

**Organisational Change: The future of community football organisational capacity within
New Zealand's Northern Region**

Liam Hunt

A dissertation submitted to Auckland University of Technology in partial fulfilment of the
requirements for the degree of Master of Business (MBus)

2021

Faculty of Business, Economics and Law

Primary Supervisor: Richard Wright

Secondary Supervisor: Gaye Bryham

ABSTRACT

In recent years, within New Zealand, there has been growing expectations of Community Sport Organisations (CSO's) to professionalise their governance and operations (New Zealand Football, 2021; Sport New Zealand, 2021). Such a change of professionalisation is underpinned by a CSO's ability to develop their organisational capacity (Kitchin & Crossin, 2018). Organisational capacity is related to an organisation's ability to implement their available resources, which include financial, human, physical and information resources (Ingham & Joyce, 2002). A widely utilised model of organisational capacity in not-for-profit organisations is Hall et al's (2003) model, which acknowledges organisational capacity is fundamentally reliant on human capital, which influences other dimensions such as financial, infrastructure and process, planning and development and relationship and network capacities. However, to date, there has been limited research conducted on organisational capacity in relation to CSO's (Doherty et al., 2014).

To contribute to the literature regarding organisational capacity in CSO's, the current study sought to understand: *"How can community football organisations within New Zealand's Northern Region develop their organisational capacity by diversifying their portfolio offerings?"*. The research question was explored further through three sub-questions: 1) What is the current level of understanding towards organisational capacity within community football in New Zealand's Northern Region? 2) What areas/avenues of portfolio development and diversification exist for New Zealand's Northern Region community football organisations looking to develop their organisational capacity? 3) To what extent are members of community football organisations based within New Zealand's Northern Region open to the idea of changing their organisational structure, increasing their organisational capacity, diversifying their portfolio offerings, and developing new organisational capabilities?

In order to address the research question and sub-questions, a qualitative study was

conducted, which incorporated a multiple case study approach. Rich Data was gathered through the completion of nine semi-structured interviews conducted with club representatives from across New Zealand's Northern Region. The case studies revealed that the current understanding of organisational capacity within CSO's in the Northern Region is consistent with Hall et al's., (2003) model of organisational capacity. Human capital was the most prominent dimension, with the case studies highlighting the importance of volunteerism in the functioning of CSO's and a trend towards greater employment in CSO's to meet the demands of institutional and stakeholder pressures. The dimensions of financial capacity, strategic capability and facilities were identified as dependent on human capital.

Consistent across the nine case studies was the challenges of CSO's in governance and operations and how this impacts organisational capacity. Sub-themes included governance and operational balance and professionalisation. As volunteer-driven organisations, CSO's struggle to maintain a clear delineation between governance and operations (Doherty et al., 2014; Cuskelly et al., 2006). Recruiting individuals with the appropriate skills required for individual boards was the key challenge of professionalisation (O'Boyle & Shilbury, 2016).

These findings highlight key challenges faced by CSO's in the Northern Region in developing their organisational capacity. These findings will assist Northern Region Football in focusing their resources to support CSO's in developing their organisational capacity, which are focused on the dimensions of human capital, financial capacity, facilities, and strategic capability.

Table of Contents

ABSTRACT.....	ii
LIST OF FIGURES.....	viii
LIST OF TABLES.....	viii
ATTESTATION OF AUTHORSHIP	9
ACKNOWLEDGMENTS.....	10
CHAPTER 1: INTRODUCTION	11
1.1– Background and Research Context	11
1.3 – Researchers Background.....	18
1.4 – Thesis Structure.....	19
1.5 – Chapter Summary	19
CHAPTER 2: LITERATURE REVIEW	21
2.1 - Introduction	21
2.2 - Stakeholder theory	21
2.3 - Organisational Behaviours.....	23
2.3.1 - Core Competencies.....	23
2.3.2 - Organisational Capability.....	24
2.3.3 - Organisational Capacity	25
2.3.4. - Organisational Change.....	27
2.4 - Leadership & Governance.....	29
2.4.1 - Leadership.....	29
2.4.2 - Sports Leadership & Governance	30
2.5 - Organisational Change and Sport	31
2.6 - Core Competencies.....	32
2.7 - Portfolio Development and Sports Organisational Capacity.....	32
2.8 - Organisational Capability in Sports.....	33
2.9 – Chapter Summary	34
CHAPTER 3: RESEARCH DESIGN AND FRAMEWORK	35
3.1 - Introduction	35
3.2 - Research Aim	35
3.3 - Research Paradigm	36
3.4 - Qualitative Research	37
3.5 - Case Study Research and Design	38
3.6 - Participant Selection	39
3.7 - Data Collection.....	40
3.8 - Data Analysis.....	42

3.9 - Ethical Considerations	44
3.10 - Limitations	45
3.11 Chapter Summary	46
CHAPTER 4: FINDINGS AND DISCUSSIONS	47
4.1 - Introduction	47
4.2 - Case Study One – Club A - Nathan	47
4.2.1 Governance and Operations	47
4.2.2 - Organisational Capacity – People and Facilities	49
4.2.2.1 - People	50
4.2.2.2 - Facilities	51
4.2.3 - Open to Change	52
4.2.4 - Club A – Nathan – Summary	54
4.3 - Case Study Two – Club B – Mark.....	54
4.3.1 - Governance.....	54
4.3.2 - Organisational Capacity	55
4.3.2.2 - Financial Capacity	56
4.3.2.3 - Facility Capacity	56
4.3.3 - Change for the Good of Community.....	57
4.3.4 - Club B – Mark – Summary.....	58
4.4 - Case Study Three – Club C – Scott	59
4.4.1 - Governance “Creating a more stable foundation to build”	59
4.4.2 – Portfolio Offerings - Traditional	60
4.4.3 – Change for Future	61
4.4.4 - Club C – Scott – Summary.....	62
4.5 - Case Study Four – Club D – Marvin.....	62
4.5.1 - Governance.....	62
4.5.2 – Traditional vs Professional	64
4.5.3 - Organisational Capacity – Volunteers and Facilities.....	65
4.5.3.1 – Volunteers.....	65
4.5.3.2 – Facilities.....	66
4.5.4 - Club D – Marvin – Summary	67
4.6 - Case Study Five – Club E – Hannah	67
4.6.1 - Governance & Servant Leadership	68
4.6.1.1 - Servant Leadership	68
4.6.1.2 - Governance Structure.....	69
4.6.2 - Organisational Capacity - People	69

4.6.3 - Community Focused	70
4.6.4 - Club E – Hannah – Summary.....	71
4.7 -Case Study Six – Club F – Phil.....	71
4.7.1- Servant Leadership	72
4.7.2 - Inter-Code Governance – Human Resources.....	73
4.7.3 – Organisational Capacity – People	74
4.7.4 - Club F – Phil – Summary	74
4.8 - Case Study Seven – Club G – Connor	75
4.8.1 - Governance.....	75
4.8.1.1 - Hierarchical Structure	75
4.8.2 - Organisational Capacity - People.....	76
4.8.3 - Professionalisation and Employment	78
4.8.3.1 - Employment.....	78
4.8.3.2 – Institutional Pressures	79
4.8.4 - Club G – Connor – Summary.....	79
4.9 - Case Study Eight – Club H – Calum	80
4.9.1 – Governance	80
4.9.2 - Professionalisation and Additional Offerings	81
4.9.2.1 – Additional Portfolio Offerings	81
4.9.2.2 – Professionalisation	81
4.9.2.3 – Financial Implications and Additional Offerings	82
4.9.3 - Facilities	83
4.9.4 - Club H – Calum – Summary.....	83
4.10 - Case Study Nine – Club I – Beth	84
4.10.1 - Governance.....	84
4.10.2 - Organisational Capacity	85
4.10.3 - Community Focused	86
4.10.4 - Club I – Beth – Summary.....	87
4.11 – Chapter Summary	88
CHAPTER 5: SYNTHESIS AND CONCLUSIONS	89
5.1 - Introduction	89
5.2 – Case Studies and Emergent Themes	90
5.3 – Key Themes	91
5.4 - Governance and Leadership	93
5.4.1 - Governance.....	94
5.4.2 - Professionalisation.....	94

5.4.3 Governance and Operations Balance	95
5.4.4 - Summary	96
5.5 - Leadership.....	96
5.5.1 - Leader-Centric Leadership	97
5.5.2 - Collective Leadership	98
5.5.3 - Servant Leadership	99
5.5.4 - Summary	99
5.6 - Organisational Capacity	100
5.6.1 - Volunteers and Employment	101
5.6.2- Financial Capacity	102
5.6.3 - Facilities	103
5.6.4 – Strategic Capability	105
5.6.5 - Summary	106
5.7 - Limitations of the study	106
5.8 - Implications of the Research	107
5.9 - Future Research and Recommendations.....	108
5.9.1 - Governance Specific to Community Football Organisations	108
5.9.3 – Organisational Capacity – Financial Capacity.....	109
5.9.4 – Organisational Capacity - Facilities	110
5.9.5 – Organisational Capacity – Strategic Capability	110
5.9.6 – Knowledge-Based view of Organisational Capacity	110
5.10 – Chapter Summary	111
REFERENCES	113
APPENDICES	132
Appedix A: Participant Information Sheet	132
Appedix B: Consent Form	135
Appedix C: Question Form	136
Appedix D: AUTECH Ethics Approval	137

LIST OF FIGURES

<i>Figure 1: Federations across New Zealand. (New Zealand Football, n.d.).....</i>	<i>13</i>
<i>Figure 2: Conceptual framework of organisational capacity (Hall et al., 2003).....</i>	<i>27</i>
<i>Figure 3: Emergent Themes derived from participant interviews.....</i>	<i>94</i>
<i>Figure 4: Adapated Conceptual framework of organisational capacity (Hall et al., 2003)</i>	<i>104</i>

LIST OF TABLES

<i>Table 1: Sport New Zealand's Nine Steps to Effective Governance (Sport New Zealand, 2021)</i>	<i>15</i>
<i>Table 2: Thematic Analysis Approach</i>	<i>44</i>
<i>Table 3: An Overview of the Emergent Sub-Themes Derived from the Case Studies.....</i>	<i>91</i>
<i>Table 4: An Overview of Emergent Themes Regarding Governance from the Case Studies.....</i>	<i>95</i>
<i>Table 5: An Overview of Emergent Themes Regarding Leadership from the Case Studies.....</i>	<i>98</i>
<i>Table 6: An Overview of Emergent Themes Regarding Organisational Capacity from Participant Interviews.....</i>	<i>102</i>

ATTESTATION OF AUTHORSHIP

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Student Signature:

Date: 31st October 2021

ACKNOWLEDGMENTS

From what began as messages on LinkedIn, Richard Wright alongside Michael Naylor inspired me to take the next step of my journey in enrolling in the Master of Business. To my supervisors, Richard Wright, and Gaye Bryham; thank you for all your support throughout this journey, without such support I know this journey would have been significantly more challenging. It is with the upmost gratitude that I acknowledge all you have done for me during this journey.

I would also like to extend my thanks to Northern Region Football and the nine participants who took the time to share their insightful experiences with me – thank you for being so open in sharing and contributing to the advancement of knowledge within our sector. To Steven Upfold and John Limna, who encouraged me to take on further study whilst working for Northern Region Football, I am incredibly thankful for all you've done for me both professionally and academically.

To my mother, Nicola; you've been a rock of support since I began my journey in this world. You've seen my rise and fall many times and your support has been unwavering throughout. I thank you for your unconditional love throughout my life and am incredibly thankful for all you've provided me, taking on the role of two parents and laying the foundations for all my achievements in life.

To my partner, Hardi; you've been a source of comfort in what has been at times an uncomfortable journey. You have encouraged me to pursue my dreams and achieve what at times felt just out of reach. You're everything and more that I could ask from you.

To my grandparents, Joe, and Susan; you've been pillars of my support team throughout my life and I greatly appreciate everything you've done to support me. Grandad, your passion for sports has been infectious and led me on a journey that's allowed me to find my true passion in this world, for which I'm forever thankful. Grandma, your love, and compassion for those around you has inspired me dearly and for that I will always be thankful to have you on my team.

I also acknowledge the Auckland University of Technology (AUT) Ethics Committee, application number 20/297.

CHAPTER 1: INTRODUCTION

1.1 – Background and Research Context

Sport is an important part of life in New Zealand (Collins & Jackson, 2007), with 94 percent of children and young people and 72 percent of adults participating weekly in some form of physical play, active recreation, or sport, according to the Active NZ report from Sport New Zealand (Sport New Zealand, 2019). Activity amongst New Zealanders is a combination of both competitive and non-competitive sports or activities, with non-competitive activities taking place outside of federated networks of sport. In contrast competitive activities take place within the federated networks, which is often provided by community sports organisations (CSO), regional sports organisations (RSO) and national sports organisations (NSO) (Shilbury et al., 2020; Sport New Zealand, 2019).

The federated nature of sport differs between individual codes but is often made up of International Sports Organisations (ISO), National Sports Organisations (NSO), Regional Sports Organisations (RSO) and Community Sports Organisations (CSO) (Shilbury et al., 2020). The most local and connected to the communities of these organisations are CSO's, who are often referred to as sports clubs. CSO's are integral to their local communities in delivering organised sport and are predominately volunteer-driven (Wicker & Breur, 2015). RSO's often govern the delivery of sport for an area, which includes several CSO's and can consist of multiple cities. NSO's then govern the delivery of sport for an entire country and often provide oversight to the RSO's across a country and ISO's cover the world, governing the delivery of sport internationally whilst working alongside various NSO's.

Within New Zealand there is a federated nature of sports. Alongside this federation's sports network, there is the inclusion of the governing body of all sanctioned sports within New Zealand, which is Sport New Zealand. Sport New Zealand governs the delivery of sport across the

country and work alongside NSO's from across the country. Within New Zealand the national sport is rugby union, which has a domineering presence across the country and is imbedded within the international image of New Zealand (Falcous, 2015). However, despite such presence, participation in rugby amongst young people and adults has decreased since the early 2000's (Sport New Zealand, 2019; Falcous, 2015). Surpassing the national sport in the early 2000's has been football, otherwise referred to as soccer nationally, with 19% of young people participating in football every week in comparison to rugby's 9% in 2019 (Sport New Zealand, 2019). Although football has been dominant in participation rates across New Zealand, it's been marginalised in New Zealand culture and struggled for acceptance in comparison to rugby (Bruce & Stewart, 2015).

Within the context of this research, the focus is on the sport of football. The NSO for football in New Zealand is New Zealand Football and across New Zealand there are six RSO's which are referred to as federations. These RSO's include Northern Region Football, Waikato-Bay of Plenty Football, Central Football, Capital Football, Mainland Football and Football south, which are displayed in Figure 1.

New Zealand Football was founded in 1891 and gained affiliation from the ISO Fédération Internationale de Football Association (FIFA) in 1948, In 1966 alongside a group of nations, New Zealand Football became one of the founding members of Oceania Football Confederation (OFC) (New Zealand Football, n.d.). This study is focused within the Northern Region, which encompasses the larger Auckland and Northland regions and is the largest RSO across New Zealand Football regarding participant numbers. Northern Region Football is the newest RSO across football in New Zealand. Northern Region Football is the product of an unincorporated joint venture between Auckland Football Federation and Northern Football Federation, which occurred in 2019 (Northern Region Football, n.d.). At the time of writing this thesis, Northern

Region Football has not fully completed their amalgamation of both Auckland Football Federation and Northern Football Federation, but this is proposed to occur in December of 2021. Northern Region Football govern football across both the wider Auckland and Northland region, which consists of 78 members clubs or CSO's. Across the 78 member clubs, there are 35,000 registers players of both football and futsal. Northern Region Football alongside the CSO's deliver approximately 900 football/futsal games every weekend across the winter period (Northern Region Football. n.d.).



Figure 1: Federations across New Zealand. (New Zealand Football, n.d.).

Despite football's position as the most played team sport nationally, it has gained very little attention in terms of academic research (Falcous, 2015). Relevant searches of academic databases highlights that there is minimal sport leadership and management research regarding football in New Zealand. The literature examined predominantly relates to Football in New Zealand society

(Falcous, 2015 & Bruce & Stewart, 2015) and Sports Science concepts (Atan, Foskett & Ali, 2016). For comparison, the researcher searched the term “Rugby in New Zealand” on AUT’s database on 28th October 2021, which yielded 299 results when filtered academic journals that were peer reviewed, when the search “Football in New Zealand” was used on the same day with the same filters only 145 results were yielded, which in itself contained less than ten articles exclusive to football/soccer.

In recent years, institutions that govern sport nationally in New Zealand have encouraged CSO’s to professionalise their governance and operations (New Zealand Football, 2021: Sport New Zealand, 2021). This change has been encouraged by sport management scholars as the professionalisation of delivery within CSO’s is believed to improve the coordination, efficiency, and effectiveness of delivery of services by these organisations and improve the overall experience for participants (Ingram & O’Boyle, 2017 & O’Boyle & Shilbury, 2016). Table 1 illustrates Sport New Zealand’s Nine Steps to Effective Governance, which is an example of a resource that has been produced to support the professionalisation of sports organisations from a governance perspective (Sport New Zealand, 2021).

Table 1: Sport New Zealand’s Nine Steps to Effective Governance (Sport New Zealand, 2021)

Step	Explanation
Step 1: Get the right people on board	Without the right skills and attributes present among its directors, any board will struggle to deliver good governance.
Step 2: Define and agree the board’s role	The role and delegations should be written as policies, perhaps as part of a more comprehensive board charter.
Step 3: Employ and support a Chief Executive	Recruitment should be carefully carried out to ensure the right fit. Once in place, the Chief Executive needs to know what his or her authorities are and what the board expects should be achieved.
Step 4: Provide strategic leadership	A statement of strategic direction or strategic plan makes clear what is to be achieved. This should be written in outcomes language as the basis for effective monitoring

	and evaluation, and as the basis for measuring organisational and chief executive effectiveness.
Step 5: Make board meetings count	They should be well run and should focus on the board's job, not the CEO's. Meetings should be predominantly forward looking and offer satisfaction to directors, who can leave the meeting knowing they have added value as the result of applying their experience, expertise, and wisdom
Step 6: Stay on top of the governance role	It is imperative the board stays on top of its role. Monitoring and assessment of organisational effectiveness is the bread and butter of board meetings. However, these functions should not dominate the meetings. Time should be spent at every board meeting looking ahead; a portion of every board meeting should be the equivalent of a mini strategic retreat.
Step 7: Develop the work plan	This ensures directors view their role as continuous rather than episodic and involves making timely provision for all the tasks and functions that the board must address over the course of the governing year. Boards in all sectors are now developing annual agendas.
Step 8: Regularly review the board's performance	Increasingly boards in all sectors are undertaking regular performance assessment. Often guided by an independent specialist, this process also includes individual director assessments based on peer and self-performance feedback.
Step 9: Provide purposeful director induction	Recognising that most boards have a regular infusion of new members bringing new skills and experience to their considerations, it is imperative that all newly appointed directors are provided with an effective induction into the affairs of the board and the organisation.

However, although academic literature and governing sports organisations such as New Zealand Football may propose such changes, the implementation of such change has faced challenges as CSO's who are often run by volunteers often lack the appropriate skill sets required (O'Boyle and Shilbury, 2016., Jurak & Bednarik, 2006) whilst simultaneously trying to maintain the play-like feature of CSO's (Shilbury & Ferkins, 2011). Managing such change is contrary to the stable culture of calmness and minimal conflict often sought by sports organisations (Sarros et al., 2005).

Underpinning the ability to create successful change outcomes within CSO's is their

organisational capacity and ability to deliver the appropriate services for their community (Kitchin & Crossin, 2018). The services provided by CSO's are dependent on their core competencies, which are unique to each organisation and are central to an organisation's competitiveness within its market (Lipsinki & Kosiecek, 2018). Core competencies are defining capabilities of an organisation, which include knowledge, skills, and resources of the organisation (Prahalad & Hamel, 1990). Alexander and Martin (2013) acknowledged that an organisation's competitiveness within the market is based on its ability to deliver and develop its core competencies. Slack and Parent (2006) highlighted that to maintain competitive advantage within the ever-growing field of sports, organisations need to be adaptive and provide services that meet their stakeholders, and the industry's needs. To meet the demands of this hyper-competitive industry sports organisations are forced to innovate and diversify their offering (Baskrada & Hanlon, 2018).

