Delivery Leadership & Gov. accounted for 42.8% ($r^2 = 0.654^2 = 0.428$), Program Dev.

Capabilities accounted for 38.7% ($r^2 = 0.622^2 = 0.387$), Program Imp. Capabilities accounted for 30.0% ($r^2 = 0.548^2 = 0.300$), Org. MSP Development accounted for 22.8% ($r^2 = 0.477^2 = 0.228$), Planning Clarity & Efficiency accounted for 21.8% ($r^2 = 0.467^2 = 0.218$), Enhance Public Involvement & Participation accounted for 19.4% ($r^2 = 0.440^2 = 0.194$), Org. & Admin. MSP Service Delivery accounted for 14.3% ($r^2 = 0.378^2 = 0.143$), and Org. MSP Service Delivery accounted for 11.4% ($r^2 = 0.338^2 = 0.114$).

Hierarchical multiple regression analysis aims to control the order of entry of independent variables into a regression model. Hierarchical regression was used to see how most variance in Stakeholders' 'overall satisfaction' can be explained by one or a set of new independent variables, over and above that explained by an earlier set. If this new set of variables produces a significant change to R^2 , that is, ΔR^2 , then that additional variable set has added additional significant variation. A semi-partial correlation (sr) can be used to quantify the relationship between two variables while controlling for the effects of other variables and the semi-partial correlation squared (sr^2) can be used to determine the unique amount of variation contributed by that variable to the total amount of variation explained by the regression equation. The estimates (b coefficients and constant) were used to construct a prediction equation and generate predicted scores on the dependent variable 'overall satisfaction'.

Table 6.11 indicates that for the first step in the hierarchical regression analysis, the multiple R (0.285) was statistically significant, $R^2 = 0.081$, $F(1,96) = 8.511$, $p = 0.004$, for the control variable: Public/Non-public. 'Public/Non-public' refers to internal stakeholders (Senior Sports Development Officers) and external stakeholders (Sports Leaders) of public sports organisations.

The introduction of 'Org. & Admin. MSP Service Delivery' into the second step of the hierarchical regression analysis caused R^2 to change from 0.081 to 0.168 ($\Delta R^2 = 0.087$). The multiple R (0.410) was statistically significant, $R^2 = 0.168$, $F(2,95) = 9.592$, $p < 0.001$, for the control variable: Public/Non-public, and Independent Variable: Org. & Admin. MSP Service Delivery.

Table 6.11: Hierarchical regression analysis of stakeholders' overall satisfaction

Model Summary ^a									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.285 ^a	.081	.072	1.62600	.081	8.511	1	96	.004
2	.410 ^b	.168	.151	1.55560	.087	9.886	1	95	.002
3	.470 ^c	.220	.196	1.51374	.052	6.326	1	94	.014
4	.520 ^d	.270	.230	1.48075	.049	3.118	2	92	.049
5	.675 ^e	.456	.414	1.29253	.186	15.373	2	90	.000
6	.742 ^f	.551	.505	1.18701	.095	9.356	2	88	.000

a. Predictors: (Constant), Public/Non-public

b. Predictors: (Constant), Public/Non-public, Org. & Admin. MSP Service Delivery

c. Predictors: (Constant), Public/Non-public, Org. & Admin. MSP Service Delivery, Enhance Public Involvement & Participation

d. Predictors: (Constant), Public/Non-public, Org. & Admin. MSP Service Delivery, Enhance Public Involvement & Participation, Org. MSP Development, Org. MSP Service Delivery

e. Predictors: (Constant), Public/Non-public, Org. & Admin. MSP Service Delivery, Enhance Public Involvement & Participation, Org. MSP Development, Org. MSP Service Delivery, Service Delivery Leadership & Gov., Planning Clarity & Efficiency

f. Predictors: (Constant), Public/Non-public, Org. & Admin. MSP Service Delivery, Enhance Public Involvement & Participation, Org. MSP Development, Org. MSP Service Delivery, Service Delivery Leadership & Gov., Planning Clarity & Efficiency, Program Dev. Capabilities, Program Imp. Capabilities

g. Dependent Variable: Overall Satisfaction

As can be seen in Table 6.12, the standardised regression coefficient (Beta) for one 'Respondent's Main Tasks' variable: 'Org. & Admin. MSP Service Delivery', was significant when all the other variables were controlled for. 'Org. & Admin. MSP Service Delivery' explained unique variation of 8.6% ($sr^2 = (.294)^2 = 0.086$), when all the other variables, that is, the control variable: 'Public/Non-public', was controlled for.

The introduction of 'Enhance Public Involvement & Participation' into the third step of the hierarchical regression analysis caused R^2 to change from 0.168 to 0.220 ($\Delta R^2 = 0.052$). The multiple R (0.470) was statistically significant, $R^2 = 0.220$, $F(3,94) = 8.862$, $p < 0.001$, for the control variable: 'Public/Non-public', and independent variables: 'Org. & Admin. MSP Service Delivery' and 'Enhance Public Involvement & Participation'.

As can be seen in Table 6.12, the standardised regression coefficient (Beta) for one 'Organisation's Mission' variable: 'Enhance Public Involvement & Participation', was significant when all the other variables were controlled for. 'Enhance Public Involvement & Participation' explained unique variation of 5.2% ($sr^2 = (.229)^2 = 0.052$), when all the other variables, that is, the control variable: 'Public/Non-public', and the 'Respondent's Main Tasks' variable: 'Org. & Admin. MSP Service Delivery', were controlled for.

The introduction of 'Org. MSP Development' and 'Org. MSP Service Delivery' into the fourth step of the hierarchical regression analysis caused R^2 to change from 0.220 to 0.270 ($\Delta R^2 = 0.049$). The multiple R (0.520) was statistically significant, $R^2 = 0.270$, $F(5,92) = 6.804$, $p < 0.001$, for the control variable: 'Public/Non-public', and independent variables: 'Org. & Admin. MSP Service Delivery', 'Enhance Public Involvement & Participation', 'Org. MSP Development', and 'Org. MSP Service Delivery'.

As can be seen in Table 6.12, the standardised regression coefficient (Beta) for one 'Organisation's Activities' variable: 'Org. MSP Development', was significant when all the other variables were controlled for. 'Org. MSP Development' explained unique variation of 4.9% ($sr^2 = (0.221)^2 = 0.049$), when all the other variables, that is, the control variable: 'Public/Non-public', the 'Respondent's Main Tasks' variable: 'Org. & Admin. MSP Service Delivery', the 'Organisation's Mission' variable: 'Enhance Public Involvement & Participation', and the 'Organisation's Activity' variable: 'Org. & Admin. MSP Service Delivery' were controlled for.

The introduction of 'Planning Clarity & Efficiency' and 'Service Delivery Leadership & Gov.' into the fifth step of the hierarchical regression analysis caused R^2 to change from 0.270 to 0.456 ($\Delta R^2 = 0.186$). The multiple R (0.675) was statistically significant, $R^2 = 0.456$, $F(7,90) = 10.771$, $p < 0.001$, for the control variable: 'Public/Non-public', and independent variables: 'Org. & Admin. MSP Service Delivery', 'Enhance Public Involvement & Participation', 'Org. MSP Development', 'Org. MSP Service Delivery', 'Planning Clarity & Efficiency', and 'Service Delivery Leadership & Gov.'.

As can be seen in Table 6.12, the standardised regression coefficient (Beta) for one 'Key Components of Program Success' variable: 'Service Delivery Leadership & Gov.', was significant when all the other variables were controlled for. 'Service Delivery Leadership & Gov.' explained unique variation of 15.4% ($sr^2 = (0.393)^2 = 0.154$), when all the other variables, that is, the control variable: 'Public/Non-public', the 'Respondent's Main Tasks' variable: 'Org. & Admin. MSP Service Delivery', the 'Organisation's Mission' variable: 'Enhance Public Involvement & Participation', the two 'Organisation's Activities' variables: 'Org. MSP Development' and 'Org. MSP Service Delivery', and one of two 'Key

Components of Program Success' variables: 'Planning Clarity & Efficiency', were controlled for.

The introduction of 'Program Imp. Capabilities' and 'Program Dev. Capabilities' into the sixth step of the hierarchical regression analysis caused R^2 to change from 0.456 to 0.551 ($\Delta R^2 = 0.095$). In total 55.1% (50.5% adjusted) of variation in 'Overall Satisfaction' was accounted for by the full model ($R^2 = 0.551$, Adjusted $R^2 = 0.505$). The R Square Change statistic and the Sig. F Change value show that 'Program Imp. Capabilities' and 'Program Dev. Capabilities' made an additional significant unique contribution of 9.5% ($\Delta R^2 = 0.095$) to the variance of perceptions of 'Overall Satisfaction'.

As can be seen in Table 6.12, the standardised regression coefficient (Beta) for one 'Key Components of Program Success' variable: 'Service Delivery Leadership & Gov.', and one 'Organisational Capabilities' variable: 'Program Dev. Capabilities', were significant when all the other variables were controlled for. 'Service Delivery Leadership and Gov.' explained unique variation of 9.5% ($sr^2 = (0.308)^2 = 0.095$), and 'Program Dev. Capabilities' explained unique variation of 8.4% ($sr^2 = (0.290)^2 = 0.084$), when all the other variables, that is, the control variable: 'Public/Non-public', the 'Respondent's Main Tasks' variable: 'Org. & Admin. MSP Service Delivery', the 'Organisation's Mission' variable: 'Enhance Public Involvement & Participation', the two 'Organisation's Activities' variables: 'Org. MSP Development' and 'Org. MSP Service Delivery', one of two 'Key Components of Program Success' variables: 'Planning Clarity & Efficiency', and one of two 'Organisational Capabilities' variables: 'Program Imp. Capabilities' were controlled for.

Table 6.12: Regression analysis of stakeholders' overall satisfaction

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	7.018	.194		36.110	.000			
Public/Non-public	1.061	.364	.285	2.917	.004	.285	.285	.285
2 (Constant)	4.232	.905		4.674	.000			
Public/Non-public	.666	.370	.179	1.802	.075	.285	.182	.169
Org. & Admin. MSP Service Delivery	.384	.122	.313	3.144	.002	.374	.307	.294
3 (Constant)	3.374	.945		3.572	.001			
Public/Non-public	.455	.369	.122	1.232	.221	.285	.126	.112
Org. & Admin. MSP Service Delivery	.178	.145	.145	1.231	.221	.374	.126	.112
Enhance Public Involvement & Participation	.321	.127	.301	2.515	.014	.437	.251	.229
4 (Constant)	3.193	.958		3.333	.001			
Public/Non-public	.413	.372	.111	1.110	.270	.285	.115	.099
Org. & Admin. MSP Service Delivery	.046	.165	.037	.279	.781	.374	.029	.025
Enhance Public Involvement & Participation	.255	.140	.239	1.822	.072	.437	.187	.162
Org. MSP Development	.386	.155	.349	2.483	.015	.476	.251	.221
Org. MSP Service Delivery	-.153	.157	-.138	-.973	.333	.334	-.101	-.087
5 (Constant)	.918	.932		.986	.327			
Public/Non-public	.121	.329	.033	.368	.714	.285	.039	.029
Org. & Admin. MSP Service Delivery	-.189	.156	-.154	-1.208	.230	.374	-.126	-.094
Enhance Public Involvement & Participation	-.044	.137	-.041	-.319	.750	.437	-.034	-.025
Org. MSP Development	.197	.140	.178	1.406	.163	.476	.147	.109
Org. MSP Service Delivery	.098	.145	.089	.681	.498	.334	.072	.053
Planning Clarity & Efficiency	.101	.120	.098	.842	.402	.460	.088	.065
Service Delivery Leadership & Gov.	.655	.129	.558	5.058	.000	.650	.471	.393
6 (Constant)	.432	.868		.498	.620			
Public/Non-public	.067	.303	.018	.221	.825	.285	.024	.016
Org. & Admin. MSP Service Delivery	-.118	.145	-.096	-.813	.418	.374	-.086	-.058
Enhance Public Involvement & Participation	-.114	.127	-.107	-.898	.372	.437	-.095	-.064
Org. MSP Development	.129	.129	.117	.999	.320	.476	.106	.071
Org. MSP Service Delivery	.066	.133	.060	.499	.619	.334	.053	.036
Planning Clarity & Efficiency	-.176	.139	-.171	-1.264	.210	.460	-.134	-.090
Service Delivery Leadership & Gov.	.547	.127	.466	4.317	.000	.650	.418	.308
Program Imp. Capabilities	.164	.152	.140	1.077	.284	.546	.114	.077
Program Dev. Capabilities	.418	.103	.410	4.065	.000	.614	.398	.290

a. Dependent Variable: Overall Satisfaction

A simplified model was formed by the two independent variables: 'Service Delivery Leadership & Gov'. and 'Program Dev. Capabilities', and the dependent variable 'Overall satisfaction'. An OLS regression analysis was conducted on this simplified model. As illustrated in Table 6.13 and Table 6.14, the multiple R (0.730) for the regression was significantly different from zero, ($F(2,90) = 55.320$, $p < 0.001$). In total 53.3% (63% adjusted) of the variation in 'Overall Satisfaction' was accounted for by the independent variables: 'Service Delivery Leadership & Gov.' and 'Program Dev. Capabilities' ($R^2 = 0.533$, $adj. R^2 = 0.523$).

Table 6.13: Model summary - Service delivery leadership & governance and program development capabilities

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 ^a	.533	.523	1.16306

a. Predictors: (Constant), Program Dev. Capabilities, Service Delivery Leadership & Gov.

Table 6.14: ANOVA - Service delivery leadership & governance and program development capabilities

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	149.664	2	74.832	55.320	.000 ^a
	Residual	131.214	97	1.353		
	Total	280.877	99			

a. Predictors: (Constant), Program Dev. Capabilities, Service Delivery Leadership & Gov.

b. Dependent Variable: Overall Satisfaction

Table 6.15: Standardised regression coefficient (Beta) for service delivery leadership & governance and program development capabilities

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.385	.680		.567	.572			
	Service Delivery Leadership & Gov.	.530	.096	.451	5.501	.000	.654	.488	.382
	Program Dev. Capabilities	.387	.083	.382	4.666	.000	.622	.428	.324

a. Dependent Variable: Overall Satisfaction

As is outlined in Table 6.15, the standardised regression coefficients (Beta) for ‘Service Delivery Leadership & Gov.’ and ‘Program Dev. Capabilities’ were significant. ‘Service Delivery Leadership & Gov.’ and ‘Program Dev. Capabilities’ explained unique variation of 14.6% ($sr^2 = (0.382)^2 = 0.146$) and 10.5% ($sr^2 = (.324)^2 = 0.105$) respectively in ‘Overall Satisfaction’.

Therefore, 53.3% of the variation in ‘Overall Satisfaction’ can be explained by one ‘Key Components of Program Success’ variable: ‘Service Delivery Leadership & Gov.’, and one ‘Organisational Capabilities’ variable: ‘Program Dev. Capabilities’. This finding can be expressed by the formula: ‘Overall Satisfaction’ = 0.385 + 0.451 (‘Service Delivery Leadership & Gov.’) + 0.382 (‘Program Dev. Capabilities’).

A hierarchical regression analysis was used to examine the relative weights of the independent variables in explaining the variance of the factors contributing to stakeholders overall satisfaction with Mass Sports programs service delivery performance. A six-stage analysis was conducted. In each stage of the regression, an additional block/construct of variables was entered following the order from:

1. control variable: ‘Public/Non-public’. [Public/Non-public refers to internal stakeholders (Senior Sports Development Officers) and external stakeholders (Sports Leaders) of public sports organisations]
2. ‘Respondent’s Main Tasks’: ‘Org. & Admin. MSP Service Delivery’ [Organising and administering Mass Sports programs service delivery]
3. ‘Organisation’s Mission’: ‘Enhance Public Involvement & Participation’ [to enhance public involvement and participation in Mass Sports Programs for creating active and healthy community]
4. ‘Organisation’s Activities’: ‘Org. MSP Development’ [organising Mass Sports program development] and ‘Org. MSP Service Delivery’ [organising Mass Sports program service delivery]
5. ‘Key Components Contributing to Program Success’: ‘Planning Clarity & Efficiency’ [Planning clarity and efficiency] and ‘Service Delivery Leadership & Gov.’ [Service delivery leadership and governance]
6. ‘Organisational Capabilities’: ‘Program Imp. Capabilities’ [Program implementation capabilities] and ‘Program Dev. Capabilities’ [Program development capabilities].

This method enables evaluation of the contribution of the different constructs, as well as the specific variables within each block. The results showed that changes in ‘Service Delivery Leadership and Governance’ and ‘Program Development Capabilities’ (independent variables) led to changes in stakeholders’ overall satisfaction. This result suggested that the most important factors contributing to Stakeholders’ overall satisfaction were ‘Service Delivery Leadership and Governance’ and ‘Program Development Capabilities’.

6.6 Chapter Summary

The survey results addressed key constructs contributing to the successful service delivery of Mass Sports programs (Table 6.16). As shown in Table 6.16, Principal component analysis successfully identified nine key constructs associated with the successful service delivery of Mass Sports programs. ‘Respondent’s main tasks’ (‘Organising and Administering Mass Sports Program Service Delivery’, $\alpha = 0.91$), ‘Organisation’s Mission’ (‘To enhance Public Involvement and Participation in Mass Sports Programs for Creating Active and Healthy Community’, $\alpha = 0.95$), and ‘Organisation’s Activities’ (‘Organising Mass Sports Program Development’, $\alpha = 0.92$; and ‘Organising Mass Sports Program Service Delivery’, $\alpha = 0.77$) were the main organisational contexts underlying the successful service delivery of Mass Sports programs. Whereas ‘Planning Clarity and Efficiency’ ($\alpha = 0.95$), ‘Service Delivery Leadership and Governance’ ($\alpha = 0.86$), ‘Program Implementation Capabilities’ ($\alpha = 0.95$), and ‘Program Development Capabilities’ ($\alpha = 0.93$) were management practices in the Public Sports organisations system that also contributed to the success. Principal component analysis also significantly identified stakeholders’ ‘Overall Satisfaction’ ($\alpha = 0.96$) as a construct for measuring satisfaction with Mass Sports program service delivery performance.