Central to a CSO is its organisational capacity. The definition of organisational capacity is contested within academic literature (Kitchin & Crossin, 2018), however Ingham and Joyce's (2002) definition drawn from their research highlights organisational capacity is tied in with an organisation's ability to not only act, but the resources available to the organisation such as financial, human, physical and information resources. This definition aligns with Hall et al's., (2003) model of organisational capacity for not-for-profit organisations highlighting the key elements of organisational capacity as human capacity, financial capacity, and infrastructure capacity. This is echoed within literature across CSO's, which acknowledges human and financial resources as the key elements of organisational capacity and access to appropriate facilities as a key requirement of CSO's delivering effectively to their communities (Wicker & Breur, 2014; Wicker & Breur, 2013; Swierzy, Wicker & Breur, 2018). The terms organisational capability and organisational capacity are often inappropriately used professionally and academically. Grant (1991) acknowledged this link between the two terms but defined organisational capability as an organisations capacity for undertaking a particular productive activity. Davies et al., (2016) noted that like organisational

capacity, there is a lack of consistency in an agreed upon definition of organisational capability. A definition that is often referred to is Dosi et al., (2004) which described organisational capability as a combination of skills, competencies, resources, routines, and behaviours of an organisation that enables it to perform an activity reliably to achieve a determined outcome.

CSO's are governed traditionally by a volunteer board, which lead the strategic oversight of the functioning and overall direction of the organisation (Ferkins & Shilbury, 2012). The boards are often viewed as taking on a leadership role within CSO's (Ferkins & Shilbury, 2012). Traditional leadership theories have focused heavily on individual traits and promoted vertically aligned hierarchical approaches to leadership (Friedrich et al., 2009) and this is evident within many CSO's who are often led by a chairperson or president, maintaining a leader-centric approach (Shilbury et al., 2020). However, this perspective is being challenged in academic literature by the likes of Ferkins et al., (2018) who argued that collective processes may further support CSO's, rather than the traditional models of leader-centric or vertically aligned approaches to leadership.

1.2 – Research Aim and Design

The aim of this study is to gain insights into the factors contributing to participant's perceptions of how organisational change can improve organisational capacity at a community sports level. The research question itself is:

- How can community football organisations within New Zealand's Northern Region develop their organisational capacity by diversifying their portfolio offerings?

The sub-questions are:

- What is the current level of understanding towards organisational capacity within community football in New Zealand's Northern Region?

- What areas/avenues of portfolio development and diversification exist for Northern Region community football organisations looking to develop their organisational capacity?
- To what extent are members of community football organisations based within New Zealand's Northern Region open to the idea of changing their organisational structure, increasing their organisational capacity, diversifying their portfolio offerings and developing new organisational capabilities?

To address the research question and sub-questions, this study utilised the constructivist-interpretive research paradigm (Farrelly, 2013), which enables the researcher to delve into the lived experiences of participants (Denzin & Lincoln, 2010). The research was underpinned by a qualitative approach utilising semi-structured interviews, which enabled the researcher to explore the lived experiences and perceptions of the participants, providing data-rich information (Bryman & Bell, 2015). Participants were chosen based on a purposive sampling method, which aligned with the research paradigm and data method and allowed the researcher to interview a relatively small participant size whilst yielding useful information (Kelly, 2010). Nine participants from across the Northern Region, all of whom hold a leadership position (Officer position as per incorporated societies/charitable trusts requirements) within their organisation, agreed to participate in this study. An interview guide was used with a total of fourteen questions as part of the semi-structured interviews which ensured the researcher to gather information regarding organisational capacity and their portfolio offerings. Thematic analysis was chosen for this study as it fits with the qualitative methodology adopted for this study (Braun et al., 2019; Guest, Macqueen & Namey, 2012).

1.3 – Researchers Background

The researcher for this study is completing a Master of Business in Sport Leadership and Management (Full-Time) and is employed at Northern Region Football (Full-Time) as an Area Manager. At the time of the commencement of this study, the researcher was working in an area

defined as Central/West which is made up of the Albert Eden, Puketepapa, Whau, Waiheke and Maungakiekie-Tamaki local boards in Auckland. To ensure ethics were obliged in this study, ethical considerations as referred to in section 3.9 – Ethical Considerations were employed to minimise the risk for participants in this study. Ultimately, this led to the region in which the researcher works predominately being excluded from this study, to avoid power imbalances and selection biases.

1.4 – Thesis Structure

Chapter two is a review of the organisational behaviour literature with a specific focus on the concepts introduced at the start of this chapter. It also looks at these concepts within the context of sport leadership and management. The focus of chapter three is the research methodology and method, including the design of the data collection and analysis process. A rationale for the choice is provided before acknowledging the ethical considerations and limitations of this study. Chapter Four then analyses the emergent themes in relation to each case study, providing a discussion in relation to the findings and relevant academic literature to support or challenge the findings. Chapter Five synthesises the emergent themes across the participants, further examining the emergent themes across the collective of the participant interviews. The final chapter presents a summary of the key findings and limitations of the study whilst providing practical recommendations for Northern Region Football and the football clubs that are governed by the organisation.

1.5 – Chapter Summary

Chapter One is an introduction chapter providing the background of the research as well as the research context that underpins the remaining thesis. The bridging of the background and research context is supported by an overview of the chosen research method and research paradigm, which then detailed the chosen data collection and analysis methods for this study. This

chapter also provided an oversight of the remaining thesis structure, which detailed how each chapter is outlined to provide answers to the research aim and research questions. An acknowledgement of the researcher's background and employment at Northern Region Football was noted as part of this chapter.

CHAPTER 2: LITERATURE REVIEW

2.1 - Introduction

The purpose of this chapter is to establish the theoretical foundations of this study. The literature review commences with an analysis of stakeholder theory, before focusing upon the concept of organisational behaviour and the impact of individuals, groups, and systems on organisational performance. Next, the literature review will narrow its focus from corporate literature to literature about sports organisations, in particular areas of leadership and organisational behaviours within community sport organisations (CSOs). The aim of the chapter is to highlight areas where further research is required.

2.2 - Stakeholder theory

The stakeholders of organisations have been of great interest to many in literature before the development of the stakeholder theory, but interest blossomed from the early work of American Professor R. Edward Freeman. Stakeholder theory is one of the most prominent theories within business management literature, covering the study of stakeholders and their influence on business management (Freeman, 2010; Stieb, 2009). The term 'stakeholder' first emerged in the 1960's, referring to other parties having a 'stake' in an organisations decision making processes (Stern, 2008). This term was built upon further by Freeman in 1984 within the book '*Strategic Management: A stakeholder Approach*' (Freeman 2010). The exact definition of a stakeholder has continued to be a place of varied agreeance; however, most agree that stakeholders are individuals or groups that can either influence or be influenced by an organisation's actions (Biscaia et al., 2018; Freeman, 1984).

Freeman's (1984, p. 25) definition of the stakeholder is "any group or individual who can affect or is affected by the achievement of the organisation's objectives". Clarkson (1994) took a similar approach within their definition but includes the concept that stakeholders have put

something at risk or stake by being a stakeholder and this is not always voluntarily. Several authors have argued that Clarkson's (1994) definition of putting something at risk or having a stake is too vague for a definition and lacked clarity (Fassin, 2009; Senaux, 2008).

The importance of stakeholders within organisations has been an evolving thought process (Lewis, 2007; Covell, 2005;) as has the concept of stakeholders being a part of a collective group of leaders (Yammarino et al., 2012). Within the not-for-profit sector, there are a variety of stakeholders groups that have particular interests within organisations (Cordery & Sim, 2017). A simple classification for various stakeholders is internal, who consist mainly of members, employees, and volunteers and external who may consist of national or regional sports organisations and local communities (Dumont, 2014; Laratta et al., 2011). Sports organisations utilise stakeholder mapping to understand which stakeholders are impacted economically and socially by decisions made (Kolk & Pinske, 2007). Social impacts of sports organisations can range from promotion of physical activity and health promotion, community cohesion, volunteering to name a few (Brown et al., 2006). Irrelevant to an individual's status as a stakeholder, organisations need to ensure they're providing value to their primary and secondary stakeholders through social creation, which is essential in developing human, financial, cultural and reassurance value for stakeholders (Breitbarth & Harris, 2008).

The influence of stakeholders on organisations has been widely researched by scholars, utilising a variety of theoretical lenses, particular areas of research include management structures (Holt, 2007), decision-making (Miragaia, Ferreira & Carreira, 2014) and financial performance (Sotiriadou, 2009). The importance of stakeholder theory within business management practise is it helps identify which stakeholders an organisation needs to engage with (Covell, 2005) and goes further to identify which stakeholders possess the most power within given circumstances (Lewis, 2007). Stakeholder theory indicates that if an organisation can satisfy the conflicting interests of its

stakeholders and satisfy the needs of their various stakeholders, this will lead to success within the long term (Friedman et al., 2004). The importance of stakeholders in business/organisations is well established within the stakeholder theory, however, stakeholders represent one element that organisations must develop to ensure they're successful. The remainder of these elements are described as organisational behaviours.

2.3 - Organisational Behaviours

The study of organisational behaviours has been a broad concept of research since its inception and is a multidisciplinary field, which studies individuals, groups, and processes within the workplace (Hall et al., 2003; Freeman, 1984). The study of organisational behaviours continues to broaden, and this literature review will cover core competencies (Lipsinki & Kosiecek, 2018), organisational capability (Dosi et al., 2004), organisational capacity (Hall et al., 2003) and organisational change Welty Peachey & Bruenning (2011). These behaviours as part of organisational behaviour make up the element of groups and processes (Hall et al., 2003), which focuses on the systems of organisations and large groups, rather than focusing on individuals and their influence, which was discussed previously as part of the stakeholder theory (Friedman et al., 2004)

2.3.1 - Core Competencies

Core competence is a key concept within the contexts of organisational structure and performance and core competencies develop organisational capabilities, which essentially form an organisations competitiveness within its market of choice (Lipsinki & Kosiecek, 2018). The study of core competencies dates to the work of Andrews (1971). It was not formalised, however, until Prahalad and Hamel (1990) discussed the concept and concluded that core competencies are the basis of an organisations competitiveness within their industry. In more recent research this foundation from the original research has been emphasised by Alexander and Martin (2013) who

concluded that an organisation's competitiveness within the market is based on its ability to deliver and develop its core competencies. Competitiveness within an organisation is also based on the perceived value by customers and stakeholders, therefore it can be said that the development of core competencies is influenced by a desire to raise the value of a product or service to customers or stakeholders (Long & Vickers-Koch, 1995). Gupta and Lehmann (2005) took this further in their development of the rotation framework of customers values, which integrated innovative, economic, functional, and psychological value, which are considered essential to organisational core competencies.

2.3.2 - Organisational Capability

The development of organisational capability is considered central to an organisations competitive advantage and essentially its ability to continue operating (Bakhru, 2004). As for the definition of organisational capabilities, Dosi et al., (2004) described it as a combination of skills, competencies, resources, routines, and behaviours of an organisation that enables it to perform an activity reliably to achieve a determined outcome. More recently, Davies et al., (2016) noted that there is still an ongoing lack of consistency in any agreed-upon definition of organisational capability, due to the various literature sets that are involved. However, although there may not be a common definition readily agreed upon in all literature, the four main perspectives that have influenced various definitions over time include the resource-based view (RBV), the dynamic capabilities view, the evolutionary economics view and the knowledge-based view (Leiringer & Zhang, 2021).

The RBV is traced back to Penrose (1959), who tried to explain how a firm's managerial resources affect its growth. These ideas have since gained significant attention across various literature (Barney, 1991; Wernerfelt, 1984) and RBV is now one of the most influential theories in strategic management (Barney et al., 2011). RBV states that there is reliance amongst organisations upon various tangible and intangible resources to maintain operations. Capabilities

represent an organisation's ability to mobilise, deploy and combine resources that it owns or has access to, which include physical, human, and technological resources, to achieve the desired outcome (Dosi et al., 2000; Collis, 1994).

Teece et al., (1997) created the dynamic capabilities perspective as an extension of RBV to explain how organisations adapt, integrate, and restructure resources to respond to quickly changing surroundings. Since the work of Teece et al., (1997), the study of the dynamic capability's perspective has continued to grow and in recent times has become one of the most researched areas in strategic management (Schilke et al., 2018). The dynamic capabilities theory places an organisation's ability to sense, seize and shape internal and external opportunities and threats at the centre of its success (Teece, 2007). There are clear connections between literature surrounding dynamic capabilities and evolutionary economics, as well as research on organisational routines (Helfat & Peteraf, 2003; Zollo & Winter, 2002). Within this literature, explanation of capabilities concluded that they are learned, patterned, and repetitive activities (Winter, 2003). Further, this research indicates that organisational routines are fundamental building blocks of capabilities (Parmigiani & Howard-Grenville, 2011).

The Knowledge-Based view of capabilities is essentially an expansion of the resource-based view (Grant, 1996). The emphasis of this view is that capability development requires access to knowledge, through learning, integrating mechanisms and knowledge enabling systems (Lerlinger & Zhang, 2021). The Knowledge-Based view is quite underdeveloped within literature compared to those expanded on above, however, it provides emphasis on the important role of learning in capability development (Pemsel et al., 2018).

2.3.3 - Organisational Capacity

The terms organisational capability and organisational capacity are inter-changed in

professional settings, but academics have consistently acknowledged these terms do not have the same meaning. Grant (1991), for example, acknowledges the link between capabilities and capacity, but defines organisational capabilities as an organisation's capacity for undertaking a particular productive activity. Ingham and Joyce (2002) took this definition further in their study of organisational capacity within the context of governments by referring to concept capacity is tied in with an organisation's ability to not only act, but to tie in their financial, human, physical and information resources. Although the definition of organisational capacity may be contested, a widely referred to model which helps provide understanding what these various definitions are influenced by was presented by Hall et al., (2003).

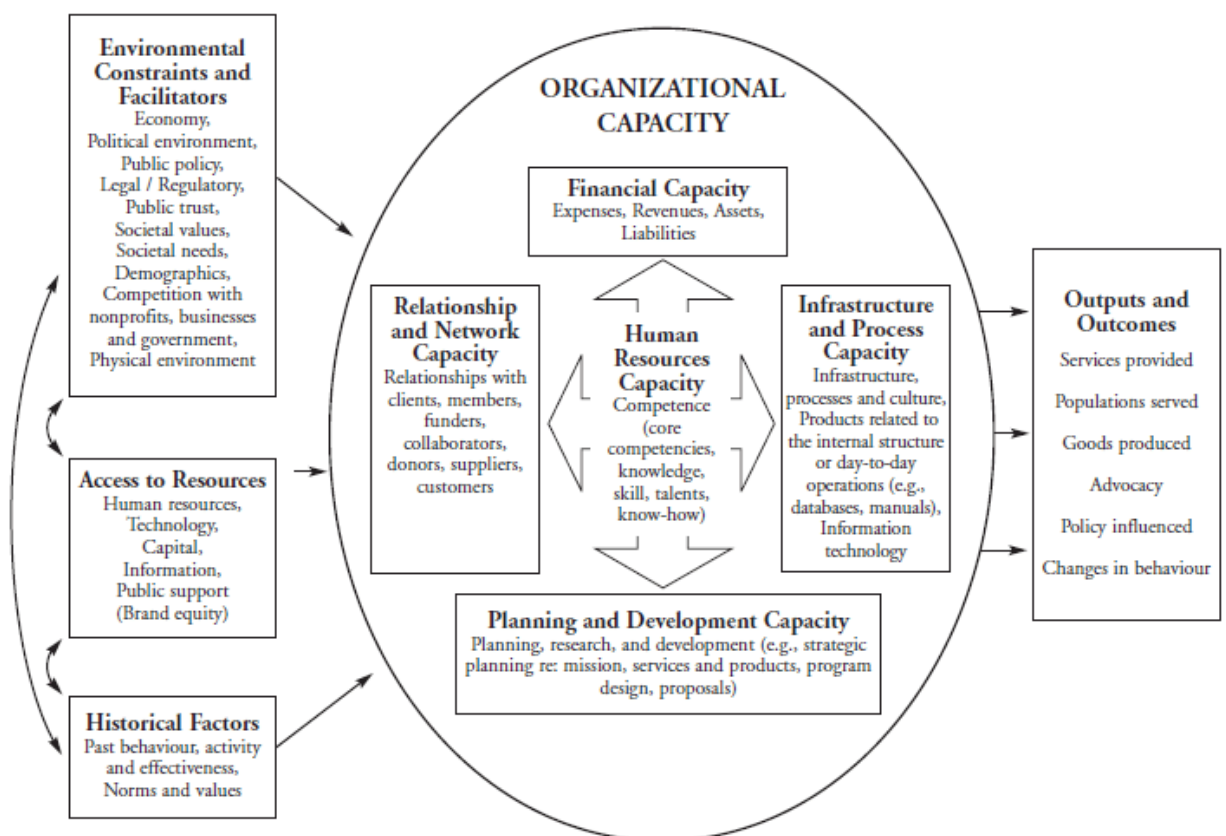


Figure 2: Conceptual framework of organisational capacity (Hall et al., 2003)

Hall et al., (2003) model centres organisational capacity, highlighting how this is influenced by environmental constraints, resource access and historical factors. The model is multi-

dimensional and provides context to the various capacities, which include human, infrastructure, planning and development and financial capacities also. Human resources as a dimension of this model refer to an organisations ability to utilise human capital within the organisation (Kitchin & Crossin, 2018). Human capital is considered by Hall et al., (2003) to be the key element as they concluded that the development of human capital initiates or further develops all other dimensions. The second dimension is financial capacity, Hall et al., (2003) refer to financial capacity in two elements as better money and more money. Better money refers to diverse revenue streams or removal of obligations to a specific stream (Hall et a., 2003), Allison and Kaye (2005) supported this with their findings that organisations that create multiple commercial revenues, improve sustainability by not relying on a single income stream.

The third component within the Hall et al., (2003) model is that of structural capacity, which includes planning and development capacity, network and relationship capacity and infrastructure and process capacity. Finally, Planning and development capacity refers to competence in the strategic planning processes of an organisation. Morrison and Misener (2020) found that strategic planning is influenced by environmental pressures, supportive organisational culture, and organisational capacity. Doherty et al, (2014) stated that strategic planning is crucial to a non-profits ability to exist and thrive. Network and relationship capacity refers to the development of social capital, which is centred on external relationships, network capacity is developed by the development of inter-organisational respect and openness and can provide valuable links for community-based organisations (Thibault, Frisby & Kikulis, 1999). Infrastructure and process capacity includes the day-to-day operations of organisations, including facilities and cultural practices (Kitchin & Crossin, 2018).

2.3.4. - Organisational Change

Welty Peachey and Bruening (2011) definition of organisational change highlights the

planned or unplanned response to internal or external pressures, which can vary from developmental to transformational. Jick and Peiperl (2003) conceptually held a similar view, defining organisational change as planned or unplanned response to pressures and forces which range from small-scale (developmental), mid-level (transitional) or large-scale (transformational). Poole and Van de Ven (2004) took the concept of change further and concluded that change is related to “a difference in form, quality, or state overtime in an organisational entity”. These commonalities in definition, highlight that change can exist in minute details of organisational structure to radical systemic changes, that can be considering both internal and external requirements.

When looking further into the areas of change within an organisation, Slack and Parent (2006) concluded that change occurs in four key areas, these being people, structures and systems, technology and products and services. Clarke (2010) noted that people of all the areas to change are the main source of resistance, Slack and Parent (2006) earlier explored this and the areas of resistance from these include self-interest of individuals, lack of trust, lack of understanding, history, and experience and financial and/or efforts of change. Slack and Parent (2006) took their exploration of the areas of resistance to change and developed some ways to mitigate this which include creating a change team, communicate, educate, involve, and designate as some keyways to mitigate the potential areas of resistance to change. What does seem clear from the work of Slack and Parent (2006) is that during organisational change, ensuring there is a clear change process in place is critical as well as a link to leading the process, O’Brien et al., (2019) said in their book on strategic management that “To implement any of the suggested strategies to reduce resistance to change, proper leadership is critical”. Based on the findings of O’Brien et al., (2019) it is evident that to further understand organisational change, an examination of leadership within organisations is essential.

2.4 - Leadership & Governance

Within this section, leadership will be discussed from a non-sport specific viewpoint before leadership and governance are discussed within the contexts of sport.

2.4.1 - Leadership

The involvement of stakeholders in the leadership process has been studied since the 20th century (Friedrich et al., 2009). Early leadership studies have placed emphasis on individuality and individual behaviours, with much of this research being centred around business environments (Kihl et al., 2010). Consequently, traditional leadership theories and models often promote a “top-down” or vertically aligned hierarchy of leadership, which can be defined as leader-centric (Friedrich et al., 2009). Early research on leadership also often focused on the concepts of leader or non-leader, applying what is referred to as a ‘trait approach’ to early research on leadership (Jackson & Parry, 2008). These early approaches to the research of leadership ensured that the concept of authority, and its associated roles within organisations, heavily influenced the notion of leadership as the qualities of individuals rather than actions (Bresnen, 1995). Chelladurai (1990) highlighted this in the first literature review in sports leadership, which was focused on on-field performances. The same review also noted that, of the research reviewed, the majority focused on the decision-making of individuals who had leadership roles within teams – specifically coaching (Chelladurai, 1990).

In part, since early leadership literature focused on leader-centric approaches (Friedrich et al., 2009), from the 1990s and dominated literature for the next couple of decades transactional and transformational leadership theories emerged (Welty Peachey et al., 2011; Bryman 1992). Since the start of the 21st century theories have begun to highlight a change in thinking from vertical alignment to horizontal alignment (Hiller, 2006) and a change in the view that leadership is the role of an individual, to leadership as a characteristic or a collective effort of multiple (Dee et al., 2018). Leadership as social interaction or a relational concept is shared across various leadership theories,

including but not exclusive to collaborative leadership, shared leadership, co-leadership, and collective leadership (Dee et al., 2018; Friedrich et al., 2016).

Viewing leadership as a social construct is in stark contrast to earlier leadership theories, which focused primarily on an individual's effects and efforts on organisational performance (Yammarino et al., 2012). Friedrich et al., (2009) concluded that traditional leadership theories and models often promote a top-down or vertically aligned hierarchy of leadership, which can be defined as leader-centric. However, collective leadership models take the social interaction of leadership to an entirely different lens when compared with traditional leadership theories, moving the epicentre of leadership away from an individual but to the system of relationships that make the collective surrounding leadership (Ospina 2016). Hiller (2006) concluded that collective leadership views leadership as not a characteristic of an individual, but rather the process of an entire team or organisation, which has been echoed in leadership research since (Friedrich et al. 2019; Yammarino et al., 2012).

2.4.2 - Sports Leadership & Governance

Whilst discussing leadership within sports, especially within CSOs, it is pertinent to explore the concept of sports governance. Although there may be no agreed-upon definition in academic literature, sport governance has gained increased popularity within the academic literature in recent years (O'Boyle, Shilbury & Ferkins, 2019). Ferkins and Shilbury (2012) utilised a definition that centres on the functioning and overall direction of a sports organisation, which according to the work of O'Boyle et al., (2019) may be an over-simplification of a complex system.

Within the environment of not-for-profit sports, the board (often referred to as a committee) within CSOs take on the leadership role by setting the strategic direction of organisations (Ferkins & Shilbury, 2012). A key challenge of this role, however, is the organisation's alignment within the sports network and their association and connection with RSO's and NSO's

(Chelladurai & Zintz, 2015). Another distinct challenge of governance in not-for-profit sports is that individual directors of boards driven by the passion for their sport or organisation may lack skillsets required by their role to govern their organisation (O'Boyle & Shilbury, 2016). Sports governance has previously taken a leader-centric view (Shilbury et al., 2020). This view has been challenged by Ferkins et al., (2018) who argued that sports governance at a National Sports Organisation would benefit from a collective process, rather than a leader-centric or top-down focus.

2.5 - Organisational Change and Sport

The relationship between organisations and their stakeholders and the stakeholder's influence on organisational change processes is crucial (Kasale, Winand & Morrow, 2019). Ferkins and Shilbury (2010) in their research linked strategic capability and organisational capacity, noting that strategic capability builds organisational capacity by promoting responsiveness to the ever-changing internal and external variables organisations face, noting the relationship between organisational capacity and organisational change. Ferkins and Shilbury (2010) was followed up by the same researchers, drawing a similar concept (Ferkins & Shilbury, 2015; Shilbury & Ferkins, 2011).

Organisational change within sports organisations is often stimulated by external structures, such as national sports organisations to regional sports organisations or regional sports organisations to CSO's (Wheaton & Thorpe, 2019; Amis et al., 2004; Steen-Johnsen & Hanstad, 2008). The changes that organisations are often encouraged to make by governing sports organisations are towards bureaucratic/professional organisational structures, this change has received criticism from within academic literature (Vos et al., 2012). This top-down approach of organisational change is explained through the institutional theory. The institutional theory explains that this organisational change is influenced by institutional pressure (Slack & Hinings, 1994).

The study of sports organisations through the lens of an institutional perspective has been conducted by several academics (Vos et al., 2012), however, there is little research into CSO's (Vos et al., 2012; Edwards et al., 2009), rather most of this research is within national sports organisations (Phelps & Kent, 2010). Institutional pressures within the context of CSO's often pressure CSO's to become more homogenous (Chappelet & Bayle, 2005). Whether it be internal or external pressures that influence organisational change, Morrow and Idle (2008) concluded that leading organisational change requires the understanding of organisational stakeholders as stakeholders are often able to facilitate or hamper organisational change.

2.6 - Core Competencies

The ability to rapidly respond and adapt to changing environments is something that is not foreign to sporting organisations (Retar, Plevnik & Kolar, 2014). A key difference between the corporate literature, surrounding core competencies, and that of literature relevant to sports management is that generally the development of core competencies is carried out by volunteers within a sports organisation, who often lack the appropriate professional knowledge regarding the topic (Jurak & Bednarik, 2010). Although the importance of maintaining the development of core competencies in organisations seems clear in ensuring organisational competitiveness (Alexander & Martin, 2013; Prahalad, 1990), there is a lack of literature concerning sports organisations. Most of the competency related literature surrounding sports is about the emerging field of sports leadership (Welty Peachey et al., 2018).

2.7 - Portfolio Development and Sports Organisational Capacity

Maintaining a competitive advantage within business practises has led to many industries creating a hyper-competitive environment, where organisations are forced to innovate and potentially diversify what their organisation offers (Baskrada & Hanlon, 2018). Portfolio development as seen in the lens of organisational capacity and capacity development in

relationship sports organisations has gained interest in recent years. An interpretation of organisational capacity that has been used in CSO's is from the Hall et al., (2003) model of as explained in section 2.3.3. The model highlights organisational capacity is essential in determining an organisation's ability to produce outputs or outcomes, which concerning CSO's may relate to the ability to provide services and serve their communities (Hall et al., 2003).

The findings of Hall et al., (2003) has been replicated by various sports academics (Swierzy, Wicker & Breuer, 2018; Wicker & Breur, 2013). Generally, sports organisations look to seek a stable culture, with emphasis placed on calmness, security of employment and minimal conflict levels (Sarros et al., 2005). However, to maintain a competitive advantage in an ever-growing field, sports organisations need to be flexible, adaptive and be able to do so quickly to ensure their survival and growth (Slack & Parent, 2006). Wicker and Breur (2013) found that clubs with a clear non-conflicting mission generated diverse revenue streams, which supported organisational capacity. Wicker and Breur (2014) furthered their previous research by concluding that clubs with a larger membership and diverse revenue stream, were able to develop their core competencies in a variety of areas due to their diverse financial base.

2.8 - Organisational Capability in Sports

An alternative definition of capability in a sports setting is that of brand capability, which refers to an organisations resource or capacity to deploy resources to achieve its branding goals and overall strategy (Manoli, 2020). Ferkins and Shilbury (2015) used strategic capability, defining capability as "the intersection of capacity and ability with the distinction often drawn between competence and capability". For CSO's, accessing sports facilities that are suitable for their organisation is one of the key challenges (Wickers & Breur, 2010) and its success can often rely on network and relationship capacity (Doherty et al., 2014). Morrison and Misener (2020) highlight

that a strategic approach may be required to ensure that this capacity is developed.

2.9 – Chapter Summary

The study of organisational behaviours and the associated impacts on organisational performance from a corporate perspective is a well-established field of literature (Hall et al., 2003; Freeman, 1984). However, from the perspective of sports organisations and not-for-profit organisations, this literature is less developed (Wicker and Breur, 2013). The literature discussed within this chapter highlights the influence of stakeholders on organisational behaviours (Freeman, 2010; Holt 2007). Beyond individuals, systems and groups seemingly have a large influence on organisational behaviours such as core competencies organisational capability/capacity and organisational change (Lipsinki & Kosiecek, 2018; & Welty Peachey and Bruening, 2011; Dosi et al., 2000). The findings from this literature review also highlights the complexities faced by CSO's and how the leadership and nature of these organisations influence organisational behaviours. The literature review presents the gap in literature particularly relating to CSO's and organisational behaviours, in particular football organisations. This gap in the literature supports this thesis, which aims to address how community football organisations can develop their organisational behaviours, to improve organisational performance parameters. The following chapter provides the research methodology and method, including the design of the data collection and analysis process.

CHAPTER 3: RESEARCH DESIGN AND FRAMEWORK

3.1 - Introduction

As described by Mertens (2020) research is a process of systematic inquiry, which involves the collection of data, the analysis of data and the interpretation of data. However, the meaning of this definition is influenced by the researcher's philosophical understandings and worldview. This is referred to as the research paradigm and it influences how individuals conduct and interpret research (Mertens, 2020). As first introduced within Chapter 1, section 1.3, the focus of this study is to explore community football organisations organisational capacity in relation to portfolio diversity. This was achieved through exploring the experiences of individuals within these organisations, focusing on the participants perspectives rather than the researcher's perspective (Gratton & Jones, 2010). Case studies provide a holistic view, through collecting data from various participants and sources, enabling the researcher to understand a complex view of a given phenomenon identified in their research aim (Denzin & Lincoln, 2011; Hancock & Algozzine, 2011).

3.2 - Research Aim

The research aim is centred around understanding the lived experiences of participants, whilst also allowing the researcher to interpret the data collected, which is most closely associated to the constructivist-interpretive paradigm (Denzin & Lincoln, 2005; Grant & Giddings, 2002), The aim of this study is to determine how organisational change can improve organisational capacity at a community sports level. The research question is:

- How can community football organisations within New Zealand's Northern Region develop their organisational capacity by diversifying their portfolio offerings?

A series of research objectives were also included, which allowed the researcher to narrow in on specific areas related to the overall research questions. These are first introduced in Section 1.3.

The research objectives are:

- To critically evaluate the current level of understanding towards organisational capacity within community football in the Northern Region.
- To explore what areas/avenues of portfolio development and diversification exist for Northern-region community football organisations looking to strengthen their organisational capacity.
- To examine the extent to which the members of community football organisations based within the Northern Region are open to the idea of changing of their organisational structure, increasing their organisational capacity, diversifying portfolio offerings, and developing new organisational capabilities?

3.3 - Research Paradigm

The definition of research is individually influenced based on a researcher's philosophical standpoint, which is a product of their worldview (Mertens, 2020). This philosophical standpoint is referred to as the research paradigm (Mertens, 2020). The research paradigm as explained by Guba and Lincoln (1994) is influenced based on their ontological, epistemological, and methodological assumptions. The recognition of the potential impacts of one's personal experiences and perspectives on the outcomes of research conducted has seen many researchers in both quantitative and qualitative studies stating their choice of research paradigm (Jones, 2015).

The researcher for this study's ontological assumption is consistent with a relativist ontology, as it is the researcher's belief that there are multiple realities within the world, which are the product of social construction based on an individual's interactions or perceptions (Denzin & Lincoln, 2018). This is consistent with the research questions focus on "How can community football organisations within the Northern Region develop their organisational capacity by diversifying their portfolio offerings?" It can be assumed that within this study there is a need to understand multiple

realities of the participants. The researcher's epistemological position is consistent with a constructivist epistemology, which offers explanation to how human beings learn and the nature of knowledge (Grant & Giddings, 2002). Based on the researcher's ontological and epistemological assumptions, the study is consistent with the constructivist-interpretive paradigm (Denzin & Lincoln, 2018). The adoption of the constructivist-interpretive paradigms is consistent research aim and questions as the researcher sought to build new knowledge alongside the participants and their perceptions of the world around them (Denzin & Lincoln, 2018). This approach is consistent with the researcher's background as acknowledged in section 1.4, where the researcher's role within Northern Region Football is centred on acknowledging various perspectives of individual's involved in football. To support these individuals and the Northern Region, the researcher has chosen to co-create new knowledge, which is consistent with the constructivist-interpretive paradigm. It would be merely impractical for the researcher to be distanced from the study as consistent with the positivism paradigm (Walker, 2005), which ultimately led to the forming of the research approach detailed above.

3.4 - Qualitative Research

When taking into consideration the objectives of this study, a qualitative approach was considered the most appropriate approach. Qualitative research looks to provide a deeper understanding of the underlying meanings of individuals actions and behaviours (Rosenthal, 2016). In contrast to quantitative research, qualitative research provides a way to begin to understand dialogue and brings the researcher into direct contact with the participant, enabling an avenue to discuss the meaning of given dialogue and not taking this at its face value (Mertens, 2020). Qualitative research is most closely associated with the chosen research paradigm as a focus is placed on the interaction between researcher and participant, which is an interactive research process (Ingham-Broomfield, 2015).

Qualitative researchers are not seeking to identify cause and effect and establish statistical

significance within their research which is characteristic of quantitative research (Walker, 2005), instead qualitative researchers immerse themselves within the research and analyse dialogue to establish individuals' feelings and trends amongst various individuals (Rosenthal, 2016; Bryman & Bell, 2015). Consequently, qualitative research methods, enabled the researcher to explore the lived experiences and the feelings of the participants, as the interviewer and delve into the details of these experiences and feelings. The insights provided were the catalyst to originate new concepts from literature in relation to organisational change and capability (Mertens, 2020). There are a multitude of qualitative data collection methods that are traditionally used within the researcher's chosen paradigm, which include interviews, observations, archival or document analysis and focus groups (Farrelly, 2013; Grix, 2010). For this case study, interviews were identified as the most suitable and efficient data collection method as they allow for the collection of information rich data in a short space of time.

3.5 - Case Study Research and Design

Case study research is derived from the desire of researchers to understand a complex social phenomenon (Yin, 2014). The definition of case study research is debated within academia (Liamputtong, 2013), which is usually centred around whether case study research is a method or methodology (Denzin & Lincoln, 2011). For the purpose of this study, case study research is explained as an assessment of football organisational capacity within New Zealand's Northern Region – incorporating interviews with representatives from across the Northern Region. Case study research is utilised in a variety of academic fields and is prominent in business, management, and sports management studies (Bryman & Bell, 2011).

Case study research was selected as the most appropriate methodology in this study, as the study sought to get an understanding of organisational change and study the lived experiences of individuals involved (Stake, 2006). There is an array of types of case studies, however, Stake (2010)

categorises case studies into three groups: the single instrumental case study, the intrinsic case study, and the collective or multiple case study. The single instrumental case study necessitates the researcher focusing on a specific area of interest, before selecting a case to provide meaning to that area of interest (Creswell & Poth, 2007). The intrinsic case study, places emphasis on the case itself and is the study of the case (Liamputtong, 2013). The multiple case study approach is essentially an expansion of a single case study to include multiple cases, which is often used to provide more in-depth meaning when compared to a single case study (Hancock & Algozzine, 2011). The researcher chose a multiple case study approach for this research, which enabled the researcher to not only view organisational capacity and portfolio diversity as a standalone case but enabled the researcher to gain perspective from multiple case studies across different environments. As detailed below in the participant selection, nine case studies were included in this study, with nine clubs and nine participants from those clubs. In Chapter Four, the research question is explored through nine individual instrumental case studies and Chapter Five provides a synthesis of these individual case studies in a multiple case study approach.

3.6 - Participant Selection

Six regions were chosen from within the regional scope of the Northern Region Football (NRF). Two participants from each region, from the smallest club and the largest club, were chosen using purposeful sampling to ensure that the greatest insights and data could be gathered (Liamputtong, 2013). Northern Region Football has seven regions within their geographical scope; however, one region was removed from this study due to an employment power imbalance (Refer to section 3.9) by way of relationship between the lead researcher and the region.

Purposive sampling was adopted to ensure that the information obtained was rich data based on individuals experiences within community football organisations and knowledge in relation to organisational capacity and portfolio diversity (Liamputtong, 2013). Purposive sampling provided

the researcher the ability to interview fewer sample of participants, whilst still yielding appropriate and useful information (Kelly, 2010). Which provides justification to the participant group chosen in this research. To ensure the most suitable participant from each community football organisation were identified, the following criteria was applied (Jones, 2015):

- Access: Availability and willingness to participate in the interview process and provide insightful information. Due to the limited size of the study and the time constraints for completion, access to the most appropriate participants was first and foremost determined by participants availability and willingness to participate.
- Insight: Individuals with knowledge and experience in CSO's, in particular positions of governance within the organisation. This was to ensure that participants were familiar with organisational capacity and portfolio offerings of the organisation.
- Diversity: Diverse experiences within football club operations, especially within the context of being a part of the governance structure. Gender and ethnic diversity were not achieved in this study, however, as there were only two female participants out of the twelve-person total.

3.7 - Data Collection

Interviews are considered a flexible and adaptable data collection method, which is why they're one of the most utilised data collection methods (Cresswell & Poth, 2018). Bryman and Bell (2015) identified that there are four distinct groups of interviews which include structured, semi-structured, unstructured and group interviews. Semi-structured interviews were identified as the most applicable interview method for several reasons. Firstly, this method requires a set of pre-determined questions, however it allows the opportunity to ask additional questions, based on the

discussion that takes place, which may have not originally been anticipated or considered by the researcher (Bryman & Bell, 2015). Secondly, Denzin & Lincoln (2011) noted that semi-structured interviews can be conducted in an informal manner, which provides a level of comfort for the participant and encourages them to share greater depth of knowledge, when compared with structured interviews. All interviews were conducted either via zoom or in-person/face-to-face.

Initial contact was made with key stakeholders of each identified clubs via email in December 2020, inviting them to participate in this study. The contents of this initial contact included an introduction to the research, an understanding as to why they had been contacted and formal invitation to participate in the study. An approved 'Information Sheet' (Appendix A) and 'Consent Form' (Appendix B) were also supplied at this time. Upon agreeing to participate in the study, participants were requested to return the consent form signed. After this, interviews were scheduled either in-person or on the online platform Zoom (Zoom Video Communications Inc, 2021). The interviews for this study took place over a four-month period (January – April).

An interview guide with a total of fourteen questions provided the core of the semi-structured interviews and a base structure for discussion during the semi-structured interviews (Appendix C). The first four questions were framed around the participant and their role within the club. The purpose of this was to open dialogue with the participant and get an understanding of how long they've been involved with the club. The next eight questions were centred around the participant's club, including their governance and employment structures. This also allowed the researcher to gain an understanding of the services offered by the club. The remaining questions were to gain insight into what the participant believed the future of football clubs is and how their club can develop in the future. All fourteen of the questions were asked in every interview, with the order varying based on the dialogue between researcher and participant. Additional questions were asked as and when the researcher saw fit. The interviews were conducted solely by the primary

researcher and lasted approximately one hour. All interviews were audio-recorded and transcribed by the primary researcher, which enabled the primary researcher to have a complete account of the interviews, to be used as part of the data analysis process. Participants were asked whether they'd like to be sent interview transcripts, however no participants indicated they would like copies.

3.8 - Data Analysis

This section details the data analysis process chosen for this study. The discussion highlights the approach used for this qualitative study.

3.8.1 Thematic Analysis

Thematic analysis is widely used in qualitative research and works by identifying, analysing, and reporting patterns within qualitative data (Scharp & Sanders, 2018). Thematic analysis is considered relatively straight forward, which was deemed suitable for the researcher in this study who is still learning and familiarising himself with qualitative analysis procedures (Braun and Clarke, 2006). Braun and Clarke (2006) identified that thematic analysis can take place utilising two key methods, deductive and inductive. The deductive approach leads the researcher to apply theory to the data collected to test whether the theory is consistent with the data presented (Brain & Clarke, 2006). Alternatively, the inductive approach is driven bottom-top with the data driving the analysis rather than the theory (Braun and Clarke, 2006). Consistent with the research paradigm discussed in section 3.3, the researcher chose an inductive approach as it allowed the participants perspectives to be analysed as their truth, rather than whether this is consistent with the theory (Mertens, 2020).

The data collection method utilised a set of pre-determined questions, the intention of the data analysis process allowed the researcher to view each transcript as a whole, rather than developing themes off given questions as this may limit the presence of themes identified (Braun et al., 2019). This inductive approach allowed for themes to emerge through the analysis, rather than

being pre-determined by the data collection method utilised (Guest, Macqueen & Namey, 2012).

After transcribing the interviews after data collection, the researcher utilised the framework of thematic analysis by Braun and Clarke (2006) as detailed below:

Table 2: Thematic Analysis Approach (Braun & Clarke, 2006)

Become familiar with the data	Familiarisation of the data was gained by reading through the transcript in its entirety, with and without the audio transcription. The researcher noted key points from each participant and identified these for further analysis.
Generate coding categories	A code word for each key point was identified.
Generating themes	Code words were then grouped based on their relevance to the sub-questions identified as part of the study. Colour schemes for each group of codes was utilised for reference points for the researcher to reflect on at a later date.
Reviewing themes	Refinement and reviewing of the themes were conducted and main themes identified for each interview.

The researcher followed the process outlined by Braun and Clarke (2006) detailed in 3.8.1. After transcription of the interviews, the researcher familiarised himself with the data, reading through each transcript in its entirety before listening to the audio transcription as well (Braun & Clarke, 2006). During this process the researcher made note of key points identified through reading and listening to the transcript of each participant (Braun & Clarke, 2006). Next, the researcher identified codes/keywords for each key point from the participant interviews and once all transcripts were coded, the researcher grouped the key points based on their similarities utilising colour

schemes on the written transcripts and highlighted points based on the audio transcripts (Braun & Clarke, 2006). Once the key points were grouped, the researcher then refined these points to generate the main themes of each transcript and the transcripts as a collective, which are presented in the subsequent chapters (Braun & Clarke, 2006).