Table 6.16: Key constructs from the survey

TASKS	ORGANISATIONAL MISSION	ORGANISATIONAL ACTIVITIES	FACTORS ENABLING PROGRAM'S SUCCESS	ORGANISATIONAL CAPABILITIES	STAKEHOLDERS' SATISFACTION
Organising & Administering Mass Sports Programs Service Delivery ($\alpha=0.91$) : 1. Organising mass sports programs 2. Monitoring mass sports programs 3. Managing mass sports programs 4. Evaluating mass sports programs 5. Publishing information 6. Planning mass sports programs 7. Organising promotion activities 8. Managing the internal administration system	To enhance public involvement and participation in mass sports programs for creating active and healthy community ($\alpha=0.95$) : 1. To provide opportunities for public participation in mass sports programs 2. To promote active lifestyles among the community 3. To cultivate healthy lifestyles among community members 4. To provide opportunities for enhancing skills in sports, recreation and physical activity among community members. 5. To educate the community about the benefits of physical activity 6. To positively change community attitudes towards sports, recreation and physical activity programs 7. To enhance leadership for organising mass sports programs 8. To promote sports culture among the community 9. To enhance volunteers for organising mass sports programs	Organising Mass Sports Programs' Development ($\alpha=0.92$) : 1. Organising seminars 2. Publishing information 3. Organising workshops 4. Organising training for volunteers 5. Organising courses 6. Organising promotion activities Organising Mass Sports Programs' Service Delivery ($\alpha=0.77$) : 1. Organising sports programs 2. Organising recreation programs 3. Organising training for sports leaders 4. Organising fitness programs	Planning Clarity and Efficiency ($\alpha=0.95$) : 1. The program's goals were clear 2. The program arose from long-term planning rather than ad-hoc initiatives 3. The management decision making was clear 4. Information was well communicated to the members of the organisation 5. Organisational capabilities(ability to use organisation's resources to produce services) were efficient Service Delivery Leadership and Governance ($\alpha=0.86$) : 1. Organisational resources (Money) were fully utilised 2. Organisational resources (Infrastructures) were fully utilised 3. The program was supported by the top management of the Ministry of Youth and Sports 4. The program was supported by the top management of the State Department of Youth and Sports	Program Implementation Capabilities ($\alpha=0.95$) : 1. Problem solving skills 2. Leadership Skills 3. Team work 4. Managing multiple tasks 5. The ability to prioritise Program Development Capabilities($\alpha=0.93$) : 1. Marketing the program 2. Networking skills 3. Management of non-government sponsorship 4. The ability to conduct program evaluation 5. The ability to conduct program needs assessment	Overall Satisfaction ($\alpha=0.96$): 1. Overall, I am satisfied with the organisational capabilities (ability to use organisation's resources to produce services) of the Sports Development Division at the state level 2. Overall, I am satisfied with the service delivery of mass sports programs organised by the Sports Development Division at the state level 3. Overall, I am satisfied with the service delivery of mass sports programs organised by the Sports Development Division at the federal level 4. Overall, I am satisfied with the organisational capabilities (ability to use organisation's resources to produce services) of the Sports Development Division at the federal level 5. Overall, I am satisfied with the performance of service delivery for mass sports programs managed by my organisation

The mean score differences between key internal stakeholders (Senior Sports Development Officers attached to Public Sports Organisations) and key external stakeholders (Sports Leaders from Sports associations/clubs) towards the constructs of 'Planning Clarity and Efficiency', 'Service Delivery Leadership and Governance', 'Program Implementation Capabilities', 'Program Development Capabilities', and stakeholders' 'Overall Satisfaction' are shown in Figure 6.21. It can be seen that in all the five identified constructs, the mean scores were consistently higher for the key internal stakeholders (Senior Sports Development Officers attached to Public Sports Organisations) than for the key external stakeholders (Sports Leaders from Sports Associations/Clubs).

The perceived factors contributing to program success, organisational capabilities enabling program success and overall satisfaction with Mass Sports program service delivery performance all vary among stakeholders depending on the type of organisation (public sports organisations or sports associations/clubs) and organisation position (organisation at federal level or state level or district level). It can be concluded that the perspectives of key internal stakeholders (Senior Sports Development Officers) and key external stakeholders (sports leaders) towards the five identified constructs vary significantly from each other.

Figure 6.21: Mean score differences between key internal stakeholders (public sports organisations) and key external stakeholders (sports associations/clubs)

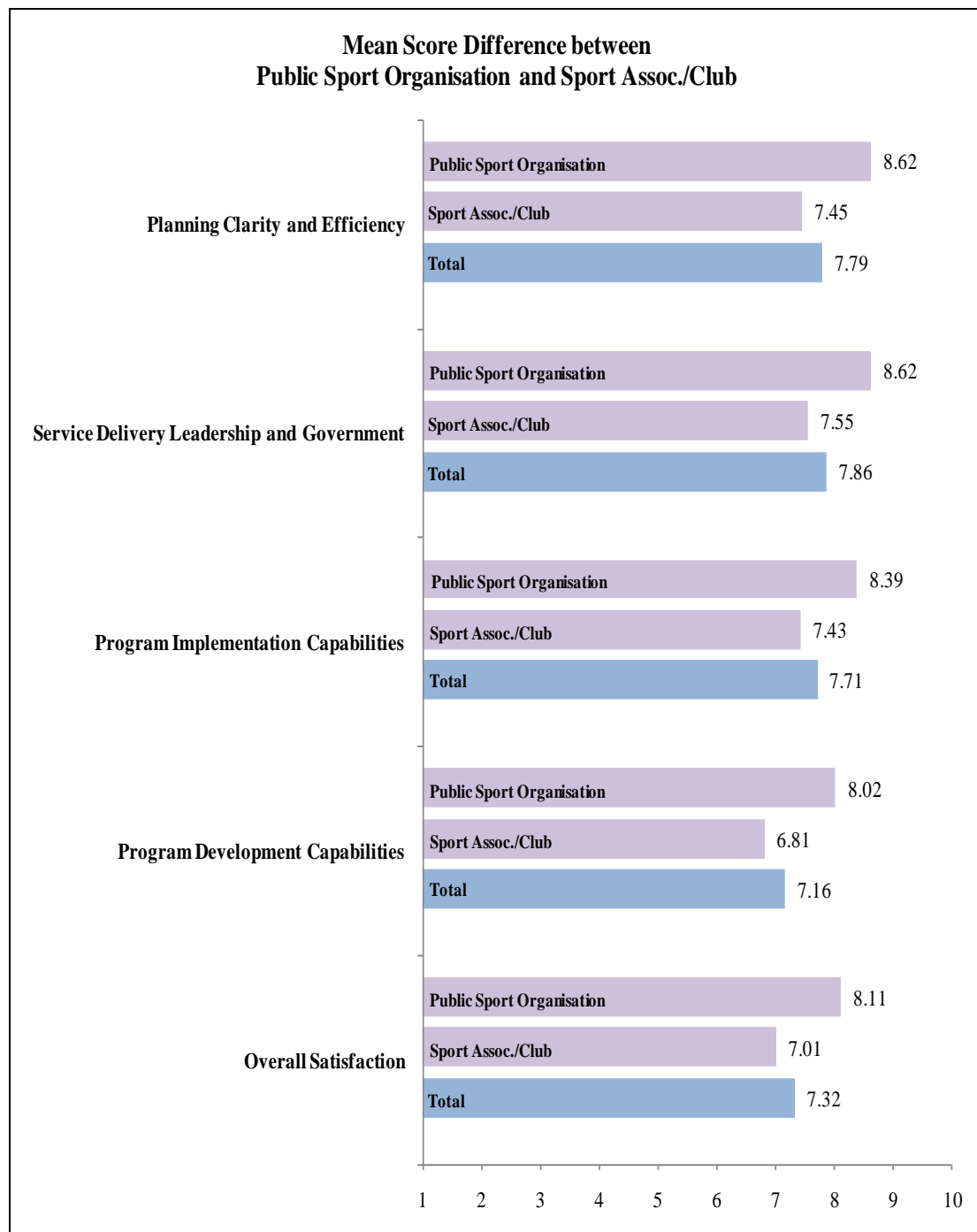


Figure 6.21. The figure compares the mean scores of "Federal Public Sports Org.", "State Public Sports Org.", "Federal Sport Assoc./Club", "State Sport Assoc./Club" and "District Sport Assoc./Club". There is a significant difference between two groups for an item if the mean scores for both groups are underlined or bolded or italicised or with * or with ^a or with ^b or with ^c. There is not a significant difference for a group if its mean score is not underlined, bolded or italicised or with * or with ^a or with ^b or with ^c. Scale: 1 = Extremely Unsatisfied, 10 = Extremely Satisfied.

Significant results from the hierarchical regression analysis suggest that ‘Respondent’s Main Tasks’ (‘Organising and Administering Mass Sports Program Service Delivery’), ‘Organisation’s Mission’ (‘to enhance Public Involvement and Participation in Mass Sports Programs for Creating Active and Healthy Community’), ‘Organisation’s Activities’ (‘Organising Mass Sports Program Development’; and ‘Organising Mass Sports Program Service Delivery’), ‘Planning Clarity and Efficiency’, ‘Service Delivery Leadership and Governance’, ‘Program Implementation Capabilities’, ‘Program Development Capabilities’ and level of stakeholders ‘Overall Satisfaction’ were the key components for assessing the successful service delivery of Mass Sports programs. However, among those components, ‘Service Delivery Leadership and Governance’ and ‘Program Development Capabilities’ were the two main areas that significantly contributed the most to stakeholders’ satisfaction.

CHAPTER 7: DISCUSSION

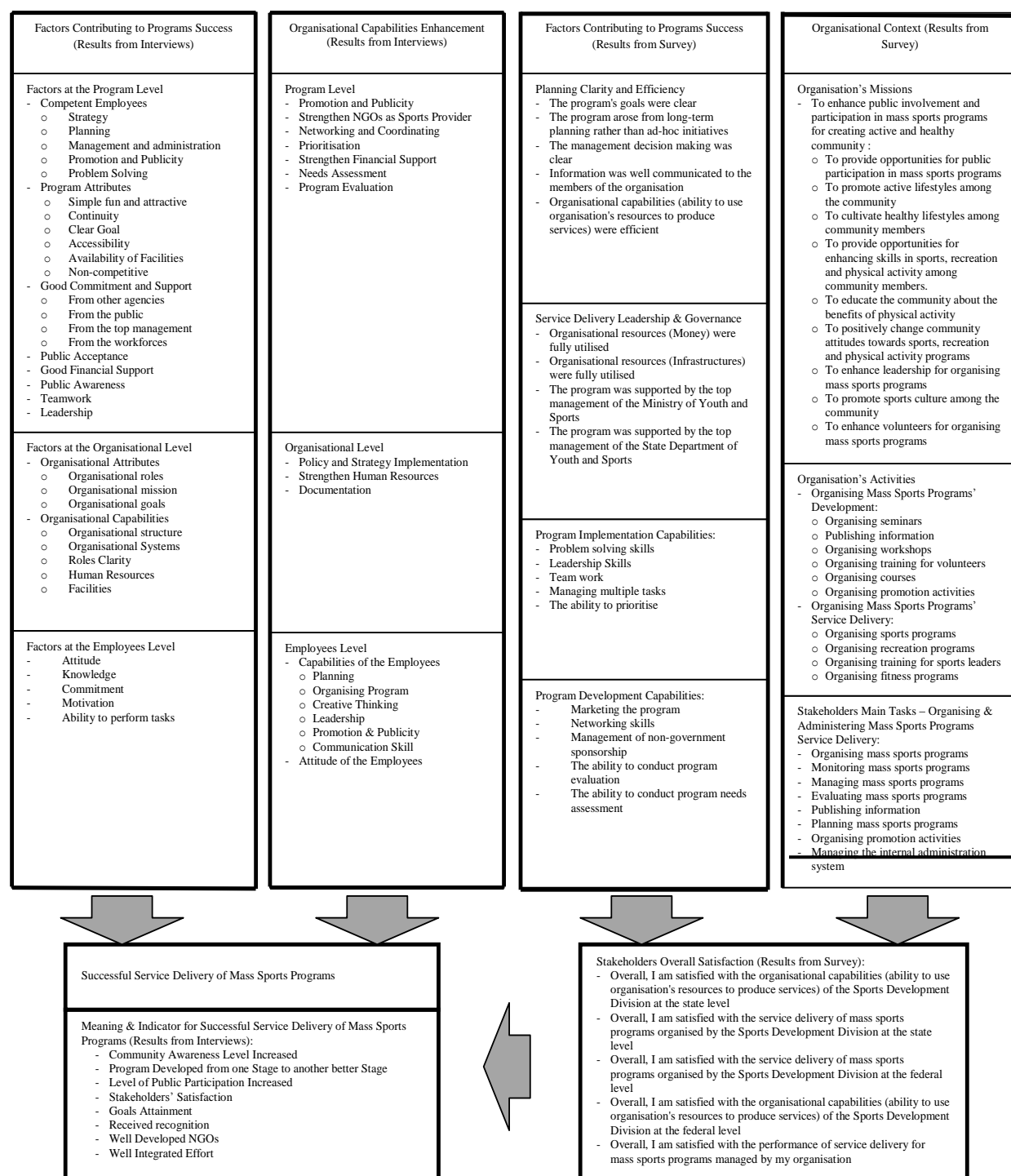
7.0 Introduction

The seven research questions outlined in Chapter 3 and 4 are discussed in this chapter. The discussion is based on relevant information gained from the interviews and survey. In general, this research provides information on how Mass Sports programs can be made more successful. All respondents involved in the present study were knowledgeable in various areas related to youth and sports development in the Malaysian context, specifically in Mass Sports programs. Therefore, for the purpose of the present study, they were able to share their views about the successful service delivery of Mass Sports programs. The findings of this study provide meaning and indicators for the successful service delivery of Mass Sports programs, including several factors that have enabled their success in the Malaysian context. In addition, the organisational capabilities and areas of capabilities enhancement have also been identified. Specifically, this section addressed the following research questions:

1. How is successful service delivery of mass sports programs defined and measured?
2. What are the factors that determine a mass sports program's success?
3. Are these factors equally important to the key internal stakeholders (senior sports development officers) and key external stakeholders (sport leaders) for the Ministry of Youth and Sports (MoYS) Malaysia?
4. What are the capabilities needed by public sports organisations for successful service delivery of mass sports programs?
5. How can the capabilities of public sports organisations be enhanced to achieve successful mass sports program delivery?
6. What are the levels of stakeholders' satisfaction with mass sports program service delivery performance by public sports organisations?
7. What are the reasons for key internal stakeholders' satisfaction (executive group, senior directors and senior sports development officers) and key external stakeholders' satisfaction (sports leaders) with the performance of mass sports program service delivery by public sports organisations?

Result from the interviews and survey used to answer the related research questions are shown in Figure 7.1.

Figure 7.1: Successful service delivery of mass sports programs



7.1 Internal stakeholders' perceptions of successful service delivery of Mass Sports programs

This section answers the first research question: How is successful service delivery of Mass Sports programs defined and measured? Based on the interviews, all the respondents themselves (the key internal stakeholders- top management group at federal level and senior directors at federal and state levels) were confident in the success of their organisations in delivering their programs to the target groups. Definition and measurement of successful service delivery of Mass Sports programs were found to be similar by all respondents. They defined success based on the measurement of program success. The programs were considered successful when:

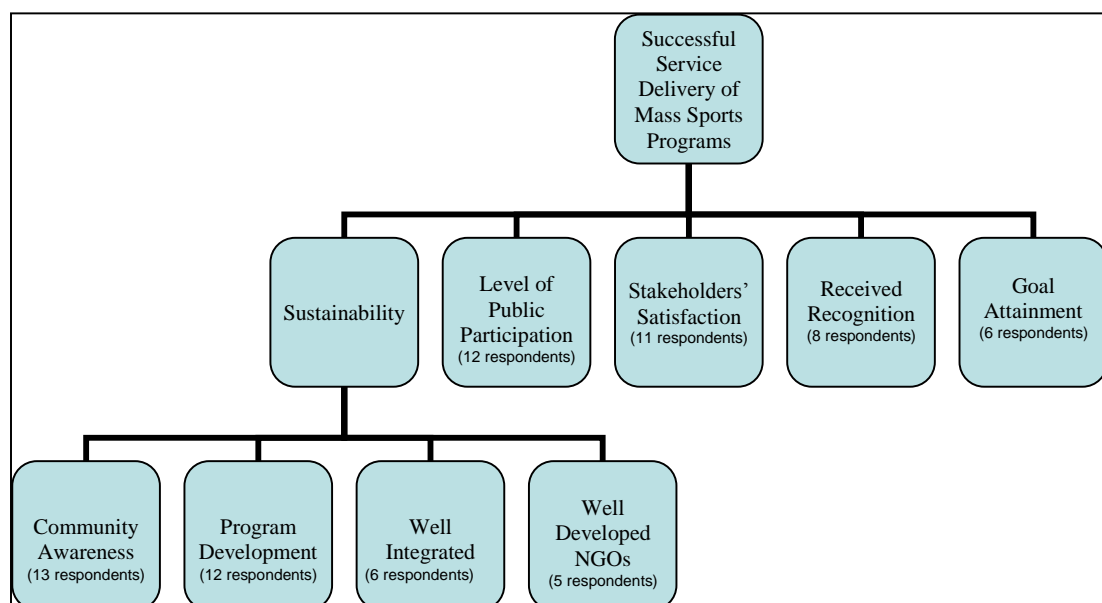
- i. Level of community awareness to get involved in physical activities increased; and more programs and activities could be observed organised by the community themselves and evidence of active lifestyle could be observed within the community (e.g. more people jogging in the park).
- ii. The program developed from one stage to another better stage (e.g. the Sports Department introduced the program and it developed from an introduction level to an advanced level, the program evolved and a series of competitions were organised at various levels and locations, and the number of experts and technical support people for the program increased).
- iii. Many people participated in the program.
- iv. The top management was satisfied with the program, especially when the program successfully: attained its targeted goal; received recognition, either written or verbal, from various parties involved in the program, including the management and public; was well attended by the target groups; and staff performed well in organising, administering and delivering the program.
- v. The program attained its targeted goal and fulfilled the organisational expectations.
- vi. The program received recognition from other agencies or bodies (e.g. the program became a trademark for the public sports organisation, the program is recognised by the Malaysian Book of Records).
- vii. NGOs were well developed (e.g. more NGOs were established and helped to deliver the program to the community: instead of the public sports organisations, NGOs became the main service provider for Mass Sports programs).

- viii. The program was delivered by various agencies but the public sports organisations were responsible for administering the service delivery system of the program (well integrated effort).

In general, the success indicators for Mass Sports programs found in the present study were in line with Green (2008), Burnett (2008) and Watt (1998) that judging programs' success is based on its achievement in terms of the program's development direction and the attainment of both the program and organisation targeted goals, including its purposes, objectives and focus. The central measure of success was based on the public sports organisation's achievement in increasing the level of public participation and involvement in the sports, recreation and physical activities. It is apparent from the interviews that high community awareness levels could improve the public acceptance of Mass Sports programs provided to them and also increase a public volunteerism spirit for providing sports services to the community.

The analysis of indicators for the successful service delivery of Mass Sports programs led to the construction of three hierarchical levels of interrelated nine themes or categories (Figure 7.2).

Figure 7.2: Hierarchical categories of indicators for successful service delivery of mass sports programs



As can be seen from the figure, four themes, community awareness level, program development, well integrated effort and well developed NGOs, explain ‘sustainability’. This new theme portrays the views of respondents in defining success. For them, sustainability was considered to have been achieved when they saw that: the community awareness level was increasing and the community was continuously involved with the program; the program developed from one stage to another better stage; various agencies were integrated in the delivery system; and a number of NGOs related to the program were well developed as sports providers. Therefore, this study suggests that the indicators for the successful service delivery of Mass Sports programs are: program sustainability; level of public participation; stakeholders’ satisfaction; received recognition; and goal attainment.

7.2 Factors enabling successful service delivery of Mass Sports programs

This section discusses the answers to the second and third research questions of the present study. The questions and hypotheses are shown in Table 7.1.

Table 7.1: Research questions and hypotheses related to factors enabling successful service delivery of Mass Sports programs

Research Question (RQ)	Hypothesis (H)	Decision
RQ2: What are the factors that determine a Mass Sports program’s success?	H1: Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between key internal and external stakeholders of the Ministry of Youth and Sports Malaysia.	H1 is accepted.
RQ3: Are these factors equally important to the key internal stakeholders (Senior sports development officers) and key external stakeholders (Sports leaders) for the Ministry of Youth and Sports (MoYS) Malaysia?	H2: Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key external stakeholders (sports leaders at federal, state and district levels)	H2 is accepted.
	H3: Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key internal stakeholders (Senior sports development officers attached to federal and state levels).	H3 is accepted.

Data and insights gathered from the interviews with the internal key stakeholders of public sports organisations at federal and state levels indicated that the programs they organised

have been delivered successfully to the targeted groups. Evidence found that factors at the program level were the most crucial for successful service delivery of Mass Sports programs, followed by factors at the organisational and employee levels.

7.2.1 Factors at the program level

The most crucial factor contributing to program success emerged from the program level. Eight main elements were identified at this level:

1. Competent employees: There were five elements at this stage that made programs a success: good strategy was presented to develop the programs; good planning was undertaken to implement the programs; the programs were managed and administered efficiently; promotion of and publicity about the programs was good; and finally all problems related to the program service delivery process were addressed and solved efficiently.
2. Characteristics of successful programs:
 - i. Simple, fun and attractive programs attracted public participation and made programs a success.
 - ii. The programs were organised continuously either in terms of their development (from introduction to advanced stage including series of tournaments), levels (from grassroots level to national levels) and implementation period (the program was always available for the public to get involved, not an adhoc program). Interestingly, this factor was also identified as the second criterion for measuring program success.
 - iii. The programs had a clear goal. This also reflects one of the indicators for measuring program success. As mentioned in the previous section, a program was considered successful based on its performance in attaining both the program and organisational targeted goals (the fifth criterion). As such, a clear goal is needed, which in turn helps to establish measurable program objectives.
 - iv. The programs were accessible to the target groups. The public easily accessed or arrived at the program's venue and got involved, either as participants or spectators in the program.
 - v. There were facilities available to implement the program.

- vi. The program was implemented to aim more at public involvement and participation than competition. This element was associated with the program's defining characteristic of being 'simple, fun and attractive' mentioned above.
3. Good commitment and support: especially those received from other agencies, followed by the public, the top management of the public sports organisations and the workforces responsible for implementing the program, were crucial for Mass Sports program success.
4. Public acceptance was another factor that contributed to program success. When the public accepted the program, they got involved. In this case, the number of participants increased as well as the level of public participation. This was also one of the indicators for measuring program success that as identified in the previous section.
5. Good financial support: an appropriate budget allocation enabled a program to be delivered successfully to the targeted groups. More programs were created for a wide range of communities, from national to grassroots levels.
6. Public awareness about the programs: when members of the public received enough information and knowledge about the programs, they were more aware of them. When the public was attracted by the programs, then people came and became involved in the programs. As such, the level of public participation increased. This aspect was associated with the promotion of and publicity about the programs, as well as the level of public acceptance. Clearly, it is apparent that there was a relationship between the levels of public awareness about the programs, public acceptance of the programs and public participation. These three criteria reflect how Mass Sports program success can be measured.
7. The programs were organised and implemented by various agencies. Each of them supported each other and was actively involved in the delivery process of the programs. Again, this element was found to be associated with 'well integrated effort' which has been identified as the eighth criterion for measuring program success.
8. Good leadership made programs a success. In this situation, the leader understands the program's needs, knows the program's direction and is capable of getting more resources and support for delivering the program.

The results presented above reflect the common features of the managerial effectiveness approach to program service delivery. In general, it can be observed that the components that constitute the factors at the program level that contributed to program success are similar to those found by Green (2008), Cunningham and Beneforti (2005) and Real and Poole (2005). Although the factors for program success depicted in their studies vary, the present study indicates that the basic requisite for Mass Sports program success is relying on the managerial effectiveness approach to program service delivery, focusing on the: workforce's competence; characteristics of the programs; good commitment and support from various parties for organising, implementing and providing more resources including finance; community acceptance and awareness; teamwork; and leadership. These results were enhanced by findings from the survey.

In the survey, the factors enabling Mass Sports program success were quantitatively assessed from both internal and external key stakeholders of Mass Sports programs. What can be learned is that different sets of priorities were held by the different levels of positions in the organisations. It is evident from the principal component analysis that there were two distinct components contributing to Mass Sports program success: 'Planning Clarity and Efficiency'; and 'Service Delivery Leadership and Governance'. These components, together with the specific items comprising them, were perceived by the respondents to be critical for Mass Sports program success, but key internal and external stakeholders' perspectives towards the importance of those components as a factor for program success varied. A similar pattern was observed for these two components, where there are statistically significant mean score differences between the key internal stakeholders (senior sports development officers attached to public sports organisations) at the state level and the key external stakeholders (sports leaders at sports associations/clubs) at the state and district levels. Therefore, the first hypothesis H1: Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between key internal and external stakeholders of the Ministry of Youth and Sports Malaysia, is accepted.

For the factor 'Planning Clarity and Efficiency', Senior Sports Development Officers at the State level and Sports Leaders at the Federal level placed more importance on 'Planning Clarity and Efficiency' as a factor contributing to Mass Sports program success than did the other stakeholder groups. Senior Sports Development Officers at the state level placed the

highest importance on ‘clear program goals’, ‘program arose from long-term planning’, ‘clear management decision-making’ and ‘information was well communicated’, while Sports Leaders at the federal level saw ‘organisational capabilities were efficient’ as more important for program success. A clear pattern was observed that Senior Sports Development Officers attached to Public Sports Organisations placed more importance on ‘Service Delivery Leadership and Governance’ as a factor contributing to Mass Sports program success than did the Sports Leaders from Sports Associations/Clubs. Senior Sports Development Officers at the State level perceived this component as more important for a program success than did the other stakeholder groups. They placed the highest importance for all items: ‘Organisational Resources (Money) Were Fully Utilised’; ‘Organisational Resources (Infrastructures) were Fully Utilised’; ‘The Program was supported by the Top Management of the Ministry of Youth and Sports’; and ‘The Program was supported by the Top Management of the State Department of Youth and Sports’. The public sports organisations were seen as more responsible for overseeing the broad allocation of resources in Mass Sports programs development and implementation. The top management of these organisations was responsible for explaining the relevant policy to all members of the organisation clearly.

The results imply that stakeholders had different perspectives on the importance of ‘Planning Clarity and Efficiency’ and ‘Service Delivery Leadership and Governance’ as factors contributing to program success, depending on their positions (Senior Sports Development Officers attached to public sports organisations or Sports Leaders from sports associations/clubs) and level of their organisations (federal, state and district). Based on these results, therefore, the following hypotheses of this present study have also been accepted:

H2: Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key external stakeholders (sports leaders at federal, state and district levels)

H3: Perceptions of factors contributing to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key internal stakeholders (Senior sports development officers attached to federal and state levels).

The findings of the present study show that ‘Planning Clarity and Efficiency’ and ‘Service Delivery Leadership and Governance’ are two key components that are important for Mass Sports program success, especially at the state and district levels. These imply that planning, leadership and governance practices within the service delivery systems of Mass Sports programs were crucial for program success. These results are in line with ‘recreation and leisure service delivery system’ of Edginton and Griffith (1983, p. 23) which asserts that organisational resources and management processes are two important domains of the delivery system. Based on this system, results found from this study show that ‘Planning Clarity and Efficiency’ (program’s goals were clear, program arose from long-term planning, management decision-making was clear, information was well communicated, organisational capabilities/ability to use organisation’s resources to produces services were efficient) dealt with an area of management process at the Mass Sports program development stage that supported the strategic directions of the organisation, while ‘Service Delivery Leadership and Governance’ (organisation’s budget was fully utilised, organisation’s infrastructure was fully utilised, program was supported by the top management of the Ministry of Youth and Sports, program was supported by the top management of the State Department of Youth and Sports) dealt with an area of management decision-making and utilisation of organisational resources that reflected governance.

The domain of management process is also important in the organisational effectiveness framework (Dressler 2004). Dressler put emphasis on the management process at the organisational level as one of the ways for achieving organisational effectiveness, while this present study has found that the importance of the management process at the program development stage was crucial for achieving program success. Therefore, it can be concluded that ‘Planning Clarity and Efficiency’ and ‘Service Delivery Leadership and Governance’ do not only represent management processes at the program level, but represent, at the same time specific, control and governance at the organisational level.

7.2.2 Factors at the organisational level

Data gathered from the interview revealed two main components at the organisational level that contributed to program success: the organisational context or attribute (organisation’s

roles, mission and targeted goal) and the organisational capabilities (organisation's structure, systems, role clarity, human resources and facilities). It is clear that service delivery of Mass Sports programs is a process that links the organisational context with its outputs and outcomes. Here, the organisational context frames how the organisation implements its functions to produce outputs or results (Dougherty & Bonanno 1985; Harvey 2006) and the organisational capabilities represent the mutual integration of organisational systems, processes, structure and resources that enable the organisation to produce services as intended (Gill & Delahaye 2004; O'Regon & Ghobadian 2004; Smallwood & Ulrich 2006; Vorhies 1998). The organisational capabilities contribution to programs success is explained further in section 7.3 below.

Results from the survey indicated that the organisation's mission, activities, tasks and capabilities were significantly correlated to each other and positively very significantly ($p < 0.01$) correlated at the zero-order level with overall satisfaction with Mass Sports program service delivery performance. The results suggest that stakeholders at different levels (federal, state and district) and different types of organisations (public sports organisations and Sports Associations/clubs or NGOs) put different emphases on their main tasks. In addition, the survey results also indicated that Public Sports Organisations and Sports Associations/clubs had different organisational missions.

The public sports organisations' mission is more 'to enhance public involvement and participation in Mass Sports programs for creating active and healthy community' than that of sports associations. When compared to their counterparts in the different levels of organisation, public sports organisations at the federal level perceived higher applicability for the organisation's mission 'to enhance public involvement and participation in Mass Sports programs for creating active and healthy community' than for public sports organisations at the state level.

The results revealed that public sports organisations at federal and state levels share the same organisational mission but with different emphases. Organisations at the federal level put more emphasis on 'Provide Opportunities for Public Participation', 'Cultivate Healthy Lifestyles', 'Provide Opportunities for Enhancing Skills', 'Change Community Attitudes', and Promote Sports Culture', whereas the organisations at the state level emphasised

‘Promote Active Lifestyle’, ‘Educate the Community’, Enhance Leadership’, and ‘Enhance Volunteers’ more. Furthermore, public sports organisations at the state level placed more importance on ‘Organising Mass Sports Program Development’ as their organisations’ main activity than public sports organisation at the federal level. Organisations at the federal level placed more importance on ‘Organising Mass Sports Program Development’ as their main organisational activities. A similar pattern was also observed for the main tasks of Sports Development Officers of public sports organisations. Officers at the federal level were more responsible for organising and administering Mass Sports program service delivery than employees at the state level.

Furthermore, it has been found from the survey that Public Sports Organisations and Sports Associations/clubs differently emphasised their organisational activities. Public sports organisations’ activities were more to do with ‘Organising Mass Sports Program Service Delivery’ as organisational activities than were those of sports associations/clubs. When compared to their counterparts in the different levels of organisation, public sports organisations at the federal level perceived higher importance for their organisation in ‘Organising Mass Sports Program Service Delivery’ than public sports organisations at the state level.

It is clear that public sports organisations at federal and state levels simultaneously formed to act as the government’s main agent in delivering Mass Sports programs. Public sports organisations were able to use their authority to obtain cooperation from other agencies and NGOs for generating the service delivery system. They established the formal organisational structure at federal and state levels and got involvement from various NGOs to deliver the programs. This system clearly provides a chain of command from federal to state level, including other related agencies and NGOs. As a result, this system helped public sports organisations to deliver Mass Sports programs successfully to the target groups in the whole country.

These results provide evidence that the public sports organisation structure at federal and state levels facilitates Mass Sports program service delivery. They established their own organisational system for organising activities with a different emphasis. Public sports organisations have developed their structures in accordance with organisational goals and

roles; and public sports organisations' formal structure allows good networking between federal, state and district level agencies, including NGOs, in delivering more successful Mass Sports programs to the community.

In accord with Shannon and Longbottom (2004), those organisational contexts and capabilities reflect the capacity of the service that contributes to program success. Shannon and Longbottom indicated that a service with the capacity of the health system in achieving its goals should have (p. 70): clear mission statement; clear roles, aims and objectives; supportive organisational structures, policies and procedures; appropriate workforce; management practices that support human resource management, financial management and planning; provision of ongoing training; well documented information; data used as a baseline in planning; and realistic timeframes to achieve targets. In confirming Shannon and Longbottom's work (2004), the present study has found that public sports organisations need enhancement related to: policy and strategy implementation; strengthening of human resources; and documentation. These enhancements are discussed further in section 7.4.

Strong evidence was found from the interviews that the key to successful service delivery of Mass Sports programs lies in the capabilities of the organisation to plan, develop and deliver programs that can attract public participation by utilising existing resources and execute strategies effectively. Based on Harvey (2006), Dougherty and Bonanno (1985) and Williams (1980), these results show that successful service delivery of Mass Sports programs was achieved when public sports organisations successfully translated their mission through the transformation of inputs to targeted outputs by utilising their resources effectively. However, results from the interviews revealed only two main resources that contributed to the success: human resources and facilities. The human resources element was seen as the most important factor because the survey's results indicated that programs are successfully delivered as intended when human resources in public sports organisations are capable of developing and implementing the programs. These two key organisational capabilities needed for delivering successful Mass Sports programs are explained further in section 7.3. Furthermore, it is evident from section 7.2.1 (i) that competent employees contribute to program success. Therefore, this finding supports 'Factors at the Employees Level' as another important element contributing to program success.

7.2.3 Factors at the employee level

Results from the interviews showed that employees' attitude, knowledge, commitment, motivation and ability to perform their tasks contributed to successful service delivery of Mass Sports programs. This supports Stier's finding (1999, p. 245) that 'the success of individual programs or activities is also dependent on the individuals who have responsibility for implementing the programs and carrying out the activities associated with such programs'. Results from the survey supported this finding as they provided convincing evidence that the employees of public sports organisations had main tasks as being responsible for organising, monitoring, managing, evaluating, publishing information, planning, organising promotion activities, and managing the internal administration system related to Mass Sports programs. This result is similar to that Stier (1999), who suggested that managerial employees in sport, recreation, and fitness programs should be effective in implementing the 11 processes of management: planning; prioritising; organising; staffing; directing; coordinating; reporting; recording; facilitating; evaluating; and budgeting. In addition, this result is also in line with that of Kraft, Jauch and Boatwright (1996), as they suggested that personnel characteristics including knowledge, skills and attitude contribute to the effectiveness of services provided by the service sector. All these reflect employees' competence at the program level, which have been described in section 7.2.1 (i) and the key organisational capabilities that contributed to program success, which are explained in section 7.3. The central idea here is that employees' attitude to their work, knowledge of their tasks and responsibilities, commitment to their roles and organisation, motivation for performing their roles and functions, and ability to perform their tasks are the most striking factors contributing to the success of the programs.

7.3 Keys organisational capabilities for successful service delivery of Mass Sports programs

This section discusses the fourth research question of the present study. The question and hypotheses are shown in Table 7.2.

Table 7.2: Research questions and hypotheses related to organisational capabilities for successful service delivery of Mass Sports programs

Research Question (RQ)	Hypothesis (H)	Decision
RQ4: What are the capabilities needed by public sports organisations for successful service delivery of Mass Sports programs?	H4: Perceptions of organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between key internal (Senior sports development officers) and external (Sports Leaders) stakeholders.	H4 is accepted.
	H5: Perceptions of organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key external stakeholders (Sports Leaders at federal, state and district levels)	H5 is accepted.
	H6: Perceptions of organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key internal stakeholders (Senior sports development officers attached to federal and state levels).	H6 is rejected.

According to the literature review, organisational capabilities are focused on the internal environment of the organisation and the ability of the organisation to utilise its resources for attaining organisational success (Dutta, Narasimhan & Rajiv 2005; Grant 2005; Ray, Barney & Muhanna 2004; Ray & Ramakrishnan 2006; Wernerfelt 1984). Based on this notion, the present study analysed variables that explained the phenomena related to the organisational capabilities of public sports organisations in delivering successful Mass Sports programs. Based on Grant (2005), therefore, a value chain analysis approach was utilised to analyse the organisational capabilities aspect of public sports organisations because the focus was on the delivery process of organisational activities or services which involve the transformation of organisational inputs to outputs and interaction between internal and external stakeholders. Here, organisational capabilities factors are attributes of the organisational process of program execution, that is, the way in which Mass Sports programs are planned, developed, managed and carried out.

The results from the interviews revealed that the organisational capabilities of public sports organisations were important for the successful service delivery of Mass Sports programs. As mentioned in section 7.2.2, the organisational capabilities were embedded mostly in the following five elements: public sports organisations had good organisational structure to deliver the programs to the target groups; the public sports organisations had good organisational systems for delivering the programs; the public sports organisations established clear roles in developing Mass Sports programs; human resources in the public sports organisations were capable in performing their roles; and public sports organisations had facilities to deliver the programs.

These results are in accord with those of Dressler (2004) in that good organisational structure, good organisational systems, clear organisational roles and the availability of infrastructure are important for organisations to deliver their services. Interestingly, the results of the present study emphasised that organisational capabilities focus more on organisational resources (organisational structure, system, human resources and facilities). As Grant (2005) points out, resources are any organisational inputs made available to an organisation by its environments that are needed for producing organisational activities. The availability of organisational resources and the ability to utilise these resources affect the success that an organisation is likely to experience in attaining its targeted goals. Compared to Dressler (2004), however, the present study found that the organisational capabilities of public sports organisations in delivering successful programs relied very much on their human resources capabilities. This is supported by findings of the survey, in that the organisational capabilities that contributed to program success were the capabilities of the employees for implementing and developing the programs. Results from the survey indicate that ‘Program Implementation Capabilities’ (problem-solving skills, leadership skills, teamwork, managing multiple tasks and the ability to priorities) and ‘Program Development Capabilities’ (marketing the program, networking skills, managing of non-government sponsorship, the ability to conduct program evaluation and program needs assessment) were the key capabilities that have been well developed and enabled public sports organisations in delivering successful Mass Sports programs.