Whilst undertaking the data analysis process, the researcher referred to the original transcripts and the points noted in step one of the analysis processes to ensure context in which the participant gave each answer was considered. Bryman and Bell (2011) noted losing context as a common downfall of data analysis and coding of transcripts as a portion of a transcript is assumed to reflect the entirety of the given context. To ensure participants voices were heard, the researcher has included both paraphrasing and direct quotes in the final findings of the report.

3.9 - Ethical Considerations

The methods chosen for this thesis were considered low-ethical risk, however ethical consideration to existing risks was applied and details given in the application to The Auckland University of Technology Ethics Committee (AUTEC). AUTEC requires that all research requires ethics approval. Accordingly, approval for this dissertation was granted (Appendix D) prior to commencement of the data collection process. Consideration for various ethical procedures were employed throughout the conducting of this research. Considerations included:

- **Anonymity/Confidentiality:** Due to the nature of semi-structured interviews, anonymity wasn't an option. However, participants were offered limited confidentiality due to the limited sample size and were ensure that any organisational practices disclosed during the interview would remain confidential between the interviewer and participant.

- **Power Imbalance:** As discussed in section 1.4, the lead researcher is also employed by the Regional Sports Organisation (RSO) that governs football in the Northern Region Football area. However, his role is only within a pre-defined geographical area that is referred to as Central/West. To avoid power imbalances and selection bias, this area was not included in this study.

To ensure that all participants were aware of the inherent risks of this study and the steps in place to minimise these risks, the 'Information Sheet' (Appendix A detailed given risks of the study and provided an insight into the purpose of this research, how they were identified and what the research entailed. The 'Information Sheet' also disclosed the above risks, whilst providing the participant with details of how to accept or decline their invitation and contact information in case they had concerns of this research. Participants were each given an opportunity to review each transcript from their interview and confirm the accuracy of their transcript and provide any edits (Mertens, 2020).

3.10 - Limitations

The method and scope of the research was determined by the size of the dissertation (90 points). A dissertation of this size typically would collect primary data, instead of secondary data and utilise one method of collection. To ensure the research was in the scope of the size of the 90-point dissertation criteria, the researcher and the supervisors decided that one collection method and a single case study would be utilised. The size of the study and the number of the participants that were dictated by the purposive sampling method and other research criteria also impacted the diversity of the participants. In this study, it was deemed necessary to utilise purposive sampling although it may place certain limitations on the size of the participant group it was deemed necessary based on the dissertation criteria, the research question which was based on the desire to understand the region in which the research is employed, and the data collection and analysis

process chosen.

The nine participants (two females and seven males) were of similar ethnic backgrounds, cultural backgrounds, biological age, and socio-economic groups. A broader participant size with diverse age, genders, ethnic/cultural backgrounds, and socio-economic groups that better reflect the population of New Zealand, would provide further depth and value to this research. Finally, COVID-19 has impacted life globally and this thesis was also impacted due to the New Zealand government's response to the pandemic. The impact was greatest in the data collection phase as it coincided with Auckland being placed into a lockdown, which limited the ability to be in the physical presence of the participants. To overcome this as noted above, the researcher chose to conduct most of the interviews virtually over Zoom but was able to conduct two interviews in person as the lockdown had lifted by the time these interviews took place.

3.11 Chapter Summary

Chapter Three provided the research methodology and method included in this study also including the design of the data collection and analysis process. This chapter also provided an examination of the ethical considerations and limitations of this study. The researcher also acknowledged the chosen research paradigm, which was consistent with the researcher's background and the study. The next chapter includes a discussion of the findings from each participant interview, which is discussed in context with relevant literature.

CHAPTER 4: FINDINGS AND DISCUSSIONS

4.1 - Introduction

This qualitative study used case study methodology with data collected through semi-structured interviews. This chapter presents the findings from the semi-structured interviews, which are presented as individual case studies. The order in which the case studies are presented is based on the order in which interviews were undertaken. Within each case study, the participant's names are pseudonyms. As detailed in Section 3.6, as part of the purposive sampling method adopted individuals were chosen for this study based on their leadership role within their organisation. Findings across the case studies are discussed in context of relevant literature.

4.2 - Case Study One – Club A - Nathan

Club A has roughly 1,200 playing members. Nathan is the chairperson of Club A. Nathan has been the chairperson of Club A for eleven months and previously chaired a working group which formed the amalgamation of two clubs that led to the formation of Club A.

4.2.1 Governance and Operations

Nathan's perception, when asked to describe the structure of governance within Club A centred heavily on the role of governance in setting strategic direction for clubs and commented on how structured governance is a recent addition to Club A which is a newly formed organisation, saying that before the amalgamation the board didn't operate in this way "previously their meetings would be right into the nuts and bolts of things". When asked to describe the governance structure now in his club Nathan said:

In terms of governance, it's a standard governance model with an operational structure below that. The governance for me is a body of people that are looking at what's being

done and making sure they're accountable against plans against risks.

As explained by Craver (2006) within his policy governance model, a clear distinction is assumed between governance and operational duties. Bradshaw (2009) explained in their summary of Craver (2006) that the board assumes a role focused on strategic capability and vision of an organisation and the operational structure develop plans to achieve these visions operationally. However, as noted by Cuskelly et al., (2006) not-for-profit community sports clubs often have neither the human or financial resources to accommodate this balance between governance and operations. Jurak and Bednarik (2010) supported these findings in acknowledging that due to the lack of human resources available to CSO's, governance roles are often undertaken by individuals who lack the appropriate governance-related skills but undertake such roles due to their passion and commitment to their community and/or sport (O'Boyle & Shilbury, 2016).

The challenges noted above often lead to the clear distinction assumed by Carver (2006) being blurred within CSO's. Nathan conveyed his concerns about the clear separation in ensuring the club had a clear structure that outlined a clear separation between the governance and operational structures within Club A. Nathan shared that the separation is of great importance to him when taking on the role as chairperson saying "Absolutely I told them if I was to be involved it would only work if they put in a proper management structure, which I was quite adamant about". Nathan then outlined an operational structure, which included both administrative and football delivery roles to support the operational structure in delivering efficiently "Within the structure, full-time roles there's three – admin director of football and community football and there will be that general manager role".

Nathan's views on clearly separating the strategic role of a board and the management role of employment and operational structure are supported by Shilbury and Ferkins (2011) who outlined

the need for clear differentiation between the role of the board and the role of an operational structure. This is also supported by Sports New Zealand's Nine Steps to Effective Governance (Sport New Zealand, 2021). which indicates the board's role within sports organisations is to provide strategic direction not to oversee the operations of an organisation.

As the interview progressed, Nathan indicated that another important factor within the structure of his board was the people involved on his board and the strength that provided his organisation. Nathan considered his board as "a good board, I would class it as a very good board". When asked why Nathan shared the various roles these individuals had in their day-to-day jobs and experience in strategic planning. Nathan also shared his desire to expand the skill-sets available to the board of Club A. He concluded that "we've got some really good people there but probably just not enough numbers of people coming through."

As noted by O'Boyle and Shilbury (2016) a distinct challenge for CSO's is that their governance structure is often made up of people who are driven and passionate individuals but may lack skill sets that are required to support their board in their role of setting strategic direction. Recruiting board members with the appropriate skill sets is also mentioned in Sport New Zealand's Nine Steps to Effective Governance "Board members are recruited for their governance skills rather than for their association with the founder or the origins of the company or organisation" (Sport New Zealand, 2021).

4.2.2 - Organisational Capacity – People and Facilities

When explaining organisational capacity, Nathan highlighted the importance of two key areas, people, and facilities. This is consistent with Hall et al's., (2003) model of organisational capacity, which talks to the fact that people are at the centre of organisational capacity (Kitchin and Crossin, 2018). Wicker and Breur (2013) also acknowledged the importance of facilities within

organisational capacity as they noted this is a key challenge for CSO's to efficiently deliver their core services.

4.2.2.1 - People

The importance of continually developing organisational capacity was emergent across Nathan's interview. Nathan highlighted from his perspective that organisational capacity is heavily centred on people, which he described as influenced by a previous role working in people management. Nathan shared his perspective that "Capacity for any organisation is just what you've got in terms of volumes of people and their abilities, that's what I would describe it as". Nathan's perspective is consistent with Hall et al., (2003) model of organisational capacity discussed in the literature review. The model places human resources at the centre of organisational capacity, as humans could impact the other two elements of the model which are financial and structural resources. Kitchin and Crossin (2018) describe human resources as the ability for an organisation to utilise human capacities within an organisation, which resonates closely with Nathan's perspective on organisational capacity. However, in reference to the two dimensions of people and their skill sets noted by Nathan, Jurak and Bednarik (2010) highlights that within CSO's the human resource carrying-out tasks often lack professional knowledge regarding the particular role they're carrying out.

Nathan also went onto to highlight that CSO's need to place emphasis on ensuring they provide value for volunteers within their clubs and ensure the work provided isn't too tedious that it leads to volunteer overload. Nathan acknowledged this in stating:

People volunteer their time because they want to make a difference and it fits with their time. If you can provide them with an opportunity with a role that fits their capabilities and look after them, they'll keep doing it . . . But if you start to burn them out, they start to run

away.

Breitbarth and Harris (2008) highlighted the importance of stakeholder-value creation, which provides a return on time and commitment investment for stakeholders in all organisations. This value creation is through human, financial, cultural and reassurance value and is essential in providing a cycle of value creation for stakeholders (Breitbarth & Harris, 2008). Nathan's perspective on ensuring that volunteers are provided the opportunity to make a difference, but within a role that isn't too tedious embodies this model of stakeholder-value creation. Nathan also referred to the reduction in volunteers within CSO's that he has observed in recent years. He stated that there wasn't "enough numbers of people coming through", which is the reality for many CSO'S. A report from the Volunteer Reference Group (2017) which is supported by Volunteering New Zealand and Internal Affairs indicated that between 2004 and 2013 there has been a 21% decrease in volunteer hours, which the group also indicated reflected a global trend.

4.2.2.2 - Facilities

Nathan's perspective on organisational capacity slightly shifted across the interview from the importance of people and their abilities to the concept of growth of his organisation and the importance of facilities and his organisations reliance on council facilities. With the growth of his organisation, Nathan highlighted the need for facility development to grow with Club A. Nathan stated that "I think that's mainly driven by the need for facilities, we are going to need better and better facilities and it's going to be pretty hard to afford those without a wider base". This is supported by Wicker and Breur (2014) who highlighted large membership bases supported organisational capacity and in earlier work Wicker and Breur (2013) also acknowledged the importance of accessing appropriate facilities for CSO's and how this directly impacts an organisation's ability to deliver their services to their community.

Nathan's perspective highlights the structural capacities element of organisational capacity as explained by Hall et al's (2003) model of organisational capacity (Kitchin & Crossin, 2018). Consideration for Nathan and Club A is how to grow this capacity to support their overall organisational capacity. This is explained by Ferkins and Shilibury (2010) in their study of strategic capability within boards of sports organisations which highlighted the importance of collaborative partnerships with institutionally aligned boards in developing strategic capability of an organisation. In later research, the same researchers concluded in their study of Lawns Bowls in Australia that collaborative leadership approaches within governance support governance capability, which promotes positive aligned outcomes operationally. This is also further explained by Hall et al's, (2003) model of organisational capacity development which highlights network capacity as underpinning infrastructure capacity, which includes facility capacity. O'Brien (2021) highlighted in his study of CSO's and commercial sector sport organisations that CSO's often look to network within their own sector, however found that networking with the commercial sector support organisational capacity within CSO's, as the commercial sector isn't bound by the challenges regarding human resources as much as the not-for-profit sector (Edwards, 2015). Therefore, a key consideration for Nathan and Club A moving forward, could be how they promote such connections with territory authorities such as Auckland Council and how they promote relationships with the commercial sector to promote growth within their facility capacity.

As Nathan highlights, without the appropriate facilities his organisation's ability to serve a growing community is impacted significantly, which in turn impacts Club A's organisational capacity. Wicker and Breur (2013) further support Nathan's perspective in their study of CSO's concluding access to appropriate facilities enable CSO's to deliver the appropriate services to their community.

4.2.3 - Open to Change

Although Nathan's perspective surrounding Club A's organisation purpose and the link to

providing and delivering on their core service offerings centred heavily on the delivery of traditional football-specific initiatives, Nathan also shared Club A's desire to expand these opportunities and shift from what has been a traditional focus of football clubs. The board of Club A are seemingly focused on the delivery of their core services but are open to the development of new services in the future. Nathan explained this when he said

Certainly, our board is very focused on how we can grow, and we need to look at all offerings and services etc. But there are somethings we need to do; this year is quite a singular focus but as we come through that we need to see what we can do.

Nathan shared a strategic move Club A made that Nathan highlighted was ensuring their organisation was open to broadening their operations "We deliberately named ourselves during incorporation to . . . football and sports club inc in a deliberate move". However, as highlighted previously the ability to grow and include other codes was centred on access to facilities from Nathan's perspective when discussing the involvement of futsal, which is a modified 5-a-side version of football "I think futsal the main limitation is the venue . . .but if that comes online then we see that as a pathway to join futsal, otherwise we just don't really have the venue for it".

The development of core services and expanding a community sports club portfolio of offerings is associated with a club's competitive advantage (Baskrada & Hanlon, 2018). Slack and Parent (2006) highlighted, for example, that maintaining a competitive advantage within the sports industry requires organisations to be adaptive to the changing space of sport and recreation. When asked his perspective on whether the services of football clubs will change in the future, Nathan was adamant that change was necessary for the growth of football clubs within New Zealand. He believed this was centred on changing the view of what a football club membership entailed, concluding that "Now people turn up and register and then they pay a registration fee . . . I think we

need to pull away and we need to create an environment where people want to join a club and belong to the club . . and that comes back to your offerings”. Nathan believed the creation of a social membership was a great tool in connecting with their non-playing community, indicating this would be a great benefit for Club A in connecting with their local community in the future.

4.2.4 - Club A – Nathan – Summary

Club A is a newly formed club that is in its formative years and is attempting to lay down strong foundations through good governance practices. When considering what Club A offers for its community, Nathan highlighted the importance of a strong community base within CSO’s and ensuring there is value created for all stakeholders.

4.3 - Case Study Two – Club B – Mark

Club B is the product of two amalgamation processes with the initial process taking place in the 1990’s and the most recent process occurring in 2021. Club B has a membership size of roughly 400 playing members. Mark is the chairperson of Club B and has been involved in the club in a variety of roles for the past 40 years. He became the chairman three years ago.

4.3.1 - Governance

When sharing Club B’s governance structure, Mark spoke to a story of change within the structure of the governance. When asked to describe the change that had occurred, Mark shared that prior to becoming the chairperson, Club B lacked structure in the sense that roles of individuals were not clearly defined and there was a lack of accountability for members of the board. The change Mark believe he brought to the role of chairperson was “Well I quickly put in positions and held them accountable for that, we started getting proper financial information and budgets”.

Research regarding the change process within sports organisations at governance level have been established by Shilbury and Ferkins (2015) whose research utilised the action research process, within the context of national sports organisations, however research regarding CSO's and change processes within at CSO's isn't apparent within current academic literature. Change within CSO's as shown in the literature review is often stimulated by external pressures, which is often a top-down change promotion encouraged by regional and national sports organisations (Wheaton & Thorpe, 2019). However, in the case of Mark this change was internally stimulated by Mark. As previously mentioned in this section, ensuring board of sports organisations have established roles and accountability is a key element of Sport New Zealand's Nine Steps to Effective Governance (Sport New Zealand, 2021).

4.3.2 - Organisational Capacity

Organisational capacity within CSO's, is contested in terms of its definition however a widely agreed upon model is Hall et al's., (2003) model of organisational capacity that has already been discussed in this section. As presented in Hall et al.'s (2003) model of organisation capacity, 'people' are one of the three significant pillars along with financial and structural (facility) pillar.

4.3.2.1 - Human Capacity

When discussing organisational capacity with Mark, his perspective of organisational capacity centred on the three key elements of Hall et al., (2003) organisational capacity model of people, financial and infrastructure, particularly around facilities. When asked to define organisational capacity Mark concluded that it had recently "changed because it's both football based, and facility based". When asked to further explain the notion of football based, Mark shared this in reference to Club B's ability to deliver football services to the local community, which he suggested is based on the "growth and development of people". Misener and Doherty (2009) suggested in their review of Hall et al., (2003) organisational capacity model that human resources

are the greatest strength of community organisations and an organisation's ability to deploy these human resources is pivotal to their organisational capacity.

4.3.2.2 - Financial Capacity

At the beginning of the interview, when asked to describe the organisational structure of Club B Mark made strong reference to changes within the financial performance of the organisation. This strong association with financial performance was not overly surprising as Mark has spent much of his career within the realms of business and finance. Although not directly referring to organisational capacity, Mark suggested that a big focus of Club B since his taking of the chair role has been focused on making "A big push... to strengthen the balance sheet". He continued to outline significant progress within the organisation and was quite proud of the financial position Club B was now in. Contrary to Mark's perspective, Yeh and Taylor (2008) suggested that although financial capacity is important for sports organisations if the organisation is unable to promote on-field success this may not satisfy their stakeholders alone. In relation to financial capacity, Hall et al., (2003) outlined financial capacity as the ability to generate revenue capacity, financial management and accountability issues all which Mark alluded to throughout his interview. Upon reflection, Mark and his professional experience is a great example of what can happen when a not-for-profit organisation recruits a volunteer who had professional skills related to a particular role. Jurak and Bednarik (2010) highlighted this is not always the case within not-for-profit organisations and many individuals within sport take on roles due to the passion for their sport, but often lack the professional skills associated with the role.

4.3.2.3 - Facility Capacity

Throughout Mark's interview, he referred to another facility that Club B's clubhouse is situated alongside. This facility plays an important role in the organisational capacity of Club B as it

provides all-weather access. As the interview proceeded, Mark continually referred to this artificial football turf and how it played an important role in the functioning of Club B and delivery of its football services. Mark also spoke to recent change associated with the governance of the facility, where a facility trust runs the operations of the facility and how this relationship has improved recently because “with the club there was a lot of conflict there in terms of different agendas”. As outlined by Hall et al., (2003) and discussed by Misener and Doherty (2009), infrastructure capacity draws on the concepts of social capital and network capacity. This highlights that an organisation’s ability to develop external and internal relationships directly relates to infrastructure capacity, which resonates with Mark’s perspective that since Club B’s relationship has improved with the facility trust so has their access to the football turf. O’Brien (2021) encouraged in their research that CSO’s should look to broaden their relationship building beyond other not-profit-organisations and extend this to the commercial sector as resource challenges for not-for-profit organisations may be bridged through such connections.

4.3.3 - Change for the Good of Community

Mark’s fundamental belief is that Club B’s purpose lies within the heart of the community and providing services that meet the needs of not only playing members, but all the local residents. He spoke of how Club B exists to provide “provision of community-based services and providing an opportunity to participate at a level they feel comfortable with”. He shared a couple of examples of how Club B supported community development as well as ensuring their services met the needs of their members. When discussing community development, Mark shared initiatives beyond football that were aimed at connecting with their local community and the following comment captured this point “so sort of things we are talking about is Thai Chi and getting the local community more involved in the club and especially targeting women”. He continued to share how the local board in which Club B is situated is ethnically diverse and it was his perspective that Club B needs to appeal to all communities to be successful in the future.

Importance was placed by Mark on Club B's ability to adapt to participant needs and not to be set on traditional membership styles where participants subscribe to a full season of solely football programmes. Mark indicated Club B was looking to offer programmes that allowed participants to subscribe to short-term registration periods also by stating "we are going to have a base fee and have sessions and we will have a charge for that". This membership model was directed towards Junior and Youth participants, which is aligned to Sport New Zealand's strategy for Balance is Better, which is centred on ensuring adolescents had the opportunity to involve themselves in a variety of sports, rather than being exclusive to one sport solely (Sport New Zealand, n.d.). Beyond junior and youth participants, Mark shared that Club B were looking to run programmes for adult participants also "So if we could get activities, walking football for instance for over 60's or 65's that's really popular in Europe". Mark's perspective is highlighted in literature surrounding organisational change and portfolio development and the influence this has on organisational capacity. Wicker and Breur (2014) highlighted those organisations with diverse revenue streams and large memberships streams were able to support organisational capacity through diversifying their financial base. This concept is emergent through Mark's perspective regarding Club B's services for their community and participants.

4.3.4 - Club B – Mark – Summary

Mark's perspective regarding governance, organisational capacity and the purpose of Club B appear to be centred on Mark's long-term connection to the club and local community and his professional experience. Mark shared the perspective of governance and recent change processes within Club B, which have promoted financial capacity. Mark also shared his perspective on organisational capacity and how human, financial and facilities are key pillar to Club B's organisational capacity. Lastly, Mark shared how Club B intend to expand their services within the community and utilising their facility for the community to develop further connections within their

local community.