These findings are in line with those of McAlearny (2000), who emphasised the importance of the program development and implementation stage as a baseline for program success in

the Health setting. Although the components for the program implementation and development stage found in the present study were not specifically similar to those of McAlearny (2000), it is apparent that employees' competences at the program development and implementation stage were crucial for program success. These reflect the element of 'competent employees' at the program level explained in section 7.2.1 (i).

Program development capabilities are needed to draw up and oversee the program development strategic planning by promoting the programs to attract public participation and sponsors, establishing networking with various agencies to strengthen and widen the program delivery systems including managing sponsorships, and by making adjustment to improve the programs based on information gathered from program needs assessment and evaluation. At the development stage, activities might include organising seminars, publishing information, organising workshops, organising training for volunteers, organising courses and organising promotion activities. These were significantly found in the survey to be important components of public sports organisations' main activities: 'Organising Mass Sports Program Development'.

Program implementation capabilities are needed to control the service delivery process of the programs by establishing good problem-solving skills, leadership skills, teamwork, multi-tasking and the ability to prioritise. These capabilities were crucial in controlling the service delivery process of Mass Sports programs which incorporated various activities including organising sports programs, recreation programs, fitness programs and training for sports leaders. These were significantly found in the survey to be important components of public sports organisations' main activities: 'Organising Mass Sports Programs Service Delivery'. In accordance with Edginton and Griffith (1983), it is clear that public sports organisations' function is more in *direct service delivery* where their employees who are responsible for Mass Sports programs act as program managers involved in developing the program, including planning, organising, promoting, implementing, monitoring, providing facilities and managing information systems. Their roles also require them to establish a linkage between the public sports organisation as a provider with other bodies or agencies in terms of mutual understanding and decision-making.

As agreed by most of the authors in the organisational effectiveness theory (Cameron 1986; Herman & Renz 2004; Slack & Parent 2006; Wolfe, Hoeber & Babiak 2002), findings of the

present study showed that different groups of stakeholders had different opinions on the organisational capabilities that enabled successful programs. Results from the survey show that Senior Sports Development Officers at the State level and Sports Leaders at the Federal level perceived themselves as more capable of implementing the program than other stakeholder groups. Similarly, Senior Sports Development Officers at the State level perceived themselves as more capable of developing the program than other stakeholder groups. These results indicate that stakeholders' position (federal, state and district) and type of organisation (Public Sports Organisations or Sports Associations/Clubs) had an effect on their perspective on 'Program Implementation Capabilities' and 'Program Development Capabilities' as enabling factors for program success. However, there was no clear difference observed within and among the key internal stakeholder (Senior Sports Development Officers) groups at federal and state level. Based on these results, therefore, hypothesis four (H4) and hypothesis five (H5) of this present study have been accepted but hypothesis six (H6) has been rejected:

H4 has been accepted:

Perceptions of the organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between key internal (Senior sports development officers) and external (Sports Leaders) stakeholders of the Ministry of Youth and Sports Malaysia.

H5 has been accepted:

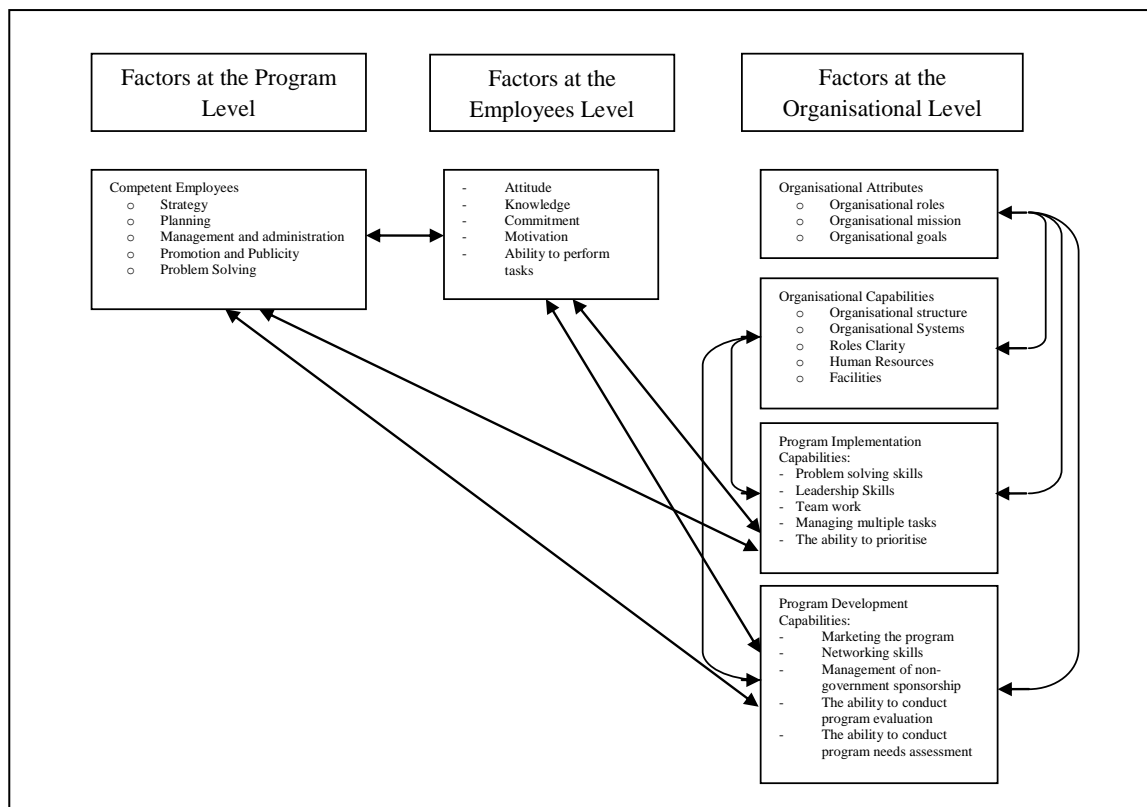
Perceptions of the organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key external stakeholders (Sports Leaders at federal, state and district levels)

H6 has been rejected:

Perceptions of the organisational capabilities that contribute to successful service delivery of Mass Sports programs are significantly different (in terms of their mean score) between groups of key internal stakeholders (Senior sports development officers attached to federal and state levels).

Interestingly, findings of the present study show an obvious link between the factors contributing to program success identified from the interviews, the well developed organisational capabilities that enabled successful programs identified from the survey, and the organisational context or the organisational attributes of public sports organisations (Figure 7.3).

Figure 7.3: Links between factors contributing to program success



As shown in Figure 7.3, it can be observed from the findings of the survey and interviews that human resources are the most evident organisational resources that were crucial for the organisation. Employees' good attitude, being knowledgeable about their tasks, good commitment to their roles, good motivation for performing their tasks and their ability to perform these tasks were fundamental for the organisational capabilities. Their ability to perform tasks reflects their competence in delivering successful Mass Sports programs, which needed them to be competent in strategy, planning, management and administration, promotion and publicity, and problem-solving (as explained in section 7.2.1). What can be learned is that the organisational capabilities involve organisational resources and activities that typically rely on the competence of the organisation's staff to exercise their capabilities. These findings are supported by Ray and Ramakrishnan (2006), who explained that the organisational capabilities are mechanisms for combining resources that form the organisational processes and involve a combination of competences. Thus, it is clear that organisational capabilities involve a strategy for combining the organisational resources effectively, whether it is intangible, tangible or human resources that need to be managed and coordinated to produce services or products in line with the organisation's mission and goal

(Ray & Ramakrishnan 2006; Dutta, Narasimhan & Rajiv 2005; Grant 2005; Ray, Barney & Muhanna 2004)

The key organisational capabilities found from the survey (Program Implementation Capabilities and Program Development Capabilities) reflect the nature of public sports organisations' main activity, which is being purely responsible for developing and implementing Mass Sports programs to the community. This is supported by Real and Poole (2005), that the foundation of the program, especially the implementation stage, is very important and the program is assumed successful if the organisation successfully manages and integrates all the implementation issues in delivering the program (Real & Poole 2005). The well developed organisational capabilities found in the survey confirmed that organisations had capabilities in developing and implementing the Mass Sports programs that they developed based on their dynamic organisational routines (Winter 2003).

Mass Sports programs were developed and implemented as the main activities for attaining public sports organisations' mission. The findings reflect the nature of the public sports development officers' job, which is not purely technical, but requires the ability to organise and administer Mass Sports program service delivery. The emergence of a more complex and modern lifestyle among the community provides a challenge for public sports organisations to attract public participation in Mass Sports programs. They have to be able to: organise Mass Sports programs; monitor Mass Sports programs; manage Mass Sports programs; evaluate Mass Sports programs; publish information; plan Mass Sports programs; organise promotion activities; and manage the internal administration system. These were significantly found from the survey as the public sports organisations' officers' main tasks.

The findings of the present study are in line with Dressler's contention (2004) that the organisational context drives all organisational activities and demonstrates how the organisation's purpose has been translated into mission and goals, how value and strategic capabilities have evolved and how the organisation fits into its environment. It can be observed from the interviews how the importance of organisational policy emerged as a base for an organisation's direction. The results showed that respondents' tasks and responsibilities at various levels were directed by the main organisational policy. Even though respondents at the state level did not mention specifically the main targeted goal

stated in the policy, they knew that their tasks and responsibilities had to be in line with the organisational policy. Indeed, respondents at the state level resembled respondents at the federal level in that they both believed in performing their tasks and responsibilities in accordance with their organisational vision, mission and roles:

Our organisation's roles, our mission and vision are very important. These elements guide us, in everything (Husna, Senior Director at the state level).

This notion provides insight that the organisational capabilities of public sports organisations come very close to the concept of *dynamic capabilities* advanced by Teece (2009, 2007) wherein dynamic capabilities incorporate the three elements of sensing, seizing and managing threat as ongoing actions for the organisation to achieve higher performance. This helps public sports organisations to move in the right direction and to fulfil internal and external organisational demands. Based on the model of 'foundation of dynamic capabilities and business performance' (Teece 2007, p. 1342), the concept of sensing, seizing and managing threat/transforming can be integrated into public sports organisations. This would allow public sports organisations: to identify and decide on the best Mass Sports programs for the community (sensing); to plan and select the best way to organise and deliver the programs to the right target groups (seizing); and to achieve program success and sustainability (managing threat/transforming). It is believed that these capabilities would lead to organisational creativity and innovation in developing and implementing programs that can attract more public participation.

This is in line with factors at the organisational level that contribute to program success as explained in section 7.2.2. It can be seen that at the organisational level, good alignment between the organisational context (mission, goal, roles) and the organisational capabilities (organisational structure, systems, role clarity, human resources and facilities) became a base for public sports organisations in delivering successful services. This direction is in line with the organisational effectiveness framework of Dressler (2004). Here, guided by management decisions, an organisation utilises its various inputs for achieving successful outputs. This research has confirmed that organisational capabilities are multi-dimensional and dynamic, and they develop through continuous organisational learning processes influenced by the organisational environments (Garratt 2000; Grant 2005; Teece 2009; Winter 2003).

7.4 Organisational capabilities enhancement for public sports organisations

The interviews focused on organisations' need for and challenges in enhancing their capabilities in delivering more successful Mass Sports programs. Specifically, respondents' views were analysed to answer research question 5: How can the capabilities of public sports organisations be enhanced to achieve successful Mass Sports program delivery? Overall, the responses affirmed the importance of strengthening various aspects of the program, organisation and employee levels as a way of enhancing the organisational capabilities of public sports organisations for delivering more successful Mass Sports programs. Results from the interviews suggest that organisational capabilities enhancement can be achieved by focusing on improvement at the program, organisation and employee levels.

7.4.1 Organisational capabilities enhancement at the program level

Seven areas were identified by the key internal stakeholders (the top management and senior directors at federal and state levels) that need enhancement for making Mass Sports program service delivery more successful in the future. The seven areas were: promotion and publicity; strengthening NGOs as sports providers; networking and coordinating; prioritisation; strengthening financial support; needs assessment; and program evaluation. All those areas were justified as enhancement at the program level.

Public sports organisations are responsible for producing human services that aim to enhance community wellbeing through public participation in sports, recreation and physical activities. Their services involve a mix of interventions. The interventions are a combination of attempting to change the values, beliefs and attitudes of individuals towards the benefit of physical activity, improving accessibility to programs, developing a relationship with sports clubs/associations, developing instructors for physical activity and developing public sports infrastructures.

There appears to be a need for a more effective approach to the promotion and publicity of Mass Sports programs to generate public awareness and to attract public participation in Mass Sports programs. There is often insufficient public and media recognition of the

achievements of public sports organisations in delivering successful Mass Sports programs. This is reflected in the comparatively low level of public and media interest in promoting this issue. There is a need to increase the commercial value of Mass Sports programs as a way to attract media attention as well as sponsorship from private agencies. Greater efforts should be made to integrate media agencies and private companies into Mass Sports program service delivery systems. Private companies can provide commercial sponsorship in cash and in kind for delivering the programs to the community, in return for name-brand recognition. This helps to widen the scope for promoting public participation.

Limited resources create a need for integration of all agencies including NGOs to be involved in Mass Sports program service delivery systems. Those agencies, especially NGOs, can cater for mass participation across all ages at their local levels. Thus, public sports organisations need to increasingly work with NGOs to maximise scarce resources in supporting Mass Sports program service delivery to the community. Although the Malaysian government provides funding for NGOs to organise Mass Sports programs, more funds should be made available to them and more effort is needed to strengthen their capacity as community sports providers. Beside strengthening the NGOs' administration and governance aspects, public sports organisations have to provide training to improve NGOs' integrity and capabilities as Mass Sports program service providers. Since 'program implementation capabilities' and 'program development capabilities' were found in the present study to be important for the program success, therefore it is believed that those two key organisational capabilities would also work for strengthening NGOs as sports providers.

This study also found that public sports organisations have to strengthen networking and coordinating with NGOs and other agencies for delivering Mass Sports programs to the community. As Mass Sports program managers involved in developing the program, including planning, organising, promoting, implementing, monitoring, providing facilities and managing information systems, they have to establish good linkage between public sports organisations, as main provider, with other relevant agencies in terms of mutual understanding and decision-making related to Mass Sports program service delivery processes (Real & Poole 2005; Edginton & Griffith 1983).

Understandably, most respondents, especially the top management of public sports organisations at the state levels, consider that they could do more to organise and deliver Mass Sports programs if additional public funding was made available. However, the main areas of concern involved the way in which the resources were allocated to the various key functions of the department responsible for promoting and developing sports as well as youth. It appears that funding for high-performance sports and other main activities of public sports organisations, including youth development programs, is relatively higher compared to Mass Sports programs, thereby diluting the access to resources that ensure the success of Mass Sports program service delivery. Here, it is suggested that the top management should outline areas of priority where additional or re-allocated funding support should be given to improve Mass Sports program development and service delivery, and to encourage further development of the community sporting culture. Continued investment and putting more financial supports into Mass Sports programs will raise the profile of public participation at all levels within the community.

Furthermore, public sports organisations have to put more effort into conducting program need assessment and evaluation. Although Slack and Parent (2006) and Real and Poole (2005) noted that program evaluation in the public sports organisations setting is difficult to measure, this study has found that program evaluation, together with program needs assessment, is important for improving program success. A well designed needs assessment and evaluation are needed to document and identify future needs and priorities, ascertain collaboration and coordination with other agencies, and identify program weaknesses. Needs assessment is essential in making sure that programs that have been conducted fulfilled target group needs and avoided offering unwanted programs. Program evaluation will inform the organiser whether a program has successfully attained its targeted goals. All these provide information for public sports organisations to make appropriate adjustments to modify the programs, to meet the needs of different target groups. Such information will help public sports organisations to prioritise the best programs that not only suit community needs but fulfil management expectations. This notion is supported by Chen (2005), McDavid and Hawthorn (2006) and Kettner, Moroney and Lawrence (1999), who argued that program needs assessment and evaluation are important to improve the policy, planning, implementation and effectiveness of programs.

7.4.2 Organisational capabilities enhancement at the organisational level

The interviews revealed that an enhancement of policy and strategy implementation, strengthening human resources and improving documentation resulted in greater capabilities and improved service delivery of Mass Sports programs to the community. The most critical element that needs to be enhanced as a way to improve organisational capabilities is policy and strategy implementation.

7.4.2.1 Enhancement of policy and strategy implementation

Results from the interviews showed that in most cases, the top management at federal level including senior directors at federal and state levels, knew where they were (organisational mission) and where they wanted to be (organisational vision) in promoting public participation in physical activities through Mass Sports programs. They knew their organisation's targeted goal to achieve 50% of Malaysian population involved in physical activity by the year 2020. But 'how to get there' and 'how to prove their achievement' were difficult for them to determine. It seems that there was a lack of clarity in terms of their definition of the organisational mission, vision and targeted goals. However, most of the respondents emphasised the organisation's mission and purpose as guidance for public sports organisations to improve their performance. These are common processes in the management systems of public organisations, which are driven by the organisational mission (McDavid & Hawthorn 2006), and their mission, goals and objectives are often used as references in developing performance measures (Hatry 2006; Poister & Streib 1999).

In this study, it was apparent from the interviews that management decisions on the process of policy and strategy implementation were influenced by social and political demand. This is common in the public sporting organisation domain (Lynn Jr, Heinrich & Hill 2000; McNamee & Fleming 2007), as they are not only charged to fulfil public need, but also to satisfy the central government expectation. Public sports organisations need to continuously find ways to improve the delivery of Mass Sports programs to their target groups in response to constantly changing and demanding conditions (Hums & MacLean 2009). This finding is supported by Hums and MacLean, in that a combination of good decision-making and planning is crucial for good strategic management and helps the organisation to drive its roles

and functions towards its targeted goals. Thus, enhancement of policy and strategy implementation is a crucial organisational process that should become a base for organisational capabilities enhancement (Dressler 2004; Garratt 2000; Winter 2003). This is also supported by Teece (2009, 2007), that organisations need to realign their focus and direction with the dynamic organisational demand, and in line with Dehn, Reinikka and Svensson (2001, p. 8), who suggested ‘analyzing service delivery of the public organisations program, it is important to investigate the processes of how the organisation develop their policy, quality of the policy and availability of the resources’.

The results of this study indicate that there is a gap between the planning at the federal level and implementation at the grassroots level. It is clear that even though the planning and strategies made at the federal level are inconsistent, the implementers at the state levels put full effort into delivering the program as intended. The State Directors acknowledged that they were able to know local community needs, but the federal agency planned programs without considering the states’ opinions. In this case, in order to fit in with local needs, the State Director had been allowed to exercise a greater level of personal judgement in making decisions for delivering the process of the programs to the local level. More importantly, this study found that Mass Sports program success relates to factors within the administrative departments at federal and state levels, and not to the way in which the service is delivered by the departments to the targeted groups. However, public sports organisations in Malaysia have implemented significant changes in their structures in order to broaden services to the community.