4.4 - Case Study Three – Club C – Scott

Club C was formed in the 1960's and currently has a playing membership of roughly 600 members. Scott is the chairperson of Club C. His involvement with the club has been for the past 15 years, originally beginning as a volunteer coach of his child's team. Scott has been the chairperson for the past two years.

4.4.1 - Governance "Creating a more stable foundation to build"

A large degree of Scott's interview was centred on the change that Club C has been through recently and the processes he has helped put in place to support the development of Club C. A large degree of Scott's interview was centred on the recent changes that Club C has made and the processes that he has helped put in place to support its development. Emergent themes of this change centred on good governance practices and a shift from a structure that he described as being "quite autocratic in how it was run. It's like so many clubs, that have a patriarchal centre, and everything flows off that individual". Scott explained the change as being towards a structure that aims to establish "an environment where it's not just incumbent on one person to do everything". This shift from leader-centric approaches of governance to collective leadership approaches is encouraged by Ferkins et al's., (2017) research into not-for-profit sports governance. Ferkins et al's., (2017) promote the board being viewed as collective of leaders who generate leadership through a collective, rather than an individual. Scott shared that Club C's governance structure appears as vertically aligned, but in practice the new structure places importance on the roles of all in the governance where "each has a responsibility". It became apparent throughout the interview that Scott places a significant emphasis on ensuring all members of Club C's board have a role and responsibilities that are autonomous in nature but include measurements to ensure everyone is held

accountable. Scott also shared his view of the importance of emphasising the strength of the collective of the board of Club C because he believes it directly relates to the club's organisational capacity. The accountability of the board was a key element within Ferkins, Shilbury and McDonald's (2005) study on strategic capability. Ferkins and Shilbury's (2010) also supports Mark's perspective, advocating that leadership can be strengthened by more collaborative approaches to leadership. Whilst the research endorses the value of collective leadership in developing strategic capability, Wicker and Breur (2015) highlight the challenge for CSO's, due to their volunteer nature.

Scott has described a clear shift within Club C from a leader-centric leadership view to a collective view of leadership within the board. A collective leadership model as promoted by Ferkins et al., (2017) highlights where a board undertakes a shared leadership dynamic, which was emergent across Scott's interview. The top-down or leader centric view of leadership is well documented in CSO's and as discussed by O'Boyle et al., (2015) may reflect on-field western influenced behaviours. However, in contrary to O'Boyle et al., (2016) it appears Club C has made this change purposely which is reflective of practises in commercialised environments, rather than CSO's. As previously discussed, practises such as ensuring the board has key roles and responsibilities is promoted in Sport New Zealand's nine steps to effective governance, which highlights that boards with clearly defined roles and responsibilities whilst promoting accountability promote long-term growth and sustainability.

4.4.2 – Portfolio Offerings - Traditional

Throughout his interview Scott spoke passionately of the need for Club C to focus on delivering their core offerings throughout the change process they're going through. When prompted through questions regarding what Club C's purpose is and how this aligns with what offerings they provide, Scott noted their purpose as "Providing a quality football experience to its members" and later in the interview repeated this while noting core services of traditional football

memberships are fundamental in the operations of club's. Scott's passion for community delivery of football was emergent throughout the interview and his perspective of the club's intended purpose was summarised when he said "We see ourselves fundamentally as a community club. What does that mean? It means that some of the revenue that we generate gets reinvested back into the community". Scott shared the perspective that fundamentally it is essential that Club C deliver their core offerings before expanding into additional offerings, when he commented "Our three-year programme is to get the fundamentals right, and it will take three years to do that". Contrary to Scott's perspective, Baskrada and Hanlon (2018) highlighted the importance of developing core offerings as it a key pillar behind clubs maintaining a competitive advantage with the sector. Further contrary to Scott's perspective Slack and Parent (2006) concluded if sports organisations wish to maintain a competitive advantage, they must be adaptive to keep-up with the changing space of sport and recreation.

4.4.3 – Change for Future

Although from Mark's perspective, it appears he is adamant on focusing on the delivery of Club C's traditional services. When asked to describe his thoughts on whether Club C will expand their services Mark shared the perspective that change was fundamental in ensuring Club C continued to grow and develop in the future. "I think, fundamentally it has to change . . What we'll be looking at is either one fee for all football services or a pay as you go". He continued to share the perspective that the approach of set memberships for an entire season would become things of the past. In the future, he believed that memberships would become based on session or activity-based models, highlighting a societal change regarding this outside of sports also. This viewpoint was captured when Mark shared:

We watch TV on a pay as you go basis, we run phone plans on a pay as you go basis. And I think that's probably how, as a society, we're becoming wire now.

As outlined by Zdroik and Veliz (2016) the pay-to-play model within American schools has seen an increase in recent years. However, in their research they conclude that the ability to offer this model of membership or participation is largely dependent on the size and capability of an organisation as it requires a larger administrative duty on the organisation, when compared to traditional payment models. There is a distinct gap in the literature regarding pay-to-play models of memberships across academic literature. Most of the current research lies within American Colleges, rather than CSO's. This provides an opportunity for future research to expand the literature in this field.

4.4.4 - Club C – Scott – Summary

Scott shared a story of recent change within Club C, which has influenced the organisation's governance structure. This change has centred on further development of roles and responsibilities within the governance structure. Through this change process, Scott shared the perspective that it is essential for Club C to focus on their core service offerings but is open to the concept of change from what is traditional to CSO's, to better suit the needs of stakeholders.

4.5 - Case Study Four – Club D – Marvin

Club D was formed in the 1970's and currently has a membership size of approximately 200 playing members. Marvin is the president of Club D and has been involved with the club for the past 15 years, becoming president of the club in 2021. Prior to becoming the president Marvin was on the club's committee and was involved in a variety of programmes.

4.5.1 - Governance

In his interview, Marvin spoke of the fact Club D is going through a period of change within

their governance structure. He also indicated that this change was brought about by his appointment to the role as president, which was due to misadventure of the previous governance structure. He claimed that “it was disconnected, because we lacked volunteers in the committee and we lacked some support within the committee, so decisions were made that weren’t committee made”. Marvin also acknowledged that Club D needed to address unethical behaviours. However, despite the past Marvin was rather optimistic to the changes happening within Club D, stating, “The governance will improve the club tenfold, because we have some very capable people”. From Marvin’s perspective, Club D could no longer rely on the work of particular individuals and reinforced this, stating:

We need people to take action in the club and that’s what we’ve lacked in previous years and it was focused on one to two people doing everything, but we are a committee based club now.

Although Marvin shared that Club D was going through changes structurally to a more collaborative approach to governance, when discussing his role as president the emergence of a leader-centric approach was articulated in the statement “I take a managerial role, it’s a president’s role but it is managerial, all problems come to me and through the group I guide all the problems or issues”. Tomlinson (2014) examined the leadership, ethics and governance at FIFA and noted that autocratic styles of leadership can influence ethical practices within sport’s governing organisations and that the autonomous behaviours in boards can directly impact accountability and individual ethics, Marvin’s thoughts regarding Club D’s previous governance structure echoes this.

The study of sport governance and the inter-relation with leadership and influence within sports governance is lacking within literature (Ferkins et al., 2017; Welty Peachey et al., 2015).

However, given the hierarchical nature of CSO's, whereby, roles organically are vertically aligned, the role of chairperson or president often adopts the role as leader and it is integral that these individuals possess the ability to lead effectively (Balduck et al., 2010). On the contrary, as noted by Marvin, collective leadership perspectives and their associated practices may be beneficial in supporting collaborative board leadership within sports boards. This contrast articulates a key challenge for CSO's in adopting collective leadership practices, when considering their hierarchical structure within governance (Ferkins et al., 2017; Hoye & Doherty, 2011).

4.5.2 – Traditional vs Professional

Throughout the interview, Marvin emphasized the concept that Club D's focus is on ensuring they deliver on their core service offerings and at the heart of this perspective was the notion that the club's role is to ensure they remain traditional in the sense of a CSO. He shared that integral to his perspective was the fact that Club D offers "the chance to be a part of a family unit, we are a small family run club". A prominent element of this perspective shared by Marvin was that Club D remains a volunteer-led club. He explained that they "don't have any employment structure, nobody gets paid, this is a voluntary club", adding "we are strictly volunteers. We all do it voluntarily". When asked to further explain his perspective, Marvin shared the belief that to stay as a CSO, it was essential that all money generated is put back into reducing the costs for participants rather than on employment, stating that "It's basically traditional".

In contrary to Marvin's perspective, community sports within New Zealand have become more aligned to business-like structures and this has been driven down from national and regional sports organisations for more professionalisation from their affiliated CSO's (Sport New Zealand, 2021; Ferkins et al., 2010). Literature regarding the professionalisation of CSO's has highlighted that the outcome has seen improvements in the co-ordination, efficiency, and effectiveness of delivery within organisations (Ingram & O'Boyle, 2017; O'Boyle & Shilbury, 2016). As described in the

literature review, organisational change within organisations is often influenced by the institutional theory which highlights that change is due to institutional pressures, which often promote a change towards more bureaucratic and professional organisational structures (Vos et al., 2012; Chappelet & Bayle, 2005; Slack & Hinnings, 1994). When reviewing documents from New Zealand Football (New Zealand's national sport organisation for football), there is a clear desire to seek to improve the experiences of participants by professionalising elements within football clubs. In New Zealand Football's club licensing document (New Zealand Football, 2021) criteria for involvement in regional and national leagues promotes increased employment through various roles and programme development. Improved policies and procedures are encouraged, promoting further professionalisation of CSO's, to improve the efficiency and effectiveness of programme delivery. According to Dowling, Edwards, and Washington (2014) this is an example of occupational professionalisation, where there is a transformation from roles that were once hobbies into professions.

4.5.3 - Organisational Capacity – Volunteers and Facilities

When explaining organisational capacity, Marvin highlighted the importance of two key areas, these being people and facilities. This is consistent with Hall et al's., (2003) model of organisational capacity, which talks to the fact that people are at the centre of organisational capacity (Kitchin and Crossin, 2018). Wicker and Breur (2013) also acknowledged the importance of facilities within organisational capacity as they noted this is a key challenge for CSO's to efficiently deliver their core services.

4.5.3.1 – Volunteers

Fundamentally, although Marvin shared his perspective of his desire to see Club D remain a volunteer club this didn't take away from his thoughts that the club requires more volunteers and

stating that “More people, more volunteers and more management . . need people to take action in the club”. Consistent across the interview, was Marvin’s perspective for the need for more volunteers being involved in the operations at Club D, however he also acknowledged that “Yeah, we all lack volunteers”. Marvin’s perspective is not a lone perspective, as already discussed in this section and in the literature review as sports organisations within western society rely heavily on volunteers (Wicker, 2017). In recent years there has been a decrease in the amount of time volunteers are committing which is a global trend (Volunteer Reference Group, 2017). However, Swierzy, Wicker and Breur (2017) concluded that for sports organisations to promote volunteer retention, clubs need to promote strategic alignment and future development within their volunteer stakeholders as this will promote volunteer retention. This is consistent with the stakeholder theory, which explains that if organisations can satisfy the needs of volunteer stakeholders, then they’re able to promote volunteer retention (Hassan & O’Boyle, 2017; Ferkins & Shilbury, 2015). Further to this, ensuring volunteers are encouraged through development opportunities may promote volunteer retention (Hager & Brudney, 2011), which consequently promotes stakeholder-value creation (Breitbarth & Harris, 2008) and organisational capacity (Hall et al., 2003).

4.5.3.2 – Facilities

Further into the interview, Marvin shared his thoughts that as well as the importance of volunteers, for Club D to continue developing organisational capacity, access to more facilities was important. Marvin explained the challenge of facilities and CSO’s, stating that “We aren’t able to expand because of the club and because of the lack of facilities”. As explained in this section previously, organisational capacity and facility access are pivotal to Hall et al’s., (2003) model, which highlights that access to quality facilities enables not-for-profit organisations to ensure they deliver quality services to their members (Wicker and Breur, 2014; Wicker and Breur 2013). When asked what Club D was doing to ensure they can access the appropriate facilities, Marvin highlighted that Club D hadn’t engaged in this process yet as “we wouldn’t have the assistance or people power to do

it". He then added, "We aren't avoiding it, but we need the people to do it". This further resonates with Hall et al., (2003) organisational capacity model which acknowledges human capital was the most important factor of organisational capacity as it inter-relates with the other elements of infrastructure and financial capacity. Misener and Doherty (2009) Further supported the findings of Hall et al's., (2003) model, suggesting that human resources are the greatest strength of community organisations and an organisation's ability to deploy these human resources is pivotal to their organisational capacity. O'Brien (2021) acknowledged that resources for not-for-profit sports organisations are scarce and, in their research, encouraged such organisations to develop relationships with the commercial sector as resource challenges for not-for-profit organisations may be bridged through such connections.

4.5.4 - Club D – Marvin – Summary

Marvin shared a fundamental perspective that CSO's should remain volunteer-led and not move to the more professionalised models currently encouraged by governing sports organisations. He also shared a story of change, where he has taken on a president's role within an organisation that recently faced un-ethical practices, which Club D are addressing by internally developing their governance structure, whilst staying true to their purpose as a CSO.

4.6 - Case Study Five – Club E – Hannah

Club E has an exclusively junior only membership and has approximately 50 playing members. Hannah holds the role as chairperson for her club. Hannah has been involved with the club for the past three years and joined as the chairperson in 2020. Before becoming the chairperson, Hannah was involved in the club in a volunteer capacity.

4.6.1 - Governance & Servant Leadership

During her interview, Hannah shared her perspective on sports governance and through this was a strong link to servant leadership. These elements are discussed below alongside academic literature.

4.6.1.1 - Servant Leadership

Hannah is a self-described community-focused individual who has dedicated much of her time since becoming the chairperson of Club E to providing opportunities for the local rural community. She explained how, “I got, basically put in the deep because no one else was” before admitting that her children “don’t even play soccer”. Hannah unselfishly took on the role as chairperson as nobody else put their hand up to be involved. Her reasoning for doing so was to support the development of Club E. She concluded that she “couldn’t walk away and let the club go to nothing”, and further explained that:

This club can be so much better than what it is, you just need someone to actually take up. So, I just sucked it up and did it.

Hannah’s selfless commitment to Club E resonates with a leadership perspective called servant leadership. Servant leadership originated from Greenleaf’s (1977) concept that central to the purpose of a leader is derived from serving others and is beyond just a skill but a way of life (Parris & Welty Peachey, 2013). The elements of a servant leader that resonate with Hannah’s behaviours are their motivation to serve their followers or in this case local community (Parris & Welty Peachey, 2013). Welty Peachey and Burton (2017) noted that servant leaders also display humility, which was emergent throughout Hannah’s interview. For example, Hannah constantly referred to ensuring the community was at the centre of all decision-making processes and were of more importance than

any individual. Her community focused mindset resonates with further literature surrounding servant leadership, which indicates that contributing to their local communities is a core driver for many individuals to be involved in sports organisations (Wicker & Breur 2014; Spears & Lawrence, 2004).

4.6.1.2 - Governance Structure

As a club in a rural town, Hannah acknowledged that a struggle of Club E is operating an effective governance structure. Hannah shared that she currently holds the three executive roles for Club E and as already noted, this was since nobody else volunteered to take on these roles. When asked what constraints there are in developing a structured governance, Hannah commented “I don’t think so, because the extra workload for volunteers I think would create too much of a headache, if that makes sense?”. In contrast to Hannah’s perspective, Sport New Zealand’s nine steps to effective governance promotes that sports organisation should have clearly defined roles and responsibilities within the board and further encourages these organisations to have separate individuals for each role (Sport New Zealand, 2021). However, to note this model was created for national sports organisations and doesn’t take into consideration the constraints of rural communities such as the community in which Hannah resides. There is a lack of available research pertaining to governance within CSO’s and such research may influence future resources regarding governance within these organisations.

4.6.2 - Organisational Capacity - People

The importance of volunteer engagement and retention within CSO’s is widely agreed upon in its significance to organisational capacity (Jurak & Bednarik, 2010; Hall et al., 2003). Hannah described her belief that it was important Club E promoted opportunities for volunteers and supported these volunteers with the appropriate education as from her perspective one of the constraints of engaging new volunteers was the fact, they were uncomfortable “Them not knowing

what to do. People are nervous”. As the interview continued, Hannah also shared that she believed this was not just an issue with her football club but was however an issue faced by the local community as other sporting codes have shared the same issues. Hannah also shared that she believed the key to Club E’s development is encouraging volunteer engagement within the local community. She summed this up when she said “I don’t think it would work unless you got more passionate, enthusiastic volunteers who were keen to push the sport together in our small community”.

Dalziel (2011) highlighted the unique element that is fundamental to sports organisation of volunteers and the significant contribution they provide. Previous studies have highlighted a connection between social capital and an individual’s motivation to volunteer within sports organisations (Hallman, Fairley, Zehrer & Rossi, 2020; Smith, Cohen & Pickett, 2014). Literature seems to also indicate volunteers want chances for personal and professional growth, rather than simply completing activities with skills they already have, and this is consistent between gender and professional activity (Mykletun & Himanen, 2016; Rozmiarek, Poczta & Malchrowicz-Mosko, 2021).

Organised sports within western societies rely on volunteers to survive and flourish as organisations (Wicker, 2017). Understanding the impact volunteers have on organisational capacity is essential. Hannah’s perspective alongside the examined literature builds on the narrative of the stakeholder-value creation and stakeholder theory, whereby stakeholders are more likely to be engaged if there is a reciprocation in value when engaging with a product or service (Hassan & O’Boyle, 2017; Ferkins & Shilbury, 2015).

4.6.3 - Community Focused

Hannah’s view of the purpose of Club E focused predominately on ensuring everyone has an opportunity to be involved “Just giving them the opportunity to give it a go, and the parents not

have to drive all over the place to do it". Prior to this comment, Hannah acknowledged that before taking on the chairperson's role she would drive her own children thirty to forty minutes to another club as she wasn't aware that Club E existed even though it's within the community in which she resides. Central to Hannah's perspective seems to be the concept of community, which resonated throughout her entire interview.

Sarros et al., (2005) explains that sports organisations often seek a stable environment, where they're able to deliver on their organisational purpose, which is often rooted in serving their community (Wicker and Breur, 2013). But as Wicker and Breur (2014) concluded, if organisation wish to develop their offering to their communities, they must build their membership base and diversify revenue streams. In the case of Club E from Hannah's perspective, it appears their purpose is to provide footballing opportunities for their local rural town. But when considering the literature, Club E may face difficulty in the future if participation growth doesn't occur due to the lack of human and financial capital as outlined in academic literature (Millar & Doherty, 2018; Wicker & Breur, 2014).; Hall et al., 2003)

4.6.4 - Club E – Hannah – Summary

Hannah's perspective highlighted the importance of volunteers within CSO's and how they contribute organisational capacity, through their work. Hannah also shared the significance of stakeholder engagement and the importance of ensuring organisations meet the needs of stakeholders through various offerings. Finally, Hannah shared the perspective that CSO's fundamentally have the purpose of serving their community above all else.

4.7 -Case Study Six – Club F – Phil

Club F has approximately 50 playing members and is therefore a relatively small football club

when compared to other clubs within the Northern Region. It is situated in a small rural town to the north of Auckland. Phil is the secretary of Club F and has been in the role for a year. Prior to this Phil was not formally involved in the club but his children played football for the club.

4.7.1- Servant Leadership

Phil echoed the perspective that was consistent across the clubs interviewed with smaller membership bases. Individuals are required to take on large time commitments, since there are limited volunteers available to carry-out the tasks required by CSO's. O'Boyle and Shilbury (2016) outlined that a distinct challenge of not-for-profit sports and the governance of this is the fact that individual directors within governance often lack the appropriate professional knowledge but are involved due to the passion for their sport and committee. Phil shared that a similar experience when he said I've never really held a position like this, so can't compare to what it should or could be like, we might even struggle for a committee this year". Phil's profession is within travel and tourism and that he operates a travel accommodation facility. When questioned as to why he took on this role, Phil's response resonated with the literature surrounding servant leadership. He admitted that "it's the reason I'm involved. If we didn't have a club, it would be 30 mins to the local club, so if a child played elsewhere, it'd be for a cost for their family".

As explained by Greenleaf (1977) servant leaders often place their community or who they're serving as a priority within their way of life, even this was at the detriment of themselves (Parris & Welty Peachey, 2013; Spears and Lawrence, 2004). Another connection to the servant leadership theory is display of humility (Welty Peachey and Burton, 2017). Throughout the interview Phil's display of humility was evident as he often placed community at the up most importance, over himself.