Top management, including senior directors, in public sports organisations take on greater organisational level responsibilities and have to be knowledgeable about their organisation’s business. Their decisions impact on strategic management perspectives for their organisation. They have to expand their vision from short-term or ad hoc program planning to a long-term strategic program planning perspective. In this case, the top management has to understand their current organisation’s achievement towards attaining their organisational targeted goal and their organisation’s direction for fulfilling the organisational mission, and strategies need to be devised for attaining and fulfilling those targeted goals and missions. A coordinated effort among the top management at federal and state level to address those aspects will provide a comprehensive, long-term strategic perspective for organisations for implementing

policy and strategy. Thus, this study reveals that top management involvement and understanding about the organisation's contexts (mission, vision and goal), management system and processes including the organisation's internal operations, are the most crucial mechanisms for policy and strategy implementation enhancement. It is important to define and communicate the organisational mission clearly during the planning stage. It is also important at this stage to set the priorities of activities that support the organisational mission. At this point, there is a need to put emphasis on coordinating planning between federal and state agencies focusing on the selection of planned alternatives, to increase Mass Sports program service delivery performance and to make sure programs are successfully delivered to the right target groups. Policies, strategies, facilities and services should be realigned with the organisation's direction. This is one of the ways to enhance public sports organisations' capabilities for delivering more successful Mass Sports programs to the community.

7.4.2.2 Strengthen human resources

The issue of insufficient human resources responsible for delivering Mass Sports programs has been highlighted by the respondents. However, based on the interviews, a suggestion has been made that the organisational capabilities of public sports organisations can be enhanced if the organisation can integrate human resources from various agencies, including NGOs and the community, to deliver programs. Here, public sports organisations as the main government agency responsible for sports development has to act only as a coordinator. For example, respondents suggested that public sports organisations could create a new post of Sports Development Officer to be attached to other agencies and to train more sports leaders from NGOs to lead Mass Sports programs at their particular levels.

The success of the goals of an organisation depends on its ability to ensure that competent people undertake various functions and responsibilities. In order to maintain and improve the quality of products and services, public sports organisations have to develop their human resources in a proper way. They have to note that it is important for an organisation to design a structure of competence development that enables review of its effectiveness to be undertaken, and to fit with dynamic changes in the organisational strategies. So far, the sports development officers of public sports organisations, including the senior management, rely heavily on program management skills that they have acquired throughout their career

progression. In the context of public sports organisations in Malaysia (government agency), normally Sports Development Officers move upwards in their career progression from program management responsibilities to executive level responsibilities (senior directors are attached to both the federal and state levels, and can move upwards to hold the position of Director General of the department). In public sports organisations, they are continuously managing at the executive level with program management skills. The nature of their work is involved very much with typical managerial practices, which are associated with intensive decision making and guidance of program development and implementation. They need to continuously show their impact as leaders in the sports development domain. They need to be competent in their profession i.e. officers need sports related knowledge and experiences to perform their roles and to develop monitoring systems and program evaluation. This finding is consistent with Hums and MacLean (2009), Garratt (2000), Stier (1999) and Watt (1998) in that the study provides evidence that public sports organisations are relying on their competent people to achieve success. Thus, continuous learning opportunities including mentoring programs for employees can develop their competence level.

Public sports organisations have to review their human resources development to ensure that continuous learning occurs and new practices are reinforced. The results highlight that public sports organisations can sustain their performance for delivering successful Mass Sports programs by maintaining ongoing learning through specific training appropriate to the purpose of the profession of sports development officer. Strong evidence of the importance of providing training was found when 84.6% or 11 respondents mentioned this aspect in the interviews. The respondents urged that relentless efforts for developing officers' competence should become a priority for public sports organisations to deliver their service successfully. They spelt out the need for public sports organisations to develop training modules and establish clear career development directions for their officers that suit the purpose of the profession. Indeed, they suggested that public sports organisations should create specification and specialisation in their roles and functions. Indeed, besides providing ongoing training for existing officers, public sports organisations have to review their recruitment process for appointing new officers not only based on their academic qualification but including their background. Here, as explained in section 7.2.3, it is believed that the recruitment process should take into account the individual's attitude, knowledge, commitment, motivation and

ability to perform multiple tasks. On the other hand, for existing officers, the organisation has to put the right people into the right position as a way to optimise their performance.

7.4.2.3 Improve documentation

Lack of references was the main issue that was highlighted in the interviews. Respondents argued that programs were planned and developed based on officers' existing knowledge and experience. The officers in charge made their own judgements about developing the programs that they thought might work well for the community. In fact, information on public sports organisations' roles and functions, including services they provide to the community and the importance of sports development to the nation, were also found to be lacking. Thus, the need to improve information systems in terms of improving documentation systems is another way that was suggested by the respondents for the organisational capabilities enhancement. All documents relating to program development, implementation and achievement should be available for reference. This would better aid program development and implementation as they provide a foundation and rationale for decision-making.

The senior directors at the federal and state level believed that there is a need to establish a good reporting and documentation system as a basis for decision-making. Decisions made by the top management group at the federal level were always influenced by politics and their lack of knowledge about community needs hindered clear decision making. The key success factors identified for successful service delivery of Mass Sports programs were consistent in decision-making. Decisions made by the top management changed based on leadership and the programs suffered in terms of consistency. Both senior directors attached to federal and state levels were aware of the importance of consistent decision making. There was a widespread view among respondents that decision-making in public sports organisations relating to Mass Sports programs were being driven by the line management at the federal level. Emphasis was given to retaining existing programs that had been accepted by the community, rather than developing or introducing new programs to fulfil line management expectations. This should be driven by the philosophy of continuous public participation, which is believed will help to change community behaviour towards an 'active and healthy lifestyle'. All this happened because the management group was not able to refer to the right

documents and information in making a decision. Standardised documentation systems appeared to be fairly lacking in detail and not consistent across federal and state levels agency.

Thus, it is suggested that centrally governed documentation, including needs assessment and program evaluation would enhance the capabilities of public sports organisations for program development and the delivery process of Mass Sports programs. It is evident that clear information and good documentation are needed in the decision-making process to help public sports organisations to establish good governance including program governance, (Hums & MacLean 2009; Klakegg & Haavaldsen 2011) for enhancing organisational capabilities.

7.4.3 Organisational capabilities enhancement at the employee level

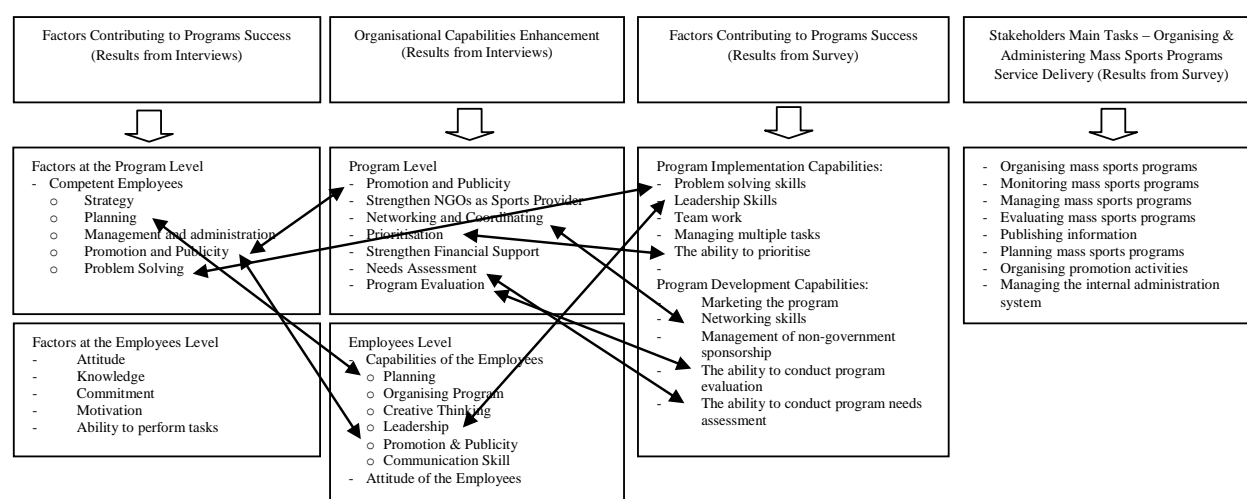
Although different stakeholders emphasised different aspects of the importance of capabilities' contribution to program success, results from the interviews indicated that a program that had been delivered with a good strategy, good planning, good management and administration, and good promotion and publicity had fewer problems and was delivered successfully in the past – as explained in section 7.2.1(i). These were enhanced by findings from the interviews that revealed the factors at the employee level, in terms of their attitude, knowledge, commitment, motivation and ability to perform tasks, that contributed to program success (as explained in section 7.2.3). All these support a suggestion made by a respondent for organisational capabilities enhancement at the employee level. Results from the interviews indicated that the key to ensuring that public sports organisations continue to deliver more successful service relating to Mass Sports programs is to focus on continuous improvement of employees' competence. This is justified when all respondents (13 respondents, 100%) highlighted that public sports organisations need to improve competence of their employees for performing roles and functions successfully.

This finding was supported by the survey. It is evident from the principal component analysis that there were two distinct organisational capabilities components that have enabled Mass Sports program success: Program Implementation Capabilities; and Program Development Capabilities (explained in section 7.3). Thus, it is apparent that public sports organisations

need to put more emphasis on enhancing employees' competence in 'Program Implementation Capabilities' that involve problem-solving skills, leadership skills, teamwork, the ability to managing multiple tasks and the ability to prioritise. There is also a need to put an emphasis on Program Development Capabilities enhancement focusing on the workforces' competence in marketing the program, establishing networking, managing non-government sponsorship, conducting program evaluation and conducting program needs assessment. As these components were perceived by the respondents to have made Mass Sports programs a success, especially the programs at the state levels, therefore employees of public sports organisations at the state levels should be more competent in these areas.

Interestingly, it can be observed from the findings that the same competences have emerged as being important in various areas and those competences support the employees' main tasks. This is shown in Table 7.3 below:

Figure 7.4: Employees' competences



Taking together the results from both interviews and survey that were explained in the previous sections, the present study suggests that organisational capabilities enhancement for public sports organisations at the employee levels should focus on developing and sustaining their competence in 17 areas of: Planning; Organising Program; Creative Thinking; Leadership Skills; Promotion and Publicity; Communication Skill; Strategy; Management and administration; Problem-solving skills; Teamwork; Managing Multiple Tasks; the ability to Prioritise; Marketing the Program; Networking skills; Management of Non-government

Sponsorship; the ability to conduct Program Evaluation; and the ability to conduct Program needs assessment.

As found from the interviews, attention should be given to the development of the competences level of individual members of the organisation through mentoring and training. Skills, knowledge, attitude and experiences of the employees have to be aligned with the demands of the operating contexts of the organisation. Even though there was a point made to improve the attitude of the employees, this issue was found to be less important in the present study.

7.5 Determinant of stakeholders' satisfaction with Mass Sports program service delivery performance

This section answers the sixth and seventh research questions of the present study. The question and hypotheses are shown in Table 7.3.

Table 7.3: Research questions and hypotheses related to stakeholders' satisfaction with Mass Sports program service delivery performance

Research Question (RQ)	Hypothesis (H)	Decision
RQ6: What are the levels of stakeholders' satisfaction with Mass Sports program service delivery performance by public sports organisations?	H7: Satisfaction levels with successful service delivery performance of Mass Sports programs (in terms of their mean score) are significantly different between key internal (Senior sports development officers) and external (sports leaders) stakeholders of the Ministry of Youth and Sports Malaysia.	H7 is accepted.
RQ7: What are the reasons for key internal stakeholders' satisfaction (Executive Group, Senior directors and Senior sports development officers) and key external stakeholders' satisfaction (Sports leaders) with the performance of Mass Sports programs service delivery by public sports organisation?	H8: Satisfaction levels with successful service delivery performance of Mass Sports programs (in terms of their mean score) are significantly different between groups of key external stakeholders (sports leaders at federal, state and district levels).	H8 is accepted.
	H9: Satisfaction levels with successful service delivery of Mass Sports programs (in terms of their mean score) are significantly different between groups of key internal stakeholders (Senior sports development officers attached to federal and state levels).	H9 is accepted.

The organisational effectiveness theory provides a conceptual model for understanding the factors that influence stakeholders' overall satisfaction with Mass Sports program service delivery performance. Thus, the purpose of this section is to discuss the level of stakeholders' satisfaction, one common measure of organisational effectiveness and success that has been commonly applied in sporting organisational settings (Babiak 2009; Chelladurai, Packianathan & Haggerty 1991; Cunningham & Beneforti 2005; Daprano, Pastore & Costa 2008; Madella, Bayle & Tome 2005; Papadimitriou 2007; Papadimitriou & Taylor 2000; Wolfe, Hoeber & Babiak 2002). Based on organisational effectiveness theory, therefore, the present study used stakeholders' satisfaction as the central measure for successful service delivery of Mass Sports programs. When stakeholders are satisfied with a service delivery performance of Mass Sports programs organised by the public sports organisation, the tendency is to form a positive attitude towards the service, and similarly if they are dissatisfied, a negative response is expected. Therefore, based on the organisational effectiveness theory and literature related to examining projects' success, factors contributing to Mass Sports programs success were identified as independent variables and stakeholders' satisfaction as a dependent variable.

Mass Sports programs usually have a wide variety of activities, involving numerous internal and external actors. Results from the interviews and survey revealed that internal and external stakeholders of public sports organisations were satisfied with the Mass Sports program service delivery performance of public sports organisations, especially at the state level. For example, results from the survey indicated that both internal stakeholders (Senior Sports Development Officers at federal and state levels) and external stakeholders (Sports Leaders at federal, state and district levels) of public sports organisations were highly satisfied with Mass Sports programs service delivery performance (mean score was ranged from 6.78 to 8.21 for the stakeholders' overall satisfaction scale of 1-extremely unsatisfied to 10-extremely satisfied). Therefore, it can be concluded that, based on the key internal and external stakeholders' overall satisfaction level found from both interviews and surveys, public sports organisations in Malaysia successfully delivered Mass Sports programs to their targeted groups. The survey found that there was no significant difference between the mean scores for Senior Sports Development Officers at the Federal and State levels. There was also no significant difference between the mean scores for Sports Leaders at the Federal, State and District levels. Sports Development Officers at State Level are more satisfied with the Mass

Sports programs service delivery performance than Sports Leaders at District Level ($p = 0.028$). The results indicated that the key internal stakeholders (Senior Sports Development Officers) and the key external stakeholders (Sports Leaders) of the public sports organisation had different overall satisfaction level with Mass Sports programs service delivery performance. A broad pattern was observed that the key internal stakeholders (Senior Sports Development Officers attached to Public Sports Organisations) were more satisfied with Mass Sports programs service delivery performance than were the key external stakeholders (Sports Leaders from Sports Associations/Clubs). Based on these results, therefore, hypothesis seven (H7), hypothesis eight (H8) and hypothesis nine (H9) of this present study have been accepted:

H7 has been accepted:

Satisfaction levels with successful service delivery performance of Mass Sports programs (in terms of their mean score) are significantly different between key internal (Senior sports development officers) and external (sports leaders) stakeholders of the Ministry of Youth and Sports Malaysia.

H8 has been accepted:

Satisfaction levels with successful service delivery performance of Mass Sports programs (in terms of their mean score) are significantly different between groups of key external stakeholders (sports leaders at federal, state and district levels).

H9 has been accepted:

Satisfaction levels with successful service delivery of Mass Sports programs (in terms of their mean score) are significantly different between groups of key internal stakeholders (Senior sports development officers attached to federal and state levels).

Results from the correlation analysis showed that there were links between stakeholders' overall satisfaction and all components of the workforces' tasks, organisation's mission, organisational activities, key components enabling programs success and organisational capabilities. Although there were links between stakeholders' overall satisfaction and those identified constructs, based on the hierarchical regression analysis, the most important factors that influenced stakeholders' overall satisfaction were 'Service Delivery Leadership and Governance' (one of the key components enabling program success) and 'Program Development Capabilities' (one of the key components of organisational capabilities). These were the two main reasons for stakeholders' overall satisfaction with Mass Sports program service delivery performance by Public Sports Organisations in Malaysia. The reason for this finding is that Public Sports Organisations, specifically in Malaysia, serve as the highest

authority responsible for sports development (Ministry of Youth and Sports Malaysia 1988). They have used their authority to lead and govern the service delivery systems of Mass Sports programs in the country by integrating various agencies, especially NGOs from various levels. They make decisions and set directions, and provide resources for the program development and implementation. Thus, this reflects their 'Program Development Capabilities'. Therefore, in order to increase levels of stakeholders' overall satisfaction with service delivery performance of Mass Sports program, public sports organisations should put more emphasis on enhancing 'Service Delivery Leadership and Governance' and 'Program Development Capabilities'.

Mass Sports programs are the main public sports organisations' service that is experienced by various internal and external stakeholders, including the community, who form judgements about service delivery performance in terms of the ability of the programs to fulfil target groups' needs and expectations. This study used senior sports development officers and senior management groups attached to public sports organisations as internal stakeholders, and sports leaders attached to NGOs as external stakeholders, who would expect Mass Sports program service delivery to satisfy their needs and expectations.

The present study concluded that stakeholders' satisfaction is a key variable in knowing that a Mass Sports programs with long-term benefits met the targeted group's needs and expectations. An evaluation of the stakeholders' satisfaction with the performance of a service can take place only after they have experienced or been involved with the service. This requires public sports organisations to carefully analyse the key factors contributing to stakeholders' satisfaction and therefore develop strategies accordingly.

7.6 Chapter Summary

In summary, the present study successfully utilised the multiple constituencies and appreciative inquiry approaches to examine definitions, indicators and factors for the successful service delivery of Mass Sports programs. Sustainability was found as a new dimension that reflects definitions and indicators of success, whereas governance emerged as an important factor contributing to the successful service delivery of those programs. This study also revealed the organisational capabilities needed for public sports organisations to

deliver more successful programs in the future. Reasons for stakeholders' satisfaction with Mass Sports program service delivery performance were also justified.

CHAPTER 8: CONCLUSION AND RECOMMENDATIONS

Successful service delivery of Mass Sports programs in this study refers to the success of public sports organisations in translating their mission through the transformation of inputs to targeted outputs by utilising their resources effectively. The major concern of this study is not to justify the outcomes of Mass Sports programs, but to focus more on what has caused such outcomes. The general aim is to improve the organisational performance of public sports organisations in delivering Mass Sports programs to the community. The findings were drawn from experience of successful Mass Sports programs organised by the public sports organisations in Malaysia. In general, this study provides descriptive indicators for measuring successful service delivery of Mass Sports programs, information about managerial actions, organisational capabilities and human resource development enhancement for public sports organisations.

The present study is supported by literature from various areas of studies, such as organisational effectiveness (Dressler 2004), sports management (Slack & Parent 2006), non-profit organisations (Sawhill & Williamson 2001; Sowa, Selden & Sandfort 2004), public administration studies (Parhizgari & Ronald Gilbert 2004) and others, that an organisation's mission, targeted goals, structures, processes, assigned responsibilities, available skills, knowledge and capabilities, and reliable performance measurement are associated with successful service delivery of Mass Sports programs. The central point here is that the organisational effectiveness approach has been utilised successfully in not only identifying external stakeholders (Sports Leaders), but also taking into account the satisfaction of internal stakeholders or employees of public sports organisations who are responsible for delivering programs.

As Mass Sports programs aim to develop and enhance community wellbeing, the indicators to measure their outcomes and impacts are not clear. However, the present study has found that measuring the successful service delivery of Mass Sports programs exposes links between the organisation's missions, goals, strategies and programs. The findings agreed with Sawhill and Williamson (2001, p. 372) that a program's success: reflects the organisation achievement in fulfilling its mission and targeted goals; is associated with an achievement in

attaining programmatic objectives, and implementing strategies; and is associated with the ability of the organisation to utilise resources for achieving targeted goals. It is clear in the present study that the whole argument pertaining to successful service delivery of Mass Sports programs rested on the basis of public or community participation and involvement in sports, physical and recreation activities. Although service quality did not emerge from the interview and survey of the present study, as suggested by Henry (2002) and Gevers and Eslick (2000), service quality is another dimension to investigate as a way to know whether the public sports organisations are producing the services in line with their organisation's mission and fulfilled customers' needs. It is seen that quality is another area that emerged as one of important indicators for successful service delivery. Quality is also seen as one of important factors contributed to organisational effectiveness and successful service delivery of a program (Dehn, Reinikka & Svensson 2001; Eley et al. 2008; Friesen & Johnson 1995; Gevers & Eslick 2000; Martin 1993). This notion is applicable to sports organisations settings (Cunningham & Beneforti 2005; Shilbury & Moore 2006). This is supported by Sport England (2006, p. 9), which highlights that there are eight key factors that influence the quality of sports and recreation service delivery: leadership; policy and strategy; community engagement; partnership working; use of resources; people management; standard of service; and performance measurement and learning.

Furthermore, when looking into the elements that constitute indicators for successful service delivery of Mass Sports programs, it can be observed that five out of eight elements reflect program sustainability (Community Awareness Level Increased; Program Developed from one Stage to another better Stage; Level of Public Participation Increased; Well Developed NGOs; Well Integrated Effort from Various Agencies). Here, success is achieved when the public continuously get involved and participate in the programs. The community plans, organises, implements and monitors its own program or activity independently and establishes its own service delivery system with minimal assistance from public sports organisations (Cunningham & Beneforti 2005). To achieve this, good promotion and publicity are needed to convey appropriate messages about the program to the target group. The organiser also needs to enhance employees' competence, as this will increase their capability in dealing with the target group. These efforts will increase program acceptance and enhance service delivery effectiveness and service quality, which in turn contribute to program success and sustainability (Eley et al. 2008; Green 2008).

Government-funded programs such as Mass Sports programs are often implemented through smart partnerships between federal agencies charged with the federal management of the programs and departments at state level, departments at district level, and with NGOs in sports from various levels. The state and district level agencies, including NGOs are the implementers. They operate those programs. Organisational relationships among these agencies increase the accessibility of organisational resources and enhance service delivery as intended (Babiak 2009; Green 2008; Keast & Brown 2002; Tontisirin & Gillespie 1999). Moreover, this approach generates organisational partnerships where different organisations with different aims work together to achieve agreed common goals (Watt 1998). A consequence of this is that good relationships and networking are established in the public sports organisation setting to coordinate programs and activities at various levels, which helps to enhance the success of program delivery as intended and achieve sustainability.

Factors contributing to program success from past research vary. They have each (e.g. Burnett 2008; Green 2008; McAlearney 2000; McDavid & Hawthorn 2006; Cunningham & Beneforti 2005; Real & Poole 2005; Shannon & Longbottom 2004; Tontisirin & Gillespie 1999; Watt 1998; Williams 1980) established different success factors depending on the context of the organisation that delivered the programs. Each listed various elements that constitute success factors. Although McDavid and Hawthorn (2006) generalised that both internal and external environments of the organisation contributed to success, in the present study, most factors for successful service delivery of Mass Sports programs are associated with the internal environment of public sports organisations (the organisational context: mission, activities and employees' tasks; planning clarity and efficiency; service delivery leadership and governance; program implementation capabilities; program development capabilities; and capabilities of the employees). Among those factors, Program Development Capabilities and Service Delivery Leadership and Governance are the most significant elements that influenced stakeholders' satisfaction, which reflects the successful service delivery of the programs.

The present study also agreed with Burnett (2008) that program management and delivery with reference to planning, documentation and policies, as well as access to main resources in terms of information, physical, financial and human resources are important factors for

successful service delivery of Mass Sports programs. The emphasis is more on the management effectiveness approach to program service delivery, which is influenced by both the internal and external environments of public sports organisations.

The present study has agreed that the organisational capabilities are internal organisational factors that are associated with an organisation's strengths in performing its roles for achieving targeted goals. The findings have shown that the organisational capabilities are represented by the mutual integration of organisational systems, processes and resources that foster the efficiency and effectiveness of an organisation in achieving its goals. As found from the interviews, to be more successful in the future, public sports organisations need to enhance their capability focus on areas at the program, organisation and employee levels (as discussed in the previous chapter). All these aspects reflect the definition of organisational capabilities in the present study: the ability of public sports organisations to utilise their resources for producing successful services in line with their organisational mission and targeted goals.

The present study supports the theory of a resource-based view of the organisation, that organisational performance is based on its resources, in which the focus is more on the organisation's internal systems and processes to manage, administer and utilise resources for producing and delivering services (Grant 2005; Ray, S. & Ramakrishnan 2006; Teece 2009; Wernerfelt 1984). Although Grant (2005) categorised three main important resources (intangible, tangible and human) for organisational capabilities, the dominant resources for public sports organisation capabilities found in the present study focusing more on the human resources. Thus, in the context of the present study, the employees of public sports organisations are the most crucial element of the organisational capabilities.

This study reveals an association between the factors contributing to program success and the organisational capabilities of public sports organisations in delivering successful service of Mass Sports programs. In general, a conclusion can be made that management capabilities are the most crucial area contributing to successful service delivery of Mass Sports programs. Management capabilities represent the degree to which management practice aspects govern program development and delivery activities. This occurs based on the utilisation of existing organisational resources for organising and delivering programs. Management capabilities aid

successful service delivery of Mass Sports programs because they provide a work process with controls which may help to reduce ambiguity for program development purposes and direction, integrate cross-functional communication and simplify the identification of requirements for resource allocation in the whole process of program delivery.

The structure of government in Malaysia provides a division of responsibility for sports development in the country. The interviews revealed that there is a clear centre of authority for determining and monitoring Mass Sports programs development and delivery within public sports organisation systems. Both sports departments at federal and state levels have their interdependent and independent functions in delivering Mass Sports programs to the community. This is common in other countries, such as England, German, Finland and Canada, to have one single body charged with the ultimate responsibility for planning and co-ordinating the development of sports, specifically for Mass Sports programs or ‘sports for all’, that focuses more on public participation and cultivating sports culture among the community (Bergsgard et al. 2007; Hartmann-Tews 1999; Stahl et al. 2002). The government agency makes the decision and leads the program development direction. They establish networking and work together with other agencies, especially NGO’s, for delivering the programs to the targeted groups. Here, public sports organisations are the internal stakeholders of the Mass Sports programs, whereas the others are external stakeholders.

8.1 New knowledge

This study was guided by past research as a point of departure to explore indicators and the meaning of successful service delivery of Mass Sports programs, the factors enabling successful service delivery of Mass Sports program, and the organisational capabilities needed by Public Sports Organisations for delivering the programs successfully. From the organisational effectiveness framework, lessons can be learned in how to define an organisation and its action. First, organisational context establishes the way an organisation operates in its environment and specifies what can be done, and how, for attaining organisational mission and targeted goals. These organisational factors affect policy outcomes in terms of successful service delivery of Mass Sports programs.

Mass Sports programs that are organised to fulfil public sports organisations' targeted goals are often ambiguous because they relate to changing human behaviour in the community. The outcomes are the intended effects of services on people and the community as a whole. In practice, the operations of public sports organisations at the federal and state levels are largely focused to develop and implement Mass Sports programs to the community. However, less attention has been given to organise needs assessment and program evaluation. The lack of emphasis given to these two areas is seen as evidence that organisations have failed to establish empirical evidence of program success.

The key internal stakeholders believed that they were successful in delivering the programs, and results from the survey provided evidence that both key internal and external stakeholders were satisfied with Mass Sports program service delivery. However, their definition and indicators for success were not succinct. They defined successful service delivery of Mass Sports programs as increasing community awareness level towards practising active and healthy lifestyles, the programs developing from stage to another advanced stage (i.e. from an introduction stage to a competition stage), increasing public participation levels, fulfilling stakeholders' satisfaction, attaining targeted goals, receiving recognition of the program's achievement, the NGOs being well developed, and finally having a well integrated effort among various agencies in delivering the programs to the community. These are elements that the respondents believed could be used to measure successful service delivery of Mass Sports programs. This study concludes that a plethora of frameworks and guidelines exist to assist public sports organisations in better assessing successful service delivery of Mass Sports program issues and providing a way that they should consider to improve their organisational performance in the future.

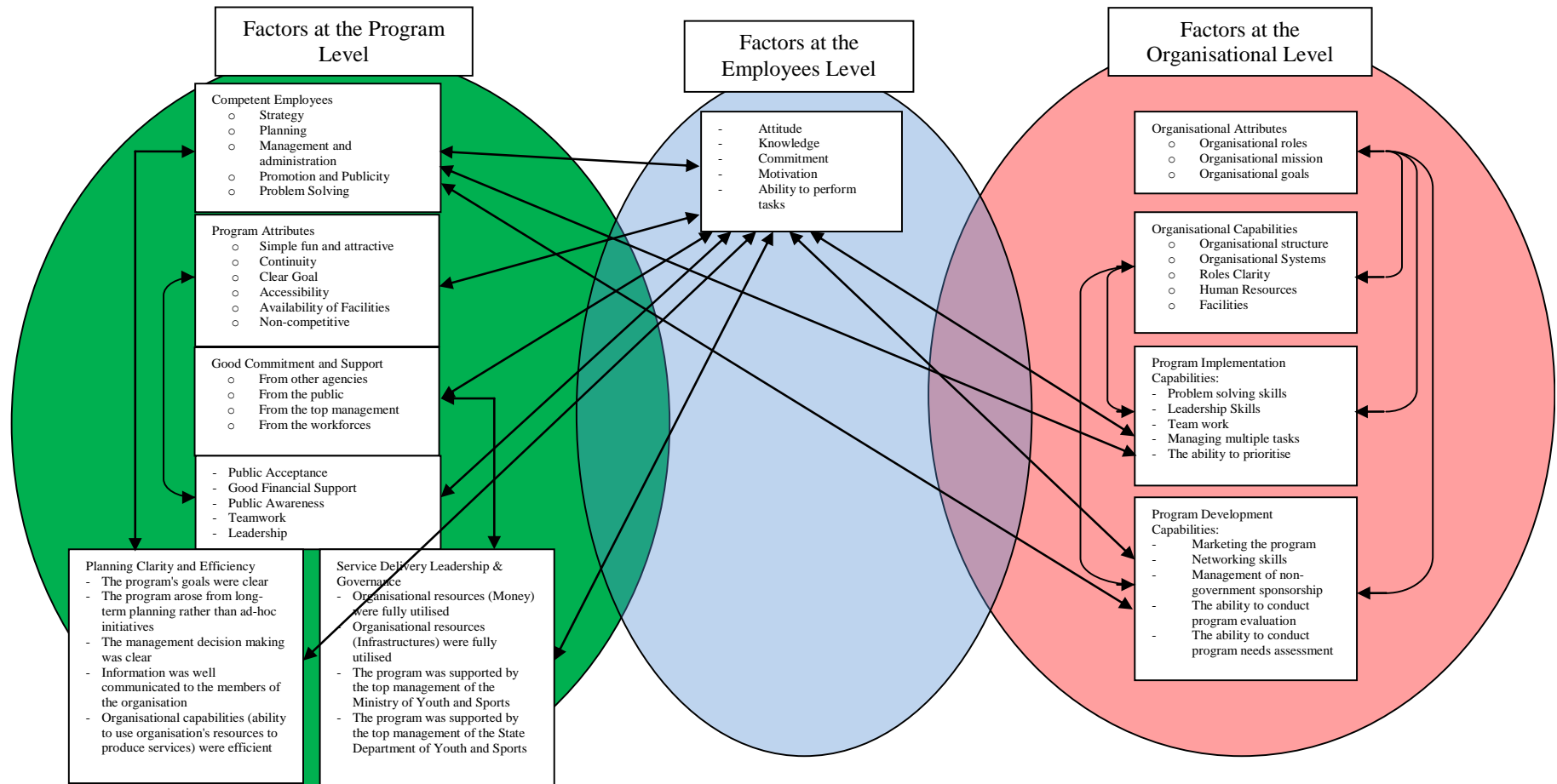
Recently, however, the Ministry of Youth and Sports Malaysia (2009) has started to systematise its long-term strategic planning that highlights the organisational direction to attain the targeted goals. Thus, it is recommended that the Ministry develops a performance measurement system to know the extent to which it has achieved its targeted goals and missions by developing a program logic model that links program inputs, activities, outputs and outcomes at the early stage of program development (Schacter 2002; Schalock & Bonham 2003). The program logic model is not a focus of the present study. However, as suggested by Schacter (2002) and Schalock and Bonham (2003), the program logic model

provides clear relationships between inputs, activities, outputs and outcomes, which is helpful in developing performance measures for a program because it considers stakeholders' agreement on programs' mission, objectives, performance measures and indicators from an early stage of the program development process. All stages involved in the service delivery process are important. The success or failure of a program is not only based on outcome achievement, but is related to all feedback on program inputs, processes and outputs, and also depends on how the program is delivered towards fulfilling the organisation's mission, goal and objectives (Hatry 2006; Herman & Renz 1998; McDavid & Hawthorn 2006; Poister & Streib 1999). Therefore, it is suggested that the eight criteria for defining and measuring successful service delivery of Mass Sports programs found in the present study (the program attained its targeted goal, community awareness level, stages of program development, level of public participation, stakeholders' satisfaction, received recognition, well developed NGOs and well integrated efforts) can be used to enhance Public Sports Organisations' KPIs.

The present study has also determined the factors enabling program success and existing capabilities or potential capabilities inside the organisation, and checked on both internal and external stakeholders' satisfaction, to identify success. Several unique factors have been identified that contributed to successful service delivery of Mass Sports programs in the Malaysian context. The research found that successful service delivery of Mass Sports programs is dependent on many factors, including the organisational capabilities, as well as competence of the employees.

A lesson that can be drawn is that employees of public sports organisations are the integral factor for the overall success in delivering Mass Sports programs to the target groups. It is apparent that people and their roles within organisations are very important to success. This factor has emerged at both program and organisational levels. In this case, employees the public sports organisations are the main players at both program and organisational levels that help the organisations to achieve high performance. They are the ones who make the service delivery processes work in the systems in line with the organisational mission and targeted goal. This notion is depicted in Figure 8.1.

Figure 8.1: Factors enabling successful service delivery of Mass Sports programs



It is evident that the characteristics of the programs and organisations, management practices in the organisation systems, and people together with their roles within the public sports organisation setting, are important for successful service delivery of Mass Sports programs. The planning, administration, leadership and governance aspects of the programs were found to be important for the success. These findings contribute to the importance of governance in Mass Sports program service delivery through improvement of managerial practices at the program and organisational levels, and enhancement of human resource development. This research has also briefly explained the consequences for a human resource development approach, focusing on career and competence development. What can be learned here is that correct management practices at all levels in an organisation are important for its success (Herman & Renz 2004). Furthermore, it is apparent that organisational capabilities and good governance have emerged as important elements for achieving successful service delivery of Mass Sports programs.

8.1.1 Organisational capabilities, good governance and service delivery

The public sports organisations in Malaysia face a unique set of management challenges. There are changes in government policy, organisational direction and leadership. The public sports organisations of Malaysia hold fast to their vision to cultivate sports culture among the Malaysian population, as embraced by their original mission of “getting 50% of the Malaysian community to be involved in sports by the year of 2010” (Malaysia Economic Planning Unit 2006). Based on these aims, the organisations have set various approaches for promoting public participation in sports. However, the programs have failed to achieve their targets and the government has changed the target year to 2020 (Malaysia Economic Planning Unit 2010). This is the evidence for the need to enhance the capabilities of public sports organisations to deliver more successful programs that can increase the percentage of public participation. A clear alignment between organisational mission and strategic direction and activities is crucial for public sports organisations to succeed in achieving their targeted goal. It is important for public sports organisations to evaluate and monitor their performance against the organisational mission and targeted goal. The organisation’s leaders are crucial in embracing the mission within and throughout the organisation’s routine and activities. The

programs' failure to achieve the stated goal to raise public participation by 50% by 2010 is conclusive proof of the need for public sports organisations to improve strategic planning.

It is apparent from the present study that the Federal and State Sports Departments simultaneously formed to act as the Government's main agent in delivering Mass Sports programs. However, the results from the interviews and survey show that there is uncertainty regarding how 'policy formulation' and 'policy implementation' might be integrated in the areas of 'Mass Sports program development' and 'Mass Sports program implementation'. It is likely that this reflects a broader agenda concerning power relations within and between the public sports organisations at federal and state-levels. It is apparent that public sports organisations have to reduce the autocratic and hierarchical nature of current line management and get the state level agencies involved in the planning process. As explained by Hums and MacLean (2009), organisational structure not only determines the division of labour but lays a proper foundation for the power and flows of decision making. However, it is clear in this Malaysian study that the power and authority over Mass Sports program development rests with the federal level agency. The state departments function more as implementer but there is also governance on their own local levels, as each state has its own districts and various sports associations.

It is clear from the interviews that the element of planning is important at both federal and state levels, but planning at the state level is limited to the allocation and guidelines provided by the federal organisation. Here, the top down management approach has clearly been practised within this organisation as highlighted by Husna, a female State Senior Director, who said that "*we implement the programs as directed*". Norman, a male State Senior Director, also explicated this as he said that "*our programs are based on the planning from the top*"

Operational management practices and governance are based on the decisions made by the top management. This finding accords with those of Rodney and Keegan (1999), that the operational management practices and governance in the versatile project-based organisation in their study are controlled tightly by the decisions of top management. Thus, the importance of governance has emerged and the concept of strategic management for Mass Sports program development has evolved.