4.7.2 - Inter-Code Governance – Human Resources

In a small rural town that Phil describes as having a “transient population”, access to volunteers for both governance and operational roles is often limited. To overcome such challenges in reference to governance, Club F shares a governance structure with the local netball club. As both clubs are unable to have a complete governance structure on their own, Phil stated “We are a soccer and netball association”. Collaborative governance refers to the working togetherness of organisations to achieve outcomes that would be difficult to achieve individually (Shilbury, O’Boyle & Ferkins, 2016). However, literature regarding this concept is often focused on collaboration within a code, through collaboration between national sports organisations and regional sports organisations (O’Boyle, Shilbury & Ferkins, 2018) rather than between two CSO’s of different codes which is the case with Club F. There is an apparent gap in the literature pertaining to inter-code collective governance, this provides opportunity for further research and further consideration for CSO’s with limited human resources.

In the case of Club F, Phil shared that both Netball and Football don’t have the human resource capacity to operate an effective governance alone and instead combined resources to effectively deliver on their intended outcomes. O’Boyle & Shilbury (2016) shared that a challenge of collaborative governance is that multiple entities within a code often work against each other at governance level, which provided a challenge in the collaborative model. Although not within the same code, Phil shared that this challenge was inherent within the structure at Club F as both codes operated within the same season, noting; “Since they’re both winter sports, they clash with each other”. As a result of these challenges, Phil shared that the governance has considered becoming two separate entities, but both were “mindful of the fact we can’t get enough to run two sports together”.

4.7.3 – Organisational Capacity – People

A large constraint for Club F, from Phil's perspective, is their lack of human resources, which impacts the organisations' ability to operate effectively. When asked to describe club capacity, Phil agreed that volunteer involvement would be at the centre of this definition. As previously outlined, Hall et al., (2003) also places a significant importance of human capital within organisational capacity. This is embodied in the servant leadership literature examined in reference to Phil's perspective of his involvement in Club F.

Beyond Phil's involvement at Club F, much of his interview highlights how the lack of human capital involved in the club as playing members also has a significant impact on the capacity of Club F, nothing; "It's limited up here with the lack of numbers and geographical isolation. Last year we didn't have enough players to get any teams, so just had training runs". His perspective also included the fact that due to the transient nature of the rural town, Club F had inconsistent access to other volunteers that support CSO's, when he said "I think it's very limited and drawn on parent and public volunteers, a couple of seasons ago we had some coaches involved but they left, so I became a coach of sorts". Phil shared that his hope for Club F was that participation amongst playing members and volunteers increased and that the club needed "More members to enable us to be able to offer football for all age groups and enter competitions". Phil's perspective shares the challenges of many CSO's, who are hugely reliant on active and involved communities to support their existence.

4.7.4 - Club F – Phil – Summary

Phil demonstrated a strong sense of purpose in supporting his local rural community, through service of actions to provide local football opportunities. Phil shared challenges inherent with being from a small rural community and how dynamics such as the transient populations can impact concept of inter-code governance, which aims to combine resources inter-

code for the delivery of enjoyable experiences for communities that lack the human capital to deliver alone.

4.8 - Case Study Seven – Club G – Connor

Club G has a playing membership of approximately 1,200 playing members and was formed in the 1970's. Connor first joined Club G in the 1990's in a volunteer coaching capacity and since then has held various volunteer roles and has been involved in a large majority of roles within Club G. Connor is the president of Club G and has been in this role for the past ten years.

4.8.1 - Governance

In his interview Connor spoke of the impact his professional career had on his leadership perspective, noting that; "It is interesting, I come from a quasi-military background and so I have a hierarchical structure in my job and what I do and so I see that working, because I have worked with it for forty years". He also indicated that these experiences directly influenced the governance structure within, as he believed through his own experiences that this perspective of leadership and governance structure was the most efficient

4.8.1.1 - Hierarchical Structure

CSO's are inherently hierarchical, due to the structures having an elected chairperson or president (constitution influenced) who structurally is viewed as the leader of the organisation. O'Boyle et al., (2015) indicated that this approach to governance could be influenced by the on-field hierarchal leadership that is often seen in team sports. This view of governance within sporting organisations is prevalent in Sport New Zealand's Nine steps to effective governance – building high performing organisations (Sport New Zealand, 2021). This document emulates the traditional hierarchical structures seen in many national, regional and CSO's (Carver, 2006). Connor shared the

perspective that a hierarchical structure supports Club G both strategically and operationally, as it ensures everyone knows to whom they report. Why? Connor claimed it was “so there is a structure there and everyone knows who they’re reporting to”.

The role of formal hierarchical structures and the inherent leadership of the adopted leader within that structure has been researched by scholar’s over-time, as it presents the most obvious place to examine leadership (Ospina & Schall, 2001). Within the study of sport governance, this research has often focused on the likes of the individual attributes of individuals in roles such as chairperson or president. Contrary to this literature, the emergence of more collaborative, stakeholder influenced governance is emergent within recent literature. Ferkins and Shilbury’s (2015) research into stake-ownership highlighted the importance of stakeholders within governance processes. This perspective views governance within sports organisations as a collective process of decision making (Ansell & Gash, 2008). As examined in the literature review in section 2.2, the importance of stakeholders within organisations and their contribution is an established field of literature (Lewis, 2007). Connor comes from a leader-centric position, favouring a hierarchical approach because that is what he has experienced and feels safe with. He recognises the importance of involving or at least consulting with members/stakeholders before making decisions. When discussing this concept Connor stated, “so with the junior committee you don’t make decisions on behalf of the club... [you] Can’t just go out and make decisions about the club without discussing it... ultimately the club relies on and particularly our club with 1300 members”. This involvement and consideration of stakeholders in management structures and the decision-making process is inherent within the stakeholder theory (Miragaia, Ferreira & Carreira, 2014; Ferkins & Shilbury; Holt, 2007).

4.8.2 - Organisational Capacity - People

When discussing club capacity, Connor’s perspective resonated with many of the other

interviewees. The three emergent areas were volunteers, access to facilities and financial resources. Connor was adamant that Club G is reliant on volunteers, something that he believed was the case for all community sports clubs. He acknowledged that, “in Auckland the big clubs particularly rely on volunteers . . . we rely on them to be coaches and manages and volunteers on the barbeque and be on the committee”. Hall et al’s., (2003) explains that human resource capacity is at the centre of organisational capacity and access to human competencies, knowledge, skill, and know-how is central to developing organisational capacity. Due to the environment in which CSO’s exist, volunteers through acts of servant leadership contribute significantly to the functioning of these organisations (Parris & Welty Peachey, 2012; Shilbury & Ferkins, 2011; Hoye & Doherty, 2011). The importance of these stakeholders to Club F is apparent in Connor’s sharing of the club’s strategic plan. He revealed that “we have our strategic corner, which is our people, our players, our volunteers, coaches, officials and administrators”. This perspective links with the literature surrounding strategic development (Hoye & Doherty, 2011). Connor also shared that Club F, from a governance perspective, have actively put in place “good HS procedures”, which is supported by Sport New Zealand’s Nine Steps to Effective Governance (Sport New Zealand, 2021).

Connor spoke of the access to human resources and the impact on financial capacity. “We are financially sound we have a really good financial system” he reported, which he concludes is due to the club’s access to appropriate human resource. The treasurer, for example, has a background within the financial sector. As explained by Hall et al (2003), human capital directly impacts the other two elements of infrastructure and financial capacity, as individuals carry out these roles within the not-for-profit sector. The infrastructural and financial capacity is therefore reliant on the capacity of these individuals. O’Boyle and Shilbury (2016) acknowledged that CSO’s struggle to recruit individuals that have the appropriate skill sets required by their role.

4.8.3 - Professionalisation and Employment

During his interview, Connor also referred to professionalisation and employment. From Connor's perspective these two elements are inter-related. These elements are discussed below alongside academic literature.

4.8.3.1 - Employment

Connor highlighted the key challenges of adopting more professionalised approaches to community sports and navigating the employment element associated to professionalism. He placed significant importance on volunteers. Connor shared that within clubs with larger memberships there is an increasing need for employment, stating "but as you get bigger you need someone in a paid role to keep control of everything and oversight of everything". He linked this perspective to the pressures of developing the clubs' offerings to the local community and requirements from the national sporting body, surrounding some of their programmes. He concluded that "a lot depends on our club license through NZF". He shared that due to some of these requirements, in particular coaching education requirements, additional offerings such as their youth academy programmes came at an extra cost to their members. "the parents have to pay additional for that" he admitted.

Connor also noted the increased need for paid staff. A key challenge for him, however, was the human resource processes required to be put in place to safeguard the club and their employees. Connor admitted that his staff were "contractors", adding how "it doesn't matter what your contract says, the employment law will kick in". He furthered these comments by acknowledging that a key challenge is navigating whether these employees should be employed to the club or remain contracted. "I'm in the process of saying should we be contracting them, or should we be employing them" he added. Due to Connor's professional background, he appeared well adverse in the laws regarding employments processes, including PAYE and the holiday's act. This is an example of occupational professionalisation whereby roles that were previously hobbies,

have been professionalised into employment opportunities (Dowling, Edwards & Washington, 2014).

4.8.3.2 – Institutional Pressures

Institutional theory explains that organisational change often comes due to institutional pressures (Slack & Hinnings, 1994), although there is little research regarding these pressures on CSO's (Vos et al., 2012). However, stakeholder theory suggests that organisations often seek to meet the needs of their stakeholders (Convell, 2004). The inherent power of stakeholder's organisations will often develop their services to satisfy these needs (Lewis, 2007), which researchers have indicated promotes long-term organisational success (Friedman et al., 2004). In the case of Club F, they're not obliged to offer the youth academy, which is aligned to New Zealand Footballs Talent Development Programme. They have chosen to do so to satisfy the needs of their stakeholders. Slack and Parent (2006) explains that this expansion of Club G's portfolio is a product of the ever-growing and hyper competitive industry within sports and will continue to grow as organisations continue to meet the needs of their stakeholders.

4.8.4 - Club G – Connor – Summary

Connor was open to sharing his thoughts on leadership and governance, which he explains is heavily influence by his professional quasi-military background. The hierarchical structure, which is inherent within his profession, appears to emulate within CSO's and may be influenced from the hierarchical nature of team sports. From Connors perspective, he is respectful of the importance of stakeholders and ensuring that Club F maintain and develop relationships that will support the club growth and development. He also noted the growing need for paid staff to work alongside the volunteers within their operational structure.

4.9 - Case Study Eight – Club H – Calum

Club H has a membership of roughly 2,600 members and is the product of an amalgamation and was formed in the 1930's between two football CSO's. It is one of the largest football clubs in New Zealand. Calum has been involved with Club H for the past 25 years, first joining as a volunteer coach before becoming the club's president ten years ago.

4.9.1 – Governance

Calum discussed the strong governance structure of Club H, which he claimed was “focused on setting the strategic plan and policies and having the typical business structures”. Calum shared the perspective that effective governance structures was a key challenge for all sports organisations within New Zealand. He also believed that it is essential to understand the difference between governance and operations. Calum acknowledged that, due to his corporate background, his understanding of governance and operations was significant. He has also worked to “impart business best practices into the club environment”. The difference in governance from his corporate profession and CSO's was noted, with Calum admitting that it is “challenging when you're dealing with volunteers and when you're dealing with high turnover of volunteers”. Calum was seemingly unaware of the resource created by Sports New Zealand, claiming to have looked “everywhere” to “find good information on club structures and how clubs should be structured”. He suggested that there was “a lack of how you do this stuff”.

Erakovic and Jackson (2012) considered board leadership in its purest form is its contribution to strategic planning, which Calum acknowledged when he stated that Club H's governance was “Focused on setting the strategic plan”. Calum's perspective is supported by Sport New Zealand (2014) governance benchmarking review, which encouraged sports boards to continue to be

involved in strategic planning processes within their organisations.

4.9.2 - Professionalisation and Additional Offerings

A key theme identified by Calum during his interview was the ability to provide additional offerings and its link with professionalisation. Below these elements are discussed in context of Calum's perspective and the academic literature.

4.9.2.1 – Additional Portfolio Offerings

Club H offers a combination of traditional football memberships and additional services. Calum did challenge the concept of a traditional memberships when asked. He responded that it was “difficult for me to answer... because I don't know what's traditional anymore”. From Calum's perspective, Club H offers access to football competitions as well as an array of additional services. “We have other seasonal programmes and coaching activities. . . holiday programmes, strength and conditioning and goalkeeping coaching”, he revealed. From Calum's perspective, the ability to offer additional services to the community and pathway from community to elite football was largely due to their access to the human resources. He accepted that “having the resources... means that we're a very capable club in terms of providing resources for individuals that want to play social or be competitive”. To ensure Club H can offer such programmes, Calum shared that they have a significant management structure which includes “full-time coaches, full-time director of football, we have up to 30 different coaches of one shape or form . . administrative tasks . . accountant”. With the large number of employees, Club H can focus on area of development in expanding their portfolio and delivering on their core service offerings.

4.9.2.2 – Professionalisation

Consistent with Calum's perspective, the recent shift in professionalisation of CSO's has

seen institutional encouragement for more paid employees, which enable sports organisations to deliver efficiently (Ingram & O'Boyle, 2017; O'Boyle & Shilbury, 2016). This shift to a professionalisation of community sports is a significant change for an industry that has traditionally been volunteer-drive and utilised limited capacities to deliver outcomes (Ferkins & Shilbury, 2012). Calum's perspective of professionalisation is consistent with Dowling, Edwards, and Washington's (2014) research, regarding occupational professionalisation and echoes elements of organisational professionalisation. He viewed it as a by-product of occupational professionalisation within community sports.

As explained by Hall et al., (2003) developing organisational capacity is centred on human resources and the professional skill sets of these resources and an organisations ability to apply them to support the development of capacity. Aligned with Calum's perspective, Hall et al., (2003) explains that specialist human resources can be applied to deliver high quality provisions of services to support organisational capacity development.

4.9.2.3 – Financial Implications and Additional Offerings

Calum also shared the perspective that due to the large size of Club H and their accessibility to diverse revenue streams through additional offerings, the club can support their long-term viability, stating that; "I think we have more capability then most because we have the volume of numbers to provide the revenue to provide those additional services". Wicker and Breur (2014) supported this perspective in their research of CSO's acknowledging that development of core competencies was dependent on organisations with large membership basis and access to diverse revenue streams. This is consistent with Hall et al., (2003) model of organisational capacity also, highlighting the influence of human resources on financial capacity and vice versa, as Club H can develop their financial capacity by creating diverse revenue streams by accessing additional human

resources to provide these additional offerings.

4.9.3 - Facilities

With a sizable membership, Calum acknowledged that there are key challenges in the growth of the club. As Club H continues to grow in membership size and their additional offerings, facility constraints are a constant challenge from Calum's perspective. He admitted it was tough to get "enough grass, lights and changing rooms". As Club H expands their offerings outside of traditional football seasons (winter) Calum shared that "Trying to get a pitch outside of winter is a nightmare". Like many CSO's, Club H also relies on accessing to council-owned facilities. This challenge has been significant for the club. Calum referred to it as a "constant battle" over the 25 years that he had been at the club. The expansion of Girls and Women's football at Club H was also noted, including the club's inability to offer gender exclusive changing rooms. Calum referred to the current facilities as being "insufficient and inadequate" for accommodating female footballers.

Consistent with Calum's perspective, Wicker and Breur (2011) indicated that a key challenge of CSO's is accessing suitable facilities, that enable clubs to deliver their services to members. Doherty et al., (2014) also explain that the success in CSO's accessing such facilities rely on the development relational networks, which may require a strategic approach (Morrison & Misener, 2020). The inter-relatability of infrastructure capacity and human capacity is apparent within the case of Club H as their human and financial capacity is limited by the infrastructure capacity. Calum summarised that, "If we had the facilities or were allowed to look after the facilities we could provide more for our members".

4.9.4 - Club H – Calum – Summary

Calum's perspective on governance within CSO's is seemingly influenced by his corporate

experience, which he has imparted on governance structure at Club H. Club H is one of the largest sports clubs within the Northern Region and with this membership size, they're able to offer an array of services due to their investment in employed staff. As Club H continues to grow, they're facing key challenges regarding access to suitable facilities, which is impacting on the ability of Club H to continue to grow their portfolio, which is a limiting factor on their organisational capacity.

4.10 - Case Study Nine – Club I – Beth

Club I have approximately 400 playing members and has been in existence since the 1970's. Beth first joined Club I as a volunteer and supported her partner's football team. In 2020 Beth joined Club I as the Club President, prior to this Beth held several volunteer roles within her club.

4.10.1 - Governance

Beth shared a story of change within Club I, which has been a recent development since her appointment as president. The key roles of the executive were expressed by Beth as being the "President", who has to "oversee and manage, communication... through secretary and social media" and "treasurer" who is responsible for "budgeting and financial statements". As Beth described these roles, she indicated that this hasn't always been the case in Club I, indicating that previously it had been "a handful of people trying their best to lead the blind". Beth shared that previously the governance of the club was dominated by presence of male volunteers who represented one aspect of the club. She stated that "in previous years there has been more a senior men's representation on the committee". Beth concluded that she believed it was imperative to create change within the governance structure to ensure that this structure better reflected not only the playing membership but also the local community. She has encouraged "diversity" of board members since her appointment, much like Sports New Zealand encourages organisation to ensure they have clear roles and responsibilities within their board to support good governance (Sport New

Zealand, 2021).

Contrary to Beth's beliefs, Sport New Zealand's Nine Steps to Effective Governance encourages board members to be appointed for their skill sets and governance experience, rather than appointing individuals due to their passion for the game (Sport New Zealand, 2021). However, Beth's experience is consistent with not-for-profit governing boards as roles are often taken by individuals who are passionate about their sport and community (O'Boyle & Shilbury, 2015). Consistent with Beth's perspective, Shilbury, Ferkins and Smythe (2013) acknowledged that the increasing challenge to maintain the inherent nature of sports is increasingly more difficult with the increased demand by institutions and stakeholders for more professional delivery models (Sport New Zealand, 2021). A key challenge for CSO's is their ability to maintain their unique features whilst also ensuring their organisation meets the needs of their various stakeholders.

4.10.2 - Organisational Capacity

When asked what constraints the club faced in expanding their services, Beth indicated a lack of volunteers. According to Beth, Club I is fully reliant on volunteers to operate, with the club lacking "the funds to bring someone in who requires paying for their work". The importance Beth places on volunteer engagement was emergent throughout her interview. She acknowledged that more people volunteering, would enable the club to "run more sustainable and run a lot more efficiently and bring in new resources and make everything more accessible of a higher nature".

When discussing Beth's definition of organisational capacity, her definition centred on Club I "being financial sustainable and stable" and "having [more] members of the club involved, not only as players but as active members". Beth also noted a societal shift in volunteer behaviours, which has directly impacted the club. Experiences were shared from when she was an adolescent, when – in her mind - more people gave more time to community clubs. She felt the number of volunteers

has dwindled over time, and that it is now the same small group of individuals who are required to take on increased workloads. The concept of fewer volunteers taking on increased responsibilities has led to an abundance of research on volunteer motivations and volunteer engagement in academic literature (Hallman et al., 2020; Wicker & Hallmann, 2013; Cuskeylly et al., 2006). Lasby and Sperling (2007) examined volunteer numbers and hours per volunteer, and they indicated that “much comes from the few” (Lasby & Sperling, 2007 p.33) which is consistent with Beth’s perspective.

Beth’s desire to see more volunteers involved with Club I is clearly consistent with those who acknowledge human capital as being the most effective resource in developing organisational capacity (Hall et al, 2003). Wicker and Breur (2014) also noted that organisations with larger membership basis and diverse revenue streams can expand their offerings to their community, which was reflected in Beth’s perspective throughout her interview. Consistent with Beth’s perspective, as noted by Hall et al., (2003), is the acknowledgement of the inter-relationship between more and skilled human resources and their impact on financial capacity and ultimately financial sustainability. Although Beth’s perspective regarding human resources and organisational capacity was seemingly focused on volume of people, Beth also acknowledged the need to upskill the existing resources to support their abilities and consequently the services offered by Club I. Beth shared that, with limited financial resources, they continue to invest back into their people through volunteer upskilling. Education was said to be a priority, which is consistent with Breitbarth and Harris’ (2008) who found that stakeholder engagement is dependent on the stakeholder-value creation cycle. In sum, stakeholders are more likely to engage within an organisation when personal value is created for this individual (Breitbarth & Harris’, 2008).

4.10.3 - Community Focused

Especially for kids and youth having a club to belong to and knowing more people in your

age group and older, often gives them something to work towards rather than kicking it on the streets and stuff, which we see a lot up here unfortunately.

Sports plays an important part within New Zealand's society and the social capital created by being involved within sports organisations is widely established in academic literature (Sport New Zealand, 2019; Schulenkorf & Schlenker, 2017; Brown et al., 2006). Throughout Beth's interview, it can be said that she maintained a community focused perspective and signified that the club prioritises its people and community within their purpose. Consistent with her thoughts on having a governance structure that reflects the membership base, Beth shared that the Club aims to be as inclusive as possible. This appeared to stem from her perspective that Club I serves a larger purpose to the community than simply delivering football programmes. When explaining this in more detail, Beth acknowledged that Club I is located within a low socio-economic area, which has inherent challenges, and her perspective is that sports is a great place to provide opportunities for such communities.