In this study, specifically, Mass Sports program governance occurs in line with the organisational structure of public sports organisations in Malaysia. The results from the interviews suggest that the development of purposeful plans, strategies and consistent decisions that are in line with the organisational mission enable public sports organisations to reach their targeted goals. In accordance with their missions, public sports organisations at federal and state levels play the major role in promoting community participation in sports and organising various relevant activities, including providing basic skills training for sports leaders and volunteers. From the survey results, two major activities for public sports organisations in this study were: organising Mass Sports programs development; and organising Mass Sports program service delivery. Although the emerging of the governance of Mass Sports program development and delivery is still at an early stage, this may bring out issues of effective decision-making, control, power distribution and organisational resources distribution as co-determinants of successful service delivery of Mass Sports programs.

This was supported by findings from the interviews and survey of this present study that have found that top management support is important for delivering programs successfully. A clear indication of the appropriate source of funding and administrative support from the top management at federal and state level are crucial for programs to be a success. Here, areas of management require governance, which includes strategic planning, decision-making and the use of hard data to inform program improvement.

The importance of program assessment and evaluation has emerged as necessary for enhancing understanding of community needs and the impacts of the programs on the community. From these points, it can be said that public sports organisations in Malaysia lack organisational processes to provide decision makers with information on both internal and external organisational needs that have an impact on policy formulation and strategy implementation.

These findings are in line with six of the seven main areas that contributed to the effectiveness of service delivery in health and education services in Africa: information collection; publication and management; strategic planning; budgeting and expenditure

management; human resource management; and external oversight mechanism (AfriMAP; Open Society Foundation for South Africa 2007). This African study also supports the present study in that a gap between policy formulation at a national level and implementation at a local level negatively influences successful service delivery of Mass Sports programs.

The results of this study have provided evidence that managerial values and strategies influence decision-making and the way that services are delivered. People at the managerial level have great influence on policy and strategy implementation of the organisation and they also influence the direction of the program development of the organisation. This is supported by Lynn Jr, Heinrich and Hill (2000) who claimed that “managerial behaviour is almost always a factor in government performance” and consistent with the research finding of Forbes, Hill and Lynn Jr. (2007), who studied of public governance in the education and public health domains, in America. Forbes, Hill and Lynn Jr. found that managerial values influenced decision-making and the way that services were delivered. In line with Forbes, Hill and Lynn Jr. (2007) and Lynn Jr, Heinrich and Hill (2000), good governance is believed to enhance service delivery of Mass Sports program because this approach focuses on aligning the service delivery process with the policy priorities. It provides the framework for managing service delivery of Mass Sports program effectively by integrating all aspect of process, policy, standards and practices. In addition, this study revealed the need for leadership and ownership among all internal key stakeholders of public sports organisations toward Mass Sports program development direction.

By blending policy and strategy implementation with human resources and documentation processes, the governance system has evolved in the public sports organisation setting. This study has argued strongly for the need for good governance as a way to enhance the capabilities of public sports organisations in delivering more successful Mass Sports programs in the Malaysian context. A commitment to enhance capabilities of the public sports organisations is embedded transparently within their internal organisational systems and processes, which underpin policy and strategy implementation of sports development in the country.

8.2 Theoretical contribution

The major contribution of this study is the identification of areas for measuring the successful service delivery of Mass Sports programs in public sporting organisations including actions needed to improve and sustain success. Using the organisational effectiveness approach, findings of the present study indicate that measuring success in the public sector domain involves multidimensional areas of organisation development, human resource management and service delivery. The present study is in line with those of Herman and Renz (1998), Slack and Parent (2006), Williams (1980), and Zairi and Jarrar (2001) that measuring success in the public sector domain should take into account an investigation from various perspectives, from an early stage of decision-making to output and outcomes achievement, which can be examined based on constituents' satisfaction perspectives (Babiak 2009; Herman & Renz 1998; Papadimitriou 2007). The present study has successfully identified factors for the successful service delivery of Mass Sports programs in the public sports organisation setting from three levels: the program, organisation and people levels. These three levels reflect the processes involved in translating the organisational input to output and desired outcomes. Here, several components of an organisation are involved that explain the boundaries of management practices or action in the organisation which facilitate organisational process and systems in performing organisational roles that aim to fulfil the organisation's mission.

The present study contributes to a better understanding of the attributes of organisational capabilities for successful delivery of programs in public sports organisation settings. Here, management capabilities at the program, organisation and employee or human levels are incorporated and specifically form a category of program development capabilities and program implementation capabilities. These are two crucial areas of public sports organisation capabilities for delivering successful Mass Sports programs.

This study has successfully utilised the organisational effectiveness approach for investigating success in the public sports organisation setting and has provided support for work by Dressler (2004), Eisinger (2002), Parhizgari and Gilbert (2004), Sawhill and Williamson 2001, Sowa, Selden and Sandfort (2004) on the fact that the organisational context (missions, targeted goals, strategy/activities) is fundamental to an organisation's success. Furthermore, the present study demonstrates that the hierarchical regression analyses

have been sufficient to determine the effect of the independent variables (main tasks, organisation's mission, organisation's activities, planning clarity and efficiency, service delivery leadership and governance, program implementation capabilities, and program development capabilities) on the dependent variables (stakeholders satisfaction with Mass Sports programs service delivery performance). These findings have enhanced the usefulness of the organisational effectiveness approach, specifically the multiple constituencies' approach, for assessing success in the sporting organisations domain. As agreed by various authors (Chelladurai, Packianathan & Haggerty 1991; Papadimitriou 2007; Papadimitriou & Taylor 2000; Wolfe, Hoeber & Babiak 2002), the present study successfully utilised the multiple constituencies approach for investigating the factors enabling successful service delivery of Mass Sports programs which revealed all aspects of the organisational system, process and structure, from both internal and external perspectives.

The present study enhances the service delivery system of Edginton and Griffith (1983) by introducing the importance of good management process at the program development level. It enhances the organisational effectiveness framework of Dressler (2004) by introducing a new domain of governance at the organisational level, as a key area for achieving program success.

8.3 Managerial implications

In general, the analysis has revealed that all stakeholders were satisfied with the Mass Sports program service delivery performance (all mean scores were above 6.0) of Public Sports organisations in Malaysia. It can be concluded that, based on the key internal and external stakeholders' overall satisfaction levels found from both interviews and surveys, public sports organisations in Malaysia successfully delivered Mass Sports programs to their targeted groups.

However, as argued by most of the senior management groups involved in the interviews, public sports organisations have to establish empirical data about their success. Despite the high number of programs they successfully organised in the past, public sports organisations have paid little attention to formal procedures for measuring their success in delivering the

programs. In the past, they seemingly leaned on their competent employees to develop and implement the programs that they believed suited the target group's needs.

The factors enabling the successful service delivery of Mass Sports programs that have been found in this study can be utilised as a way to improve the current models of service, future planning and priorities setting of Mass Sports program development in the Malaysian context. It is suggested that these need to be achieved through an enhancement of management practices at the program, organisation and employee levels, focusing on the four main areas of Planning Clarity and Efficiency, Service Delivery Leadership and Governance, Program Implementation Capabilities and Program Development Capabilities. In detail, the organisational capabilities of public sports organisations are believed to be improved when their employees are competent in: Planning; Organising Program; Creative Thinking; Leadership Skills; Promotion and Publicity; Communication Skill; Strategy; Management and administration; Problem solving skills; Team work; Managing Multiple Tasks; the ability to Prioritise; Marketing the Program; Networking skills; Management of Non-government Sponsorship; the ability to conduct Program Evaluation; and the ability to conduct Program needs assessment. All these aspects may assist public sports organisations to enhance their performance in achieving their organisational targeted goal and fulfilling the organisation mission.

8.4 Limitations

This study explored successful service delivery of Mass Sports programs in the public sports organisation domain, which aims to encourage public participation in sports, recreation and physical activities. The challenge with this study was that, the empirical research on successful service delivery of programs in the sports domain had received very little attention in the academic literature. According to Quinn and Rohrbaugh (1983), 'effectiveness is not a concept but a construct' (p. 363) and the effectiveness measures and processes are varied, especially in identifying the criteria of effectiveness involving the sporting community (Babiak 2009; Cunningham & Beneforti 2005). In particular, there is a distinct lack of understanding of the determinants of successful service delivery of Mass Sports programs.

A limitation of the current research is that successful service delivery of Mass Sports programs is based on the perceptions of the key internal and external stakeholders of Public Sports Organisations in Malaysia, without consideration of other perspectives. For example, investigation of the barriers to achieving successful service delivery of Mass Sports programs is beyond this study (e.g. reasons for people not to participate in the program, usefulness of the available facilities for promoting public participation etc).

This study does not aim to delve into detailed Mass Sports program success concerning outcomes, which needs a longitudinal-study approach to observe changes in community awareness levels, public participation rates and health status.

The present research was conducted in Public Sports Organisations in Malaysia (The Ministry of Youth and Sports Malaysia and its Sports Department at federal and state levels), therefore it is advisable that caution be exercised in generalising its findings. However, the differences in the patterns found in this study suggest unique aspects of the specific areas of study, encouraging further research with a focus on examining public sports organisations.

Based on the organisational effectiveness theory, most authors consented to the principle of the multiple constituency approach that success or effectiveness measures are dependent on who is making the judgement (Cameron 1986; Herman & Renz 2004; Slack & Parent 2006; Wolfe, Hoeber & Babiak 2002). Therefore, more stakeholders need to be involved in future study, as they might have different perspectives on enhancing successful service delivery of Mass Sports programs in the future.

8.5 An application of the Appreciative Inquiry (AI) approach

The present study found that the application of AI approach in the interviews provided a wide range of information that covers various areas related to the organisation, program and people levels. This approach also enabled the researcher to develop in-depth understanding of the issues being studied. As found by Catsambas and Webb (2003), the respondents of the present study were happy and excited to share their past success experiences in organising and delivering Mass Sports programs to the community. They felt free to express their feelings and opinions. This methodology is not problem-solving oriented. The present study

supports Catsambas and Webb (2003) and Reed (2005) that AI approach helps in indentifying organisational strength, resources and capabilities rather than finding faults or gaps. Although the interviews focused on exploring respondents' positive experiences, the negative aspects related to the issue of study emerged naturally.

As Reed (2005) suggested, AI is a suitable tool for exploring the factors that lead to program success in complex environments. This approach not only revealed existing factors that contributed to success but included strategies for future performance. This experience was supported by that of Moore (2007) who noted that AI is appropriate as a method to change behaviour because it enables 'looking at the opportunities and strengths and drawing on the hopes of people' (p.s 72) which reveals people's capabilities and competences relevant to the change being examined. This tool can be adapted for various settings but its effectiveness depends on how the inquiry process is organised. Thus, the AI approach is recommended to be used as a tool to study issues in the government domain. However, a problem occurred at the data analysis stage when robust information slowed the analysis processes.

8.6 Future research

Despite the efforts at conceptual development and methodological improvement made to complete the present research, the results relating to the impact of successful service delivery of Mass Sports programs to community lifestyle remain unclear. So far, studies of some areas related to Mass Sports programs service delivery are still lacking, particularly knowing how programs successfully change community lifestyles. Possible reasons for this may be because the programs' outcomes are often unclear and hard to measure. Research on the programs' impact is as yet underdeveloped. Publications are relatively rare and not specifically in the area of Mass Sports programs in the public sporting organisation domain.

Therefore, future research should concentrate on establishing a theoretical foundation related to this topic. Future studies should be aimed at redefining program success indicators, taking into account the specificity of programs' impact on community lifestyle and health status. They should also measure program success from the community viewpoint. An effort should be made to create a public participation index for Malaysian community involvement in sports and physical activities based on indicators found in this present study. Thus, as

suggested by a few scholars in sports management and non-profit organisation studies (Herman & Renz 1998; Slack & Parent 2006; Williams 1980), the present study also suggests that measurement of successful service delivery of Mass Sports programs should take into account an investigation from various perspectives, from an early stage of decision-making to outputs and outcome achievement.

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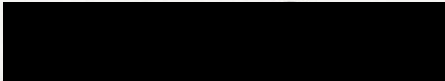


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Appendix A: Approval letter from Ministry of Youth and Sports Malaysia

	<p>JABATAN BELIA DAN SUKAN NEGARA KEMENTERIAN BELIA & SUKAN MALAYSIA (MINISTRY OF YOUTH AND SPORTS MALAYSIA) Bahagian Pembangunan Sukan Aras 13, Menara KBS, No. 27, Persiaran Perdana Presint 4, Pusat Pentadbiran Kerajaan Persekutuan 62570 Putrajaya</p>	<p>Tel : 603 - 8871 3333 Fax : 603 - 8888 8759 http://www.kbs.gov.my</p>
<p>Ruj. Tuan : Ruj. Kami : JBSN.PS.1-1/13(16) Tarikh : 26 August 2008</p>		
<p>ZAINAH SHARIFF PhD Candidate Victoria University, Level 14, City Flinders Campus 300 Flinders Street, Melbourne, VICTORIA, 8001, AUSTRALIA zainah.shariff@live.vu.edu.au / zaishar@gmail.com Phone: +61 0433049212</p>		
<p>RE: APPROVAL IN RESPECT OF REQUEST TO CONDUCT RESEARCH ON SERVICE DELIVERY EFFECTIVENESS OF COMMUNITY SPORTS PROGRAM BY ZAINAH SHARIFF</p>		
<p>This letter serves to indicate that the approval is hereby granted to the above-mentioned researcher to proceed with the study. However, this department would suggest that the area of study might focuses on the mass sports program development in Malaysia.</p>		
<p>2. We supports this effort and will provide any assistance necessary for the successfull implementation of this study. The Sports Development Division of the National Department of Youth and Sports, Ministry of Youth and Sports Malaysia wishes you well in this important undertaking study and look forward to know your research findings.</p>		
<p>'SERVED FOR THE COUNTRY' "TOWARDS FIT, HEALTHY AND UNITED MALAYSIAN"</p>		
<p>Kind regards,  (HJH. CHE ZAHARAH BT. HJ. ABDUL HAMID) Deputy Director General (Sports Development) o.b. Director General National Department of Youth and Sports Ministry of Youth and Sports Malaysia Email: zaharah@kbs.gov.my</p>		
		



MEMO

TO A/Prof. Bernadine VanGramberg
School of Management and Information Systems
Footscray Park Campus

DATE 30/07/2009

FROM Professor Michael Muetzelfeldt
Chair
Faculty of Business & Law Human Research Ethics
Committee

SUBJECT Ethics Application – HRETH 09/109

Dear A/Prof. VanGramberg,

Thank you for submitting this application for ethical approval of the project:

HRETH 09/109 Successful Service Delivery of Mass Sports Programs in Malaysia (BHREC 09/36)

The proposed research project has been accepted and deemed to meet the requirements of the National Health and Medical Research Council (NHMRC) 'National Statement on Ethical Conduct in Human Research (2007)', by the Chair, Faculty of Business & Law Human Research Ethics Committee. Approval has been granted from 30 July 2009 to 1 June 2011.

Continued approval of this research project by the Victoria University Human Research Ethics Committee (VUHREC) is conditional upon the provision of a report within 12 months of the above approval date (by **30 July 2010**) or upon the completion of the project (if earlier). A report proforma may be downloaded from the VUHREC web site at: <http://research.vu.edu.au/hrec.php>

Please note that the Human Research Ethics Committee must be informed of the following: any changes to the approved research protocol, project timelines, any serious events or adverse and/or unforeseen events that may affect continued ethical acceptability of the project. In these unlikely events, researchers must immediately cease all data collection until the Committee has approved the changes. Researchers are also reminded of the need to notify the approving HREC of changes to personnel in research projects via a request for a minor amendment.

If you have any queries, please do not hesitate to contact me at Michael.Muetzelfeldt@vu.edu.au.

On behalf of the Committee, I wish you all the best for the conduct of the project.

Prof. Michael Muetzelfeldt
Chair
Faculty of Business & Law Human Research Ethics Committee

**SCHOOL OF MANAGEMENT AND INFORMATION SYSTEMS
FACULTY OF BUSINESS AND LAW**

**SUCCESSFUL SERVICE DELIVERY OF MASS SPORTS PROGRAMS
IN MALAYSIA**

Interview Questions

Interview Date: _____

Interviewed by: _____

Respondent position: _____

This study will not attribute any comments to you personally or to your organisation. The information gathered from this interview will be used for academic purposes only.

Section 1: Introduction (respondent background)

1. First, could you please spend a few minutes or so telling me about your background - how long have you been in this position, and what is your main task and responsibilities.

Section 2: Exploring successful service delivery of Mass Sports programs in Malaysia

2. What have been the roles of the public sports organisations in promoting public participation in sports, recreation and physical activities?
3. Think back on your experience with the Mass Sports programs service delivery, and remember a time when you felt most energised and most proud to be part of those programs. What happened? What were you doing? What were others doing? Name the programs and tell the story about those programs.
4. Why has this program been successful in the past?
5. What contributed to the success you experienced?
6. Looking back over the life of the Mass Sports programs in Malaysia, how do you think they have evolved?
7. When did you know the program was working? How did you know it?
8. What are the greatest attributes and capabilities needed for an organisation that is responsible for developing Mass Sports programs in this country?
9. How can the capabilities of public sports organisations in Malaysia be enhanced to achieve successful Mass Sports program delivery?
10. How will the Mass Sports programs fulfil the community need?
11. Based on your best experiences with the Mass Sports programs service delivery, what are some wishes you have for how the programs might attract more public participation in the future?
12. Where do you see Mass Sports programs service delivery in the next five years? Ten years?
13. How does your organisation sustain the Mass Sports programs' success?

Thank you very much for your cooperation



INFORMATION TO PARTICIPANTS INVOLVED IN RESEARCH

You are invited to participate

You are invited to participate in a research project entitled ‘**Successful Service Delivery of Mass Sports Programs in Malaysia**’. This project is being conducted by a student researcher **Ms Zainah Shariff** as part of a **PhD study** at Victoria University under the supervision of **Associate Professor Bernadine Van Gramberg**, and **Mr. Patrick Foley** from **School of Management and Information Systems in the Faculty of Business and Law**, Victoria University, Australia.

Project explanation

The main aim of this research is to explore the factors needed for successful service delivery of Mass Sports programs in promoting public participation in sports and physical activities in Malaysia. This research will try to generate an understanding of what constitutes a success in relation to Mass Sports programs.

What will I be asked to do?

You are invited to participate in a survey which will take about 30 minutes. This survey is to assess information of successful service delivery of Mass Sports programs; explore factors contributing to program success including needed organisational capabilities; satisfaction level with the programs service delivery; and expectation for future Mass Sports programs service delivery.

What will I gain from participating?

Your participation will contribute to a wider understanding of ‘what works’ in enhancing the capacity of public sports organisations to generate successful Mass Sports programs, and the development of a set of descriptive performance indicators for Mass Sports programs.

How will the information I give be used?

Your information provided in the survey will be treated confidentially. You will remain confidential. The data will be aggregated in such a way that you would not be identified.

What are the potential risks of participating in this project?