4.10.4 - Club I – Beth – Summary

Beth's perspective is acknowledged to be heavily influenced on her community-focused mindset towards Club I's role as a CSO. This was consistent across her views of governance and organisational capacity. She clearly feels that Club I has a much larger role to play within the local community. Beth shared a story of change within the governance of the club, which has come about recently due to her appointment in the president's role. This change has come with key challenges, inherent within CSO's. Beth also shared that the club is heavily reliant on volunteers to support the running of Club I day-to-day, which comes with challenges like those discussed in the governance section. Lastly, Beth shared the perspective that Club I serve a larger purpose in the community than

just providing sport but provides opportunities for social cohesion.

4.11 – Chapter Summary

Chapter Four provides the findings of each case study individually, which provides a discussion of the findings alongside the relevant academic literature. For each case study, main themes were identified as outlined in Section 3.8. The key themes across all case studies are presented in the next chapter. The following chapter provides a synthesis of the findings discussed here in chapter four before drawing on conclusions reached from the synthesis of the findings alongside relevant academic literature.

CHAPTER 5: SYNTHESIS AND CONCLUSIONS

5.1 - Introduction

This study sought to discuss and analyse how organisational capacity can be developed through diversification of portfolio offerings. The guiding research question of this study was; How can community football organisations within New Zealand's Northern Region develop their organisational capacity by diversifying their portfolio offerings? Three subquestions were also utilised to address the research question:

- What is the current level of understanding towards organisational capacity within community football in New Zealand's Northern Region?
- What areas/avenues of portfolio development and diversification exist for New Zealand's Northern Region community football organisations looking to develop their organisational capacity?
- To what extent are members of community football organisations based within New Zealand's Northern Region open to the idea of changing their organisational structure, increasing their organisational capacity, diversifying their portfolio offerings and developing new organisational capabilities?

In order to address the research questions, a qualitative study was utilised incorporating a multi-layered case study approach. As discussed in Chapter Three (section 3.3) , the constructivist-interpretive research paradigm was chosen due to its relationship with the research aim which involved understanding the lived experiences of the participants (Grant & Giddings, 2002). Within the bounds of the constructivist-interpretive paradigm, the chosen data collection method was semi-structured interviews, which enables co-interaction with the participant and researcher whilst still using pre-determined questions (Bryman & Bell, 2015). Purposive sampling of participants was chosen as it enabled the researcher to gather information-rich data from a relatively small

participant size (Liamputtong, 2013; Kelly, 2010). The criteria for participant selection involved a selection of the smallest and largest clubs from six regions across the area in which New Zealand's Northern Region Football (NRF) governs.

Across the nine case studies, thematic analysis was the method used to capture the patterns or themes from in-depth interview data (Braun et al., 2019). Themes that emerged through the thematic analysis were discussed in the Findings and Discussion (Chapter 4). Drawing on these findings, Chapter 5 offers a synthesis which aims to provide recommendations for New Zealand's Northern Region Clubs that participated in this study along with other community sports clubs as well as for future research considerations.

5.2 – Case Studies and Emergent Themes

In Table 3 presented below, an overview of the emergent themes from the case studies is provided. For each Case Study participant, three key themes are presented.

Table 3: An Overview of the Emergent Sub-Themes Derived from the Case Studies

Case Study Club (And Participant)	Key Themes
Club A (Nathan)	Governance and Operations Organisational Capacity Open to Change
Club B (Mark)	Governance Organisational Capacity Change for the Good of Community
Club C (Scott)	Governance Portfolio Offerings Change for Future
Club D (Marvin)	Governance Traditional vs Professional

	Organisational Capacity
Club E (Hannah)	Governance and Servant Leadership Organisational Capacity Community Focused
Club F (Phil)	Servant Leadership Inter-Code Governance Organisational Capacity
Club G (Connor)	Governance Organisational Capacity Professionalisation and Employment
Club H (Calum)	Governance Professionalisation Additional Offerings and Facilities
Club I (Beth)	Governance Organisational Capacity Community Focused

Across the case-studies, there was an array of key themes that emerged from each case study. However, there are common themes arising in each study and these are illustrated in the following section and figure.

5.3 – Key Themes

Figure 3 is an illustration of the key themes from the case studies. From the synthesis of the nine case studies the two core themes are governance and leadership and organisational capacity, which are illustrated in the core of the diagram. These two core themes then had secondary themes, which were Governance and Leadership illustrated on the left side in blue of the diagram in the middle circle. Governance and Leadership had sub-themes which for Governance are Professionalisation and Governance-Operations Mix and for Leadership were Leader-Centric Leadership, Collective Leadership and Servant Leadership. These sub-themes are illustrated on the

left side in blue in the outer circle of the diagram. Organisational Capacity had secondary themes of Financial Capacity, Human Capital, and Facilities, which are illustrated on the right side in orange of the diagram in the middle circle. These secondary themes are consistent with Hall et al's (2003) model of organisational capacity. Further to this model, this study presents sub-themes of organisational capacity, which are specific to the CSO's involved in this study. Financial Capacity had sub-themes of Diversified Offerings and Membership Numbers, Human Capital had sub-themes of Employment and Volunteers. Facilities had a sub-theme of Ownership Type and Strategic Capability had a sub-theme of human capital. These sub-themes are illustrated on the right-side in orange in the outer circle of the diagram.

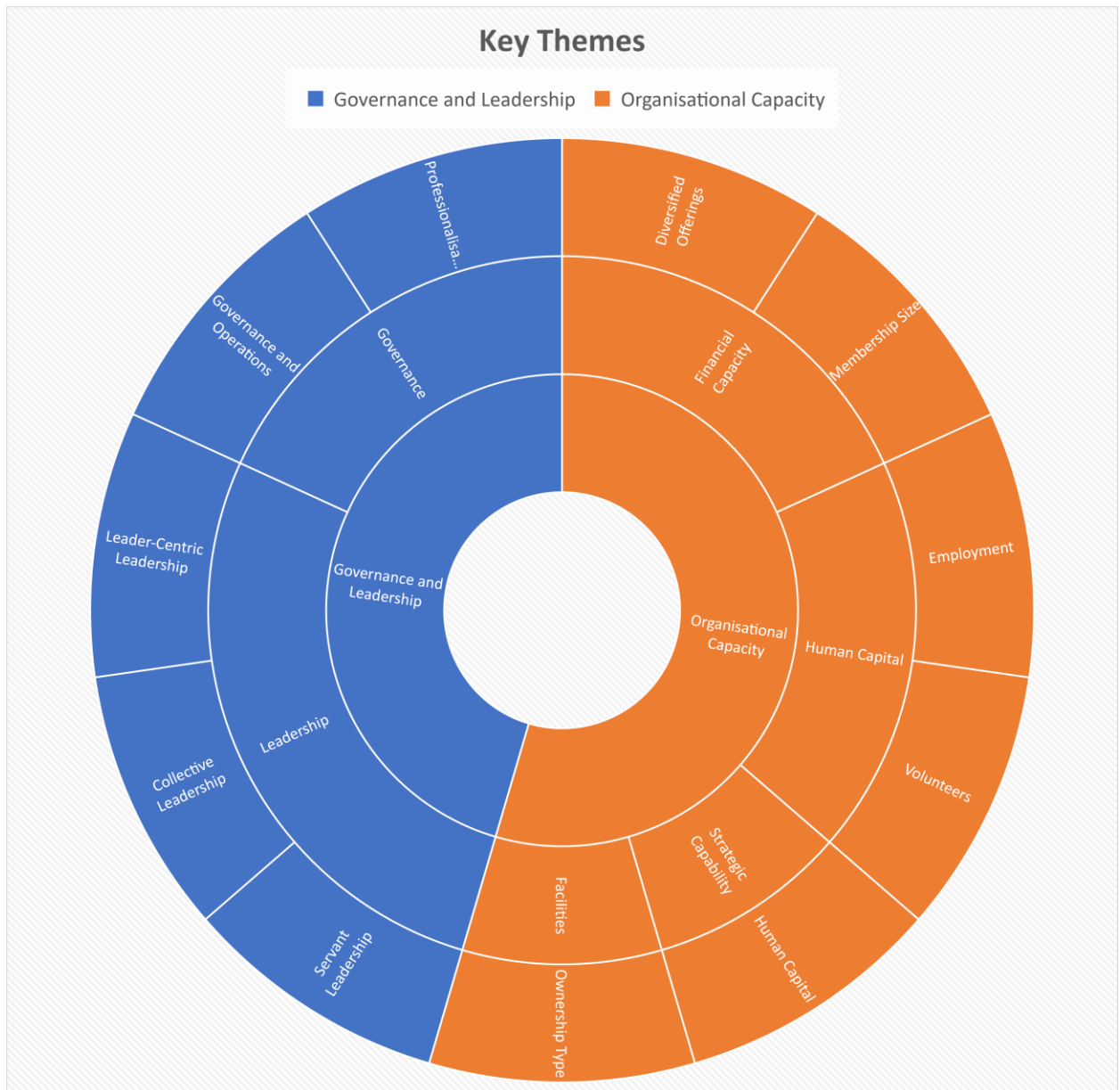


Figure 3: Emergent Themes derived from participant interviews

5.4 - Governance and Leadership

When participants were asked how organisational capacity might be developed through diversification of portfolio offerings, there was consistent reference from all nine, to governance and leadership topics. In the following sections key topics pertaining to governance and leadership are synthesised from the case studies alongside academic literature.

5.4.1 - Governance

Within CSO's, the governance structure is often referred to as the board or committee and operates to provide strategic leadership for the organisation (Ferkins & Shilbury, 2012). A key challenge for governance within CSO'S is the inherent volunteer nature of the industry. Governance who often lack particular skill-sets required by the board, but are driven intrinsically by their distinct passion for their sport or community (O'Boyle & Shilbury & Stuart, 2016). Two key prominent themes arose concerning sport governance from case studies. As presented in Table 4, the sub-themes from Governance include professionalisation and getting the mix right between governance and operations.

Table 4: An Overview of Prominent Themes Regarding Governance from the Case Studies.

Governance Theme	Features
Professionalisation	Good governance practices such as clear roles, responsibilities and accountability support the board.
Governance and Operations Balance	Clear differentiation between governance and operational roles.

5.4.2 - Professionalisation

The case study participants agreed that CSO's are being encouraged to develop more business-like approaches to governance from both internal and external pressures, which is consistent with academic literature (Ingram & O'Boyle, 2017 & Sport New Zealand, 2021; Ferkins et al., 2010). Further to this, case study participants highlighted that some of the clubs have begun this journey already, noting this was influenced by the non-sports related experiences and expertise of individual board members, which was influential within the clubs seeking to improve their professionalism case study participants acknowledged that such change in governance structure promoted clear roles, responsibilities, accountability and delineation from the operational structure.

This is consistent in Sport New Zealand's Nine Steps to Effective Governance (Sport New Zealand, 2021). In support of the professionalisation of CSOs, academic literature has indicated that professionalisation can improve coordination, efficiency, and effectiveness of sport organisations operationally (Ingram, O'Boyle & Shilbury, 2016). Key implications for the case study participants based on the findings is that clubs who adopt more professionalised approaches to governance structures may benefit from such changes.

Further analysis of the case studies highlighted key challenges in adopting professionalised structures of governance. Case study participants confirmed that recruiting individuals with the appropriate skill sets required by the board was a key challenge. This challenge is resonated within academic literature, which highlights not-for-profit governance is often made up of individuals who lack the skills sets required by the board but are intrinsically driven to be involved due to their passion for the sport or their community (O'Boyle & Shilbury, 2016). Other research has highlighted a key challenge of professionalising governance structures is ensuring CSOs maintain their inherent play-like features of sport when creating such change (Shilbury & Ferkins, 2011). Implications from this analysis highlight key challenges for CSOs related to recruiting the appropriate board members, which is consistent with academic literature (Jurak & Bednarik, 2010; Friedman et al., 2004). This provides opportunity for future research within this area to support CSOs in this process.

5.4.3 Governance and Operations Balance

Another theme that was consistent across the cases studies was the need for the clear delineation of governance and the administrative roles of operations. Case study participants shared that the line between governance and operations within their clubs is blurred, with members of the board often being heavily involved with operational duties, due to the nature of the requirements of the club and a lack of operational and governance members. This is consistent with Doherty et al., (2014), which noted that not all clubs can engage in board functions such as planning and

development exclusively. Doherty et al., (2014) and Cuskelly et al., (2006) both identified that clubs often struggle to maintain a strategic and operational balance. Contrary to the perspective of the case studies, the sport sector and academic literature has continually encouraged a clear delineation between governance and operations (Sport New Zealand, 2021; Ferkins & Shilbury, 2015; Shilbury & Ferkins, 2011). Implications of this analysis highlight that although the sport sector and academic research highlight the need for differentiation between governance and operations, as volunteer-driven organisations, CSOs face a challenge inherent within their nature. Future research on this topic should look at how to effectively achieve this delineation between governance and operations within CSO's.

5.4.4 - Summary

This section offers evidence to suggest that the current understanding of organisational capacity, in relation to governance, is influenced heavily by an individual's profession outside of sport. Those with prior knowledge of corporate structures had greater understanding of how governance practices could be transferred in their volunteer capacity at their CSO. This research also offers evidence that the case study participants were open to change whilst acknowledging the challenges within the governance of volunteer-run CSOs. This study has highlighted an area that requires further exploration, effectively achieving delineation between governance and operations within CSO's. Another consistent theme as shown in Table 5 was the influence of leadership within CSO's and the types of leadership perspectives shared within the case studies. The various leadership perspectives also influenced the differing approaches to leading CSO's.

5.5 - Leadership

Leadership within CSO's is often inherited by the governance structure (Ferkins & Shilbury, 2012). CSO's often adopt a hierarchical approach to leadership, with the chairperson or president

assuming the role of the leader (Balduck et al., 2010). Prominent themes of leadership as presented in 5.4.1 were leader-centric leadership, collective leadership and servant leadership.

Table 5: An Overview of Emergent Themes Regarding Leadership from the Case Studies

Leadership Theme	Features
Leader-Centric Leadership	The inherent nature of CSO's encourages a leader-centric role in the chairperson.
Collective Leadership	Collective leadership approaches enabled by the chairperson and board members support the board in operating as a collective, rather than being leader-centric.
Servant Leadership	Servant leadership characteristics is inherent within those that volunteer.

5.5.1 -Leader-Centric Leadership

Based on the analysis of the nine case studies, leader-centric approaches to leadership appear to be prominent across CSO's. This is attributed to their formally elected chairperson or president's roles (Shilbury et al., 2020; Erakovic & Jackson, 2012). The case-studies highlighted that although there is a formally elected leader within the governance structure of these organisations, how this practically plays out isn't fully consistent with a leader-centric approach. The leadership approach is more collaborative. Leadership within CSO's is often assumed by the role of chairperson or president which is dictated by the organisation's constitution, however case study participants' perspectives and academic literature advocate for this role to be a role of first amongst equals (Ferkins et al., 2017; Maupin & Carter, 2017).

Synthesis of the case studies reveals that although their organisations formally adopted a hierarchical structure due to their constitutional requirements, leadership was the role of the board, rather than an individual. In contrast to the leader-centric perspective of leadership, O'Boyle (2015)

advocated for the importance of leaders to inspire followers to take on situational leadership roles as required to do so, which is developed from a trusting relationship with their leader. Other academics have also highlighted that allowing an individual to solely take on the role of leadership within sport organisations may be counter-productive for such organisations (Ferkins et al., 2017; Welty Peachery et al., 2015).

5.5.2 - Collective Leadership

Analysis of the case studies, highlighted that although that their club's governance structures are vertically aligned, clubs are trying to ensure leadership responsibilities are not that of an individual but that of the board (Ferkins et al., 2017; Maupin & Carter, 2017).. Leadership as a social construct has been consistent amongst recent leadership theories, which have promoted leadership not as the characteristics of an individual or role but as a collective effort of a collective (Dee et al., 2018; Friedrich et al., 2016). This model of leadership was advocated by Ferkins et al's (2017) research into not-for-profit sport governance, noting their perspective that leadership of such organisations should be the responsibility of the board as a collective and not the role of an individual.

Revealed from the case study findings, individuals on boards in CSO's often lack the professional skills required by the board, therefore collective leadership approaches might be counter-productive in developing the leadership of the board and the organisations .This is seemingly a challenge for CSO's as noted by Cullen-Lester, Maupin and Carter (2017) who acknowledged the strength of collective leadership approaches but emphasised the need to ensure the collective develop the appropriate skill-sets otherwise individuals may feel overwhelmed with such responsibility. The case studies revealed that clubs are open to adopting collective approaches. It also revealed that the clubs members largely rely on their boards providing leadership. Due to their vertically aligned structures and a lack of the appropriate skill-sets, however, this can be a

challenge.

5.5.3 - Servant Leadership

Based on the analysis of the case studies, it is evident that servant leadership approaches to leadership is consistent amongst the case studies. Servant leadership as explained in the literature is rooted in the perspective that one leads to serve others, either within their organisation or local community and is a way of life, rather than a particular skill-set (Parris & Welty Peachey, 2013). Servant leadership and community sport co-interact on the premise that many individuals within community sport are involved due to their commitment to supporting their local community, which is the motivational driver for many individuals in community sport (Wicker & Breuer, 2014).

Synthesis of the case studies reveals that the inherent volunteer nature of CSO's is representative of a servant leadership approach. Servant leadership is deeply rooted within the motivations of many volunteers within these organisations (Hoye & Doherty, 2011; Shilbury & Ferkins, 2011). Analysis of the case studies reveals that individual's are willing to be vulnerable in taking leadership roles within their clubs, being drawn to these roles due to their characteristics of being community-minded and large displays of humility (Parris & Welty Peachery, 2013; Spears & Lawrence, 2004). This being the case even if individuals lack the appropriate skill-set to carry out the role they have within their organisation (O'Boyle & Shilbury, 2016).

5.5.4 - Summary

Leadership has been an evolving field of academic literature, from the early adoption of theories that promote individual characteristics, to more recent theories which view leadership as a social construct of the effort of a collective of individuals (Shilbury et al., 2020; Friedrich et al., 2016; O'Boyle & Shilbury, 2016; Friedrich et al., 2009). CSO's are bound by their constitution, which often

requires electing a chairperson or president annually, which can naturally influence a more hierarchical approach to leadership (Shilbury et al., 2020). However, contemporary literature has promoted a more horizontally aligned approach to leadership which emphasises the strength of a group, which in the case of CSO's is often the board (Ferkins et al., 2017). Although academic literature promotes such models of leadership, CSO's are often driven by passionate, community-minded individuals (Welty Peachey and Burton, 2017), but may lack the individual skill-sets required by their board (O'Boyle & Shilbury, 2016) which is a challenge of collective leadership model adoption by CSO's as it may leave some individuals feeling overwhelmed, due to a lack of appropriate knowledge required by their role.

This research study offers evidence to suggest that CSO's are deeply rooted in contemporary approaches to leadership, with the natural role of a leader being assumed by the chairperson or president. This is a characteristic of leader-centric leadership models (Friedrich et al., 2009). An inherent challenge of such models as highlighted by Ferkins et al (2017) is the large responsibility placed on an individual to lead, which from their perspective should be the role of a collective, not an individual. Seemingly, football clubs in the Northern Region are open to collective models of leadership and have recently transitioned to such models Maupin and Carter (2017) acknowledge, however, that such approaches require the collective to ensure they have the appropriate skill-sets to operate without individuals feeling overwhelmed.

5.6 - Organisational Capacity

Organisational capacity was a consistent theme across many of the case-studies. As presented in Appendix C, participants were asked to define organisational capacity, from this three key themes merged and are detailed in 5.5.1, and discussed further below.

Table 6: An Overview of Emergent Themes Regarding Organisational Capacity from the Case Studies

Organisational Capacity Theme	Features
People (Volunteers and Employment)	Volunteers and employed staff directly impact organisational capacity and an organisations ability to deliver on core service offerings and expand its portfolio.
Financial Capacity	Access to financial resources directly impacts organisational capacity
Facilities	Access to suitable facilities, directly impacts CSO's organisational capacity
Strategic Capability	The role of governance is to set strategic direction of the organisation. Strategic capability adversely impacts organisational capacity

5.6.1 - Volunteers and Employment

The case studies highlighted the importance of human capacity and it's contribution to the capacity of their organisation. Firstly, the need for more volunteers and the heavy reliance on volunteers was consistent across the nine case studies. This perspective of the heavy reliance of volunteers in CSO's is consistent within the academic literature regarding volunteers and CSO's (Hager & Burdney, 2011; Wicker, 2017). Analysis of the case studies also revealed a challenge from regarding volunteers is that the number of volunteers committing to supporting CSO's is decreasing and the demand for more volunteers is not currently being met. This is consistent with the Volunteer Reference Group's (2017) report that noted there has been a decrease in volunteerism globally. Analysis of the academic literature highlights that ensuring volunteers needs are satisfied promotes volunteer retention and recruitment within not-for-profit sport organisations (Hassan & O'Boyle, 2017; Swierzy, Wicker & Breur, 2017). Hager and Burdney (2011) explain that volunteer motivations differ throughout individuals but are often on the premise of development opportunities and the opportunity to serve their community. This highlights the need for CSO's to ensure they're meeting the needs of their stakeholders to retain such volunteers. Therefore, based on these findings, it

appears imperative that CSO's within the Northern Region provide the appropriate development opportunities to ensure they retain and promote volunteers that they rely on so heavily.