Minimum risks have been identified from participating in this project. Throughout the exercise, if you feel not comfortable or require more explanation, please feel free to raise the issue with the researcher. Your answers, statements or comments will not be used in a way which will enable you to be identified. However, you are free not to reveal any information that you think is too confidential or to withdraw at any time.

How will this project be conducted?

This research will use the Appreciative Inquiry (AI) approach to explore factors that lead to successful service delivery of Mass Sports programs in Malaysia. AI approach was chosen because it is a culturally sensitive approach which focuses on the positives of human experience rather than finding faults or gaps. This survey will involve selected Senior Sports Development Officers from the public sports organisation and Sports Leader from sports associations or clubs, at federal and state level. Data gathered from this survey will be used to assess how well the Mass Sports programs have been delivered against its targeted goals.

Who is conducting the study?

This research will involve the School of Management and Information Systems in the Faculty of Business and Law, Victoria University Australia. The research is being conducted under the supervision of Associate Professor Bernadine VanGramberg (Phone: 613 99194489 or email Bernadine.VanGramberg@vu.edu.au) and Mr. Patrick Foley (Phone: 613 94813996 or email Patrick.Foley@vu.edu.au).

This research is a PhD study being undertaken by a student researcher, Zainah Shariff (Phone: 614 33049212 or email zainah.shariff@live.vu.edu.au).

Any queries about your participation in this project may be directed to the Principal Researcher listed above. If you have any queries or complaints about the way you have been treated, you may contact the Secretary, Victoria University Human Research Ethics Committee, Victoria University, PO Box 14428, Melbourne, VIC, 8001 phone (03) 9919 4781.

**QUESTIONNAIRE:
SUCCESSFUL SERVICE DELIVERY OF MASS SPORTS PROGRAMS IN
MALAYSIA**

(Mass Sports programs refer to any sports and physical recreation activities which focus to increase public participation rather than for sport excellence)

INTRODUCTION:

This survey explores issues related to successful service delivery of Mass Sports programs in Malaysia.

This questionnaire has been given to you because you are involved in the planning and implementation of Mass Sports programs. The survey aims to identify the factors which contribute to successful service delivery of these programs.

The items in this questionnaire are grouped into five (5) sections:

- A. Characteristics of your organisation
- B. Questions about you and your role
- C. Information on successful Mass Sports programs
- D. Satisfaction with the Mass Sports programs service delivery
- E. Expectation for future Mass Sports programs service delivery

INSTRUCTIONS:

Please provide your answers by placing an 'X' in the appropriate box and add any other comments you think will be helpful (your response in Bahasa Malaysia are also acceptable).

Your responses will be held in confidence and individual respondents will not be identified.

This survey does ask information about your organisation but this is only for analytical purposes.

Please return this questionnaire by using the enclosed self-addressed envelope by **15th SEPTEMBER 2009**

A. CHARACTERISTICS OF YOUR ORGANISATION

1. I am attached to:

- | | |
|------------------------------------------------------------------------|-------------------------------------------------------------------|
| <input type="checkbox"/> Public Sports Organisations at Federal Level | <input type="checkbox"/> Sport Association/Club at Federal Level |
| <input type="checkbox"/> Public Sports Organisations at State Level | <input type="checkbox"/> Sport Association/Club at State Level |
| <input type="checkbox"/> Public Sports Organisations at District Level | <input type="checkbox"/> Sport Association/Club at District Level |
| <input type="checkbox"/> Others(please indicate): _____ | |

2. I have been in this organisation for _____ years.

3. Which of the following statements would best describe your organisation's mission? For each statement, please circle your opinion in the appropriate box on a scale of 1 to 10 where 1 is 'extremely not applicable' and 10 is 'extremely applicable'.

Extremely Not Applicable	1	2	3	4	5	6	7	8	9	10	Extremely Applicable
--------------------------	---	---	---	---	---	---	---	---	---	----	----------------------

ORGANISATION'S MISSION	Please Circle									
To positively change community attitudes towards sports, recreation and physical activity programs	1	2	3	4	5	6	7	8	9	10
To cultivate healthy lifestyles among community members	1	2	3	4	5	6	7	8	9	10
To provide opportunities for public participation in Mass Sports programs	1	2	3	4	5	6	7	8	9	10
To provide opportunities for enhancing skills in sports, recreation and physical activity among community members.	1	2	3	4	5	6	7	8	9	10
To educate the community about the benefits of physical activity	1	2	3	4	5	6	7	8	9	10
To enhance leadership for organising Mass Sports programs	1	2	3	4	5	6	7	8	9	10
To enhance volunteers for organising Mass Sports programs	1	2	3	4	5	6	7	8	9	10
To promote active lifestyles among the community	1	2	3	4	5	6	7	8	9	10
To promote sports culture among the community	1	2	3	4	5	6	7	8	9	10
Others (please Indicate):	1	2	3	4	5	6	7	8	9	10

4. Please indicate which of the activities listed below you consider were important for your organisation to accomplish its mission. For each activity, please circle the level of importance on a scale of 1 to 10 where 1 is 'extremely not important' and 10 is 'extremely important'

Extremely Not Important	1	2	3	4	5	6	7	8	9	10	Extremely Important
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ACTIVITY	Please Circle									
Organising sports programs	1	2	3	4	5	6	7	8	9	10
Organising fitness programs	1	2	3	4	5	6	7	8	9	10
Organising recreation programs	1	2	3	4	5	6	7	8	9	10
Organising promotion activities	1	2	3	4	5	6	7	8	9	10
Publishing information	1	2	3	4	5	6	7	8	9	10
Organising workshops	1	2	3	4	5	6	7	8	9	10
Organising seminars	1	2	3	4	5	6	7	8	9	10

ACTIVITY	Please Circle									
Organising courses	1	2	3	4	5	6	7	8	9	10
Organising training for volunteers	1	2	3	4	5	6	7	8	9	10
Organising training for sports leaders	1	2	3	4	5	6	7	8	9	10
Others (please indicate):	1	2	3	4	5	6	7	8	9	10

B. QUESTIONS ABOUT YOU AND YOUR ROLE

5. Are you: Male ☐ or Female ☐
6. Age: _____ years (at 1st January 2009)
7. My position with this organisation is:
- ☐ Sports Development Officer ☐ Secretary of the sport association/club
- ☐ Others (please indicate):
8. I have been in this position for _____ years
9. Which of the following statements would best describe your main tasks? For each statement, please circle your opinion in the appropriate box on a scale of 1 to 10 where 1 is 'extremely not applicable' and 10 is 'extremely applicable'.

Extremely Not Applicable	1	2	3	4	5	6	7	8	9	10	Extremely Applicable
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MAIN TASKS	Please Circle									
Planning Mass Sports programs	1	2	3	4	5	6	7	8	9	10
Organising Mass Sports programs	1	2	3	4	5	6	7	8	9	10
Managing Mass Sports programs	1	2	3	4	5	6	7	8	9	10
Monitoring Mass Sports programs	1	2	3	4	5	6	7	8	9	10
Evaluating Mass Sports programs	1	2	3	4	5	6	7	8	9	10
Managing the internal administration system	1	2	3	4	5	6	7	8	9	10
Organising promotion activities	1	2	3	4	5	6	7	8	9	10
Publishing information	1	2	3	4	5	6	7	8	9	10
Others (please indicate):	1	2	3	4	5	6	7	8	9	10

C. INFORMATION ON SUCCESSFUL MASS SPORTS PROGRAMS

10. Questions (a) and (b) are referring to Mass Sports programs organised by the Sports Development Division at the Federal and State Departments of Youth and Sports.

- a. Please list and rank the top five Mass Sports programs or activities managed by your organisation that you considered were successful (1 = Most Successful). Provide your answers in the table below:

Ranking	Name of Programs/Activities	Date00	Target Group	Main agency involved
<i>Example</i>	<i>National Formula Future Championship</i>	<i>2008</i>	<i>Young generation: age between 7-18 years old</i>	<i>The Sports Development Division of the National Department of Youth and Sports, and the Motorised Water Sports Association of Malaysian.</i>
1 Most Successful				
2				
3				
4				
5				

00 Please indicate when these programs/activities were organised. If you can't remember the date, please indicate only the year.

- b. Imagine your most successful program just reported in question 10(a) was given 10 points out of a possible 10 points (full marks). Therefore, based on a 10 point scale, what would your average program score? Please circle the appropriate score in the table below that best describes your opinion (circle one score only).

YOUR AVERAGE PROGRAM SCORE									
1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10

11. Thinking about the management of your most successful program reported in question 10(a), please indicate which of the factors listed below you consider were important in contributing to its success. For each factor, please circle the level of importance on a scale of 1 to 10 where 1 is 'extremely unimportant' and 10 is 'extremely important'

Extremely Unimportant	1	2	3	4	5	6	7	8	9	10	Extremely Important
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FACTORS CONTRIBUTING TO PROGRAM'S SUCCESS											Please Circle										
Management Effectiveness																					
The program was created according to the mission of the organisation.											1	2	3	4	5	6	7	8	9	10	
The program's goals were clear											1	2	3	4	5	6	7	8	9	10	
The program's objectives were measurable											1	2	3	4	5	6	7	8	9	10	
The government policy related to the program was clear											1	2	3	4	5	6	7	8	9	10	
The program arose from long-term planning rather than ad-hoc initiatives											1	2	3	4	5	6	7	8	9	10	
The management decision making was clear											1	2	3	4	5	6	7	8	9	10	
The staff had clear roles											1	2	3	4	5	6	7	8	9	10	
Networking with other related agencies was good											1	2	3	4	5	6	7	8	9	10	
Budgeting for the program was realistic											1	2	3	4	5	6	7	8	9	10	
Information was well communicated to the members of the organisation											1	2	3	4	5	6	7	8	9	10	
Organisational capabilities(ability to use organisation's resources to produce services) were efficient											1	2	3	4	5	6	7	8	9	10	
Indicators were developed to measure program's performance											1	2	3	4	5	6	7	8	9	10	
Organisational structures for the program's implementation were well developed											1	2	3	4	5	6	7	8	9	10	
Service Delivery Effectiveness																					
The program helped the organisation to achieve its main goal											1	2	3	4	5	6	7	8	9	10	
The program was designed to meet broader goals of government policy											1	2	3	4	5	6	7	8	9	10	

FACTORS CONTRIBUTING TO PROGRAM'S SUCCESS	Please Circle									
Organisational resources were fully utilised:										
a. Workforce	1	2	3	4	5	6	7	8	9	10
b. Money	1	2	3	4	5	6	7	8	9	10
c. Infrastructures	1	2	3	4	5	6	7	8	9	10
d. Others (please indicate):	1	2	3	4	5	6	7	8	9	10
The program was fulfilled to the participants' satisfaction	1	2	3	4	5	6	7	8	9	10
The program was supported by the top management :										
a. Top management of the Ministry of Youth and Sports	1	2	3	4	5	6	7	8	9	10
b. Top management of the State Department of Youth and Sports)	1	2	3	4	5	6	7	8	9	10
Service provider was committed in providing support to implement program	1	2	3	4	5	6	7	8	9	10
Service provider was capable in delivering the program	1	2	3	4	5	6	7	8	9	10
Structures for delivering Mass Sports programs were clear	1	2	3	4	5	6	7	8	9	10
Overall the workforce was competent in delivering high quality of service	1	2	3	4	5	6	7	8	9	10
The workforce tasks were assigned clearly	1	2	3	4	5	6	7	8	9	10
The program met its performance indicators	1	2	3	4	5	6	7	8	9	10
Information about the program was well communicated to the community	1	2	3	4	5	6	7	8	9	10
The program was provided in a timely manner	1	2	3	4	5	6	7	8	9	10
The program provided maximum benefit to its target group	1	2	3	4	5	6	7	8	9	10
People from all cultural and linguistic backgrounds were able to access the program	1	2	3	4	5	6	7	8	9	10
People from all cultural and linguistic backgrounds received an equitable level of service	1	2	3	4	5	6	7	8	9	10
Program was accepted by the target group	1	2	3	4	5	6	7	8	9	10
The program met its targeted number of participants	1	2	3	4	5	6	7	8	9	10
Participants were able to implement knowledge gained from the program	1	2	3	4	5	6	7	8	9	10
Location of the program was accessible	1	2	3	4	5	6	7	8	9	10
Others (please indicate):	1	2	3	4	5	6	7	8	9	10

12. Thinking about the management of your most successful program reported in question 10(a), how would you rate the following organisational capabilities (ability to use organisation's resources to produce services) (1 is 'Extremely Poor Developed' and 10 is 'Extremely Well Developed').

Extremely Poor Developed	1	2	3	4	5	6	7	8	9	10	Extremely Well Developed
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ORGANISATIONAL (SERVICE PROVIDER) CAPABILITIES											Please Circle
Problem solving skills	1	2	3	4	5	6	7	8	9	10	
Leadership Skills	1	2	3	4	5	6	7	8	9	10	
Team work	1	2	3	4	5	6	7	8	9	10	
Managing multiple tasks	1	2	3	4	5	6	7	8	9	10	
The ability to prioritise	1	2	3	4	5	6	7	8	9	10	
The ability to schedule the programs and their resources	1	2	3	4	5	6	7	8	9	10	
The ability to formulate policy for the program	1	2	3	4	5	6	7	8	9	10	
The ability to strategically plan the program	1	2	3	4	5	6	7	8	9	10	
Time management skills	1	2	3	4	5	6	7	8	9	10	
Utilisation of Information technology (understand and know how to use it)	1	2	3	4	5	6	7	8	9	10	
Financial management	1	2	3	4	5	6	7	8	9	10	
Marketing the program	1	2	3	4	5	6	7	8	9	10	
Networking skills	1	2	3	4	5	6	7	8	9	10	
Management of non-government sponsorship	1	2	3	4	5	6	7	8	9	10	
Event management skills	1	2	3	4	5	6	7	8	9	10	
Communication skills	1	2	3	4	5	6	7	8	9	10	
The ability to conduct program evaluation	1	2	3	4	5	6	7	8	9	10	
The ability to conduct program needs assessment	1	2	3	4	5	6	7	8	9	10	
Others (please indicate):	1	2	3	4	5	6	7	8	9	10	

D. SATISFACTION WITH MASS SPORTS PROGRAM SERVICE DELIVERY

This section is intended to identify your satisfaction with different dimensions of performance of Mass Sports programs service delivery by the Sports Development Division at the Federal and State Departments of Youth and Sports.

13. With each of the different areas of the program listed below, please circle the level of your satisfaction on a scale of 1 to 10 where 1 is 'Extremely Unsatisfied' and 10 is 'Extremely Satisfied'

Extremely Unsatisfied	1	2	3	4	5	6	7	8	9	10	Extremely Satisfied
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AREAS OF SATISFACTION WITH THE PROGRAM		Please Circle Level of Satisfaction									
The programs were implemented in line with the government's policy		1	2	3	4	5	6	7	8	9	10
The management decision making relating to programs' implementation was clear.		1	2	3	4	5	6	7	8	9	10
The organisation's resources were fully utilised to produce high quality of programs:											
a. Workforce		1	2	3	4	5	6	7	8	9	10
b. Money		1	2	3	4	5	6	7	8	9	10
c. Infrastructures		1	2	3	4	5	6	7	8	9	10
The tasks of staff in producing the programs, were clear		1	2	3	4	5	6	7	8	9	10
The organisation's internal administration systems were effective in producing the service		1	2	3	4	5	6	7	8	9	10
The Sports Development Division at the federal level provided effective support for programs implementation		1	2	3	4	5	6	7	8	9	10
The Sports Development Division at the state level provided effective support for programs implementation		1	2	3	4	5	6	7	8	9	10
The programs were in line with the organisation's mission		1	2	3	4	5	6	7	8	9	10
The programs attained the organisation's main targeted goal		1	2	3	4	5	6	7	8	9	10
Workforce on the programs were knowledgeable in doing their tasks		1	2	3	4	5	6	7	8	9	10
Workforce on the programs were skilful in doing their tasks		1	2	3	4	5	6	7	8	9	10
Facilities for the programs implementation were excellent		1	2	3	4	5	6	7	8	9	10
The success of long term planning was reflected in program's success		1	2	3	4	5	6	7	8	9	10
The programs' development was well planned		1	2	3	4	5	6	7	8	9	10
Structures for delivering Mass Sports programs were well developed.		1	2	3	4	5	6	7	8	9	10
The programs were well promoted to the targeted group		1	2	3	4	5	6	7	8	9	10

AREAS OF SATISFACTION WITH THE PROGRAM		Please Circle Level of Satisfaction									
The programs were well marketed		1	2	3	4	5	6	7	8	9	10
Promotional activities were well planned		1	2	3	4	5	6	7	8	9	10
Programs' evaluation was well implemented		1	2	3	4	5	6	7	8	9	10
Programs' need assessment was well implemented		1	2	3	4	5	6	7	8	9	10
There was good co-operation with other agencies		1	2	3	4	5	6	7	8	9	10
I am satisfied with the performance indicators for Mass Sports programs		1	2	3	4	5	6	7	8	9	10
Overall, I am satisfied with the service delivery of Mass Sports programs:											
a.	Organised by the Sports Development Division at the federal level	1	2	3	4	5	6	7	8	9	10
b.	Organised by the Sports Development Division at the state level	1	2	3	4	5	6	7	8	9	10
Overall, I am satisfied with the organisational capabilities (ability to use organisation's resources to produce services) of the Sports Development Division at:											
a.	the federal level	1	2	3	4	5	6	7	8	9	10
b.	the state level.	1	2	3	4	5	6	7	8	9	10
Overall, I am satisfied with the performance of service delivery for Mass Sports programs managed by my organisation.		1	2	3	4	5	6	7	8	9	10

14. Now, we would like you to think about all Mass Sports programs managed by your organisation. Overall, how satisfied were you with the dimensions listed below. Please circle the level of your satisfaction for each dimension on a scale of 1 to 10 where 1 is 'Extremely Unsatisfied' and 10 is 'Extremely Satisfied'

Extremely Unsatisfied	1	2	3	4	5	6	7	8	9	10	Extremely Satisfied
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DIMENSIONS		Please Circle Level of Satisfaction									
I am satisfied with the factors contributing to program's success listed in question 11.		1	2	3	4	5	6	7	8	9	10
I am satisfied with the management effectiveness items listed in question 11.		1	2	3	4	5	6	7	8	9	10
I am satisfied with the service delivery effectiveness items listed in question 11.		1	2	3	4	5	6	7	8	9	10
I am satisfied with the service provider capabilities items listed in question 12.		1	2	3	4	5	6	7	8	9	10

E. EXPECTATION FOR FUTURE MASS SPORTS PROGRAMS SERVICE DELIVERY

15. Now, we would like you to think about all Mass Sports programs managed by your organisation.
Do you think that there are lessons learned from your most successful program that can be applied to improve the success of other Mass Sports programs? Please list the most important lessons.

**Thank you for your time and consideration.
Your contribution to this research is highly valued**