The case studies noted a trend of increased employment within CSO's. From the perspective of the case studies, this was due to increased institutional pressure in aligning with the professionalisation of community sport. One such example of this was aligning to New Zealand Football's club licensing (New Zealand Football, 2021), which promotes more roles within CSO's who wish to participate in regional and national leagues. Case study participants shared that CSO's are seeking more employed staff to meet the needs of institutional pressure regarding professionalism and stakeholder pressure of delivery quality products or services. This perspective is consistent with O'Boyle and Shilbury (2016) who noted increased employment within the sport sector promotes more efficient deliver of services (Ingram & O'Boyle, 2017). This shift is a significant change for CSO's, which as already examined have traditionally been volunteer-driven (Ferkins & Shilbury, 2012). However, the ability to employ people to support organisational capacity clubs requires financial capacity to do so sustainably, which is a key consideration for CSO's (Wicker & Breur, 2014).

5.6.2- Financial Capacity

Financial capacity as another key theme relevant to organisational capacity from the perspective of the case study participants. In defining organisational capacity the case studies highlighted not only financial capacity, but a loop of how financial capacity is tied in with human capacity. This is consistent with Hall et al's., (2003) model of organisational capacity, which centres human capital in the centre of their organisational capacity model as presented in Figure 2. This is because Hall et al., (2003) concluded that the remaining capacities are influenced by an organisations human capacity.

This challenge is consistent with the findings of Millar and Doherty (2018) who noted CSO's

often struggle with balancing both human and financial resources simultaneously.

The key implications for CSO's based on the above findings is that there is a need for these organisations to ensure they're appropriately resourced with volunteers and employees to generate diverse revenue streams, whilst also meeting the needs of their stakeholders through various service deliveries and programmes. Wicker and Breur (2014) indicate that these organisations will be able to develop their organisational capacity efficiently and meet the needs of their stakeholders if they are able to maintain diverse revenue streams and grow their membership bases concurrently. However, Yeh and Taylor (2008) propose that sport organisations are required to find a balance between financial capacity and their on-field performances as one without the other doesn't satisfy stakeholders alone. The implications of this for the nine case studies are that meeting the needs of their stakeholders isn't dependent on solely financial performance but also on-field delivery of performance outcomes.

5.6.3 - Facilities

The case studies highlighted that all the case studies relied on council-owned facilities to deliver their services to the community, which was a point of contention across the case studies that shared the perspective that their facilities or lack of facilities, directly influenced their organisational capacity. The perspective of facilities impacting organisational capacity, was most prominent in clubs with larger membership bases, these individuals shared that lack of facility access will likely impact the clubs ability to grow in the near future, with some experiencing this now. Wicker and Breur (2013) identified the importance of facilities in organisational capacity, highlighting a need for access to the appropriately required facilities.

Based on the findings from the case studies, the researcher has proposed an adapted model of Hall et al's., (2003) model of organisational capacity. The adaptation in Figure 4 when compared

to Figure 2, highlights need for two-way communication between internal and external stakeholders of CSO's. For this study, the original arrows for Hall et al.'s (2003) model are double-sided to acknowledge the need for two-way communication accordingly. Further to this, there is a circle around what is deemed organisational capacity that is deemed in direct control of CSO's (Financial Capacity, Relationship and Network Capacity, Planning and Development Capacity and Infrastructure and Process Capacity). The outer components (Environmental, Constraints and Facilitators, Access to Resources and Historical Factors) are considered the organisational capacities of external stakeholders such as RSO's, NSO's and Local Council, which are outside the control of CSO's. Figure 4 therefore illustrates the internal organisational capacities of the case-studies involved within this study in relation to hall et al., (2003) model of organisational capacity and adapted to acknowledge the outer components which are out of the control of CSO's.

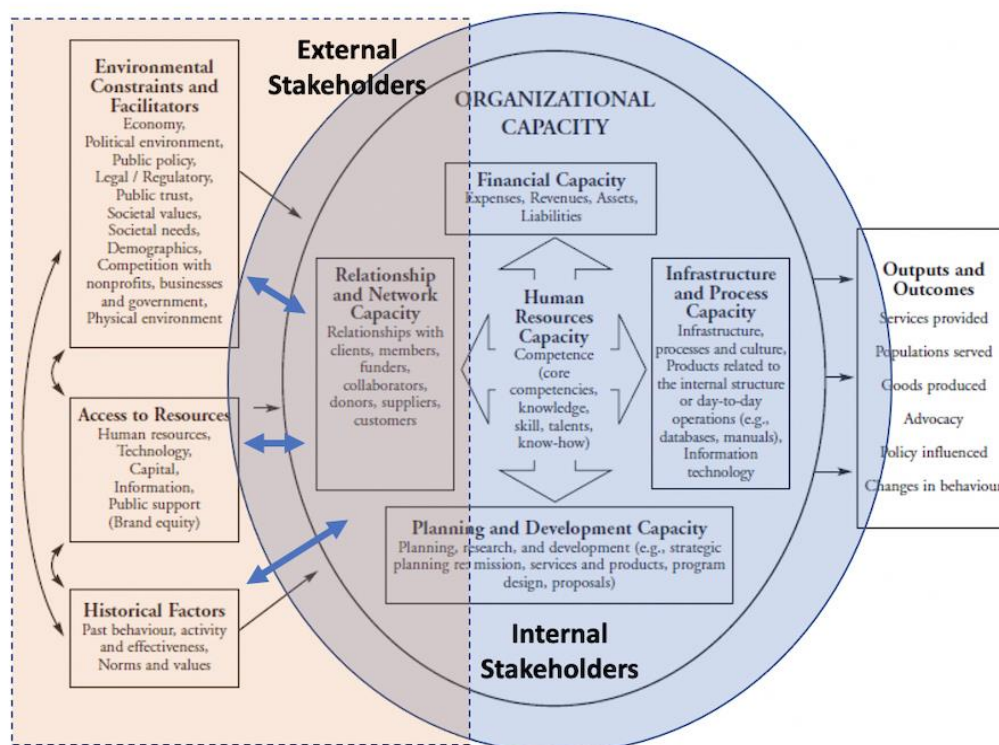


Figure 4: Adapted Conceptual framework of organisational capacity (Hall et al., 2003)

Hall et al's., (2003) model of organisational capacity highlights the relationship between network development and infrastructure capacity (facilities), which illustrates the need for developing relationships with facility owners to support facility capacity. Ferkins and Shilbury (2010) also highlighted the need for collaborative partnerships within the sport sector, promoting positively aligned outcomes operationally. Some of the case studies acknowledged the battle to gain access to facilities that support their ability to deliver their core service offerings. Similarly other case studies acknowledged the constraints that the lack of appropriate facilities have on their ability to offer additional services. The implications of these findings for the nine CSO's are that facility access is a direct result of their relationship with their local Council. Seemingly, the academic literature would indicate that strengthening these relationships will improve facility capacity and overall organisational capacity (Ferkins & Shilbury, 2010; Hall et al., 2003).

5.6.4 – Strategic Capability

The case studies highlighted the importance of strategic capability to overall organisational capacity and leadership and governance, from the perspective shared in the case studies. Firstly, the role of governance in setting strategic direction was consistent across various case studies and is consistent with the academic literature (Morrison & Misener, 2020; Ferkins & Shilbury, 2015; Ferkins & Shilbury, 2010). Analysis of the case studies also highlights the relationship between strategic capability and human capital, with the case studies noting the need for individual's within their governance structure having the appropriate skill-sets to support strategic capability. This relationship between strategic capability and human capital possessing the appropriate knowledge and skills required by an organisation's board is acknowledged in academic literature as a consistent challenge for CSO's (O'Boyle & Shilbury, 2016; Jurak & Bednarik, 2010).

Hall et al's., (2003) model of organisational capacity which was first introduced in Section 2.3.3, highlights this identified relationship between strategic capability and human capital,

illustrating an organisation's human resource capacity and how this directly relates to an organisation's planning and development capacity. The case studies acknowledged the importance of strategic planning processes as part of the function of their governance. However, further acknowledged that beyond human capital, financial and physical resources also hindered their ability to effectively implement strategic planning processes, which is a constraint acknowledged within academic literature on CSO's (Morrison & Misener, 2020; Doherty et al., 2014). The implications of these findings for the nine case studies indicate that strategic capability is largely dependent on an organisation's access to human capital with the appropriate knowledge to support strategic capability and adversely organisational capacity.

5.6.5 - Summary

The case studies highlight an understanding of organisational capacity that is consistent with academic literature, namely key influences of human capital (Wicker, 2017; Hall et al., 2003), financial capacity (Wicker & Breur, 2014; Yeh & Taylor, 2008; Hall et al., 2003) , facilities (Wicker & Breur, 2013; Hall et al., 2003) and strategic capability (Morrison & Misener, 2020, Doherty et al., 2014). This understanding is centred on how all of the associated influences develop or under-develop organisational capacity. The case study participants are open to the idea of expanding their portfolio offerings, but noted a number of logistical challenges that could prevent them from doing so. The lack of human resources, financial resources, facilities and strategic capability, for example, were highlighted. The CSO's in the Northern Region who can expand their portfolio offerings have the human resources to help lead these projects, and the larger membership bases to help fund them.

5.7 - Limitations of the study

As part of the qualitative thematic analysis, the data was coded and interpreted by the researcher. Emergent themes as discussed in Chapter Four and Five were based on the researcher's

interpretations of the participant interviews, however, the limitation of such interpretation need to be recognised. The researcher employed triangulation, whereby the researcher shared the themes with the supervisors and discussed them accordingly. The ability to triangulate the researcher's interpretation with the participants was impacted due to COVID-19, which affected the ability to maintain communications with the participants. The themes will be shared with the case study participants, to see whether they agreed with the researcher's interpretation.

A wider scale focus, from a broadened range of stakeholders within the sector, would provide more comprehensive views as this study focused primarily on chairpersons and presidents within CSO's which resulted in a less diverse participant group concerning ethnicities, cultures, ages and roles within organisations. Such focus could involve more perspectives from each case study including playing members and key volunteers from the clubs involved in the case studies. However, it was not feasible to do this as it would've made the case studies too large for the parameter of this study.

5.8 - Implications of the Research

Whilst there is no widely accepted definition for organisational capacity, especially as it pertains to CSO's (Ingham & Joyce, 2002). Hall et al's., (2003) model of organisational capacity presents the key themes that are relevant to CSO's. The findings of this study align with Hall et al's (2003) model, with human capital, financial capital and facilities presented as the key factors impacting on organisation capacity for CSO's. This research has showed value to the application of Hall et al's., (2003) model of organisational capacity in the CSO sector. Future research should focus on the application of organisational capacity development within CSO's, expanding on the work of Millar and Doherty (2016) and Doherty et al., (2018) who applied Hall et al's (2003) model of organisational capacity. Future research should also focus on exploring the adapted model of Organisational Capacity (Figure 4), within other contexts of CSO's, such as other sporting codes.

The second key finding from this study is the influence of professionalisation on CSO's. These findings highlight that although professionalisation of governance models promote more efficient delivery for CSO's (Ingram & O'Boyle, 2017), many CSO's lack the human and financial resources to deliver these models and are seemingly unaware of the resources available within the sector such as Sport New Zealand's Nine Steps to Effective Governance (Millar & Doherty, 2018; O'Boyle et al., 2015; Sport New Zealand, 2021)). This research also highlighted a gap between NSO's and RSO's in the expectations of CSO's, which highlights a lack of understanding from the NSO's and RSO's in the understanding of organisational capacity of CSO's. Further to this, it is the researcher's observation that there is a gap in the understanding of NSO's and RSO's of the logistical challenges faced by CSO's in developing their organisational capacity.

5.9 - Future Research and Recommendations

This study provides insight into the key challenges faced by community football organisations within New Zealand's Northern Region. The primary focus of the research was the provision of suitable services for their communities and the development of organisational capacity with limited resources. Based on the findings, the researcher is able to offer a number of practical recommendations for the CSO, RSO and NSO, which in this case are Football Club's, Northern Region Football and New Zealand Football. The recommendations may also prove valuable to other sport organisations that support CSO's in New Zealand, and beyond. The recommendations are:

5.9.1 - Governance Specific to Community Football Organisations

There are currently no specific governance resources available specific to New Zealand community football organisations. Although Sport New Zealand's Nine Steps to Effective Governance (Sport New Zealand, 2021) is a tool for national and regional sport organisations, there is limited

awareness of resources specific to CSO's. Six of the nine CSOs included in this case study did not have a employees that is assumed by Sport New Zealand's Nine Steps to Effective Governance (Sport New Zealand, 2021). Aktive Auckland Sport and Recreation is a Region Sports Trust (RST) based within Auckland. Aktive's Governance and Leadership toolkit (Aktive, n.d.) is an existing resource that provides practical education to support the practical implementation of professionalised governance structures, but – like the Sport New Zealand document – it is only of use if the CSOs are aware of it and have the capacity to implement the suggestions.

5.9.2 – Organisational Capacity – Human Capital

Connecting CSO's such as the nine football clubs profiled in this study with human capital and volunteer-focused education is essential. Although resources exist, the nine CSOs profiled in this study were unaware of them. Aktive's Volunteer Management Toolkit (Aktive, n.d) provides a wealth of information but CSO's are seemingly unaware of such toolkits and aren't provided consistent education on the subject. To overcome this, greater awareness from Northern Region Football in their role in knowledge sharing may support developing the channels of distribution of such resources to CSO's seeking these resources. NSO's and RSO's consistently advocate for CSO's to embrace professionalisation. However, CSO's need support to become more professional, especially around the subject of human resource management (i.e staff recruitment).. An example of an existing resource within the sector is Aktive's Hiring Staff toolkit (Aktive, n.d.). Practical implications for Northern Region football is developing the channels of distribution of these resources to CSO's.

5.9.3 – Organisational Capacity – Financial Capacity

The dimension of financial capacity was an prominent theme across the case studies and was centred on diversifying revenue streams through programme offerings by CSO's. There are a variety of resources pertaining to membership growth, community engagement and financial capacity development available from Aktive's resource hub (Aktive, n.d.). Again, a practical

implication for Northern Region Football would be for them to ensure that existing resources within the sector is effectively communicated to CSO's. This would help to increase the organisational capacity of CSOs struggling to understand the practical implementation of these resources.

5.9.4 – Organisational Capacity - Facilities

Aktive's Facilities toolkit (Aktive, n.d.) provides a industry approach to supporting facility capacity for CSO's and could be a useful resource in supporting CSO's. Another consideration is the relationship and strategic capacity element associated with facilities. Northern Region Football need to develop greater relationships with council, to support the facility capacity of the region and the CSO's within the region. This work could be led further by Area Managers, such as the author of this thesis. The Area Manager could support greater outcomes for their region if this work is prioritised by Northern Region Football.

5.9.5 – Organisational Capacity – Strategic Capability

The inter-relationship between strategic capability and human capital was a prominent theme across the nine case studies. As acknowledged in Section 5.9.1, there are no specific governance resources for football club's in New Zealand. A specific governance resource would support strategic capability in CSO's, clearly outlining the roles of board members and recruitment processes. This should ensure that CSO's obtain the appropriate skill-sets to support their boards. To support the CSO's they govern, Northern Region Football should look to create such a resource or advocate for the creation of this resource by New Zealand Football. Such a resource would support the strategic capability of local clubs and, as a consequence, enhance their organisational capacity.

5.9.6 – Knowledge-Based view of Organisational Capacity

The practical recommendations above are centred on the knowledge sharing role that RSOs and NSOs play within sport. As noted by Willem, Girgino & Toohey (2018) governing organisations

play a critical role in knowledge sharing within their sector, however, this is not a strategic focus of many governing organisations. Instead of being focused on knowledge sharing, many governing organisations are seemingly focused on determining practice standards without the appropriate education to support these standards (Willem et al, 2018). In the new post-pandemic world that CSO's are facing, the utilisation of appropriate online education resources may provide a great resource for CSO's who are focused on capacity building (Willem et al., 2018). This is consistent with the Knowledge-Based view of capabilities noted in section 2.4, which is an underdeveloped field of literature within organisational capabilities. It is also consistent with the emphasis of the importance of learning within capability development (Pemsel et al., 2018; Leringer & Zhang, 2021), offering an additional area of future research.

Although this research focused on understanding of organisational capacity, future research within CSO's in the Northern Region could be focused on capacity building within not-for-profit sport organisations. This could research should utilise Morrison and Misener (2020) or Millar and Doherty's (2016) models of building capacity within CSO's which is an expansion of the early work by Hall et al., (2003).

5.10 – Chapter Summary

In conclusion, this study highlights that the perspective of organisational capacity within community football organisations situated within New Zealand's Northern Region is centred on four key elements. These are; human capital, financial capital, facilities and strategic capability. To diversify their portfolio offerings and increase organisational capacity, the nine CSO's involved in this study will need to focus on human and financial capital and facilities as they relate to organisational capacity. The CSO's are being encouraged to progress towards professionalised models of governance and increased employment, but are still heavily reliant on volunteers contributions to their organisations. Although volunteer engagement is globally trending down, volunteer

contribution is deemed vital in further supporting community football organisations within New Zealand's Northern Region and needs to be recognised and resourced appropriately within the sector. If the volunteers responsible for governing the nine CSO's are going to continue to provide quality services to their community of stakeholders then they're going to need help from their regional federations.

In the case of Northern Region Football, it is critical for the organisation to acknowledge the knowledge-sharing role they hold as a regional sport organisation and ensure that the networks of knowledge distribution are efficient to support develop organisational capacity in CSO's in the Northern Region. It is also deemed a critical point in the challenging and changing times that sport organisations are now facing that there is further research undertaken pertaining to CSO's in New Zealand. In conclusion, the findings from this study have highlighted that CSO's in New Zealand's Northern Region are open to organisational change, through developing their portfolio offerings. However, may require support from Northern Region in developing their organisational capacity to ensure they're able to develop their portfolio offerings.

REFERENCES

- Alexander, A., & Martin, D. (2013). Intermediaries for open innovation: A competence-based comparison of knowledge transfer offices practices. *Technological Forecasting and Social Change*, 90(1), 38-49. <http://dx.doi.org/10.1016/j.techfore.2012.07.013>
- Allison, M., & Kae, J. (2005). *Strategic planning for non-profit organizations: A practical guide and workbook*. Hoboken, NJ. Wiley.
- Amis, J., Slack, T., & Hinings, C. (2004). The pace, sequence and linearity of radical change. *The Academy of Management Journal*, 47(1), 15-39. <https://doi.org/10.2307/20159558>
- Andrews, K. (1971). *Personal values and corporate strategy*. *Harvard Business Review*, 49, 103
- Atan, S., Foskett, A., & Ali, A. (2016). Motion analysis of match play in New Zealand U13 to U15 age-group soccer players. *Journal of Strength and Conditioning Research*, 30(9), 2416-2423. doi: 10.1519/JSC.0000000000001336
- Chris, A., & Alison, G. (2008). Collaborative Governance in Theory and Practice, *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- Bakhru, A. (2004). Managerial knowledge to organisational capability: new e-commerce business. *Journal of Intellectual Capital*, 5(2), 326-336. doi:10.1108/14691930410533731
- Balduck, L., & Jowett, S. (2010). Psychometric properties of the Belgian coach version of the Coach Athlete Relationship Questionnaire (CART-Q). *Scandinavian Journal of Medicine & Science in Sports*, 20(5), 779–786. <https://doi.org/10.1111/j.1600-0838.2009.01020.x>

- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*. <https://doi.org/10.1177%2F014920639101700108>
- Barney, J., Ketchen, D., & Wright, M. (2011). The future of resource-based theory: Revitalization or decline. *Journal of Management*. <https://doi.org/10.1177%2F0149206310391805>
- Biscaia, R., Hedlund, D., Dickson, G., & Naylor, M. (2018). Conceptualising and measuring fan identity using stakeholder theory. *European Sport Management Quarterly*. doi:10.1080/16184742.2017.1413580.
- Bradshaw, P. (2009). A contingency approach to non-profit governance. *Non-profit Manager & Leadership*. <https://doi.org/10.1002/nml.241>
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*. 3. 77-101. doi:10.1191/1478088706qp063oa.
- Braun V., Clarke V., Hayfield N., Terry G. (2019) Thematic Analysis. In: Liamputtong P. (eds) Handbook of Research Methods in Health Social Sciences. Springer, Singapore. https://doi.org/10.1007/978-981-10-5251-4_103
- Breitbarth, T., & Harris, P. (2008). The role of corporate responsibility in the football business: Towards the development of a conceptual model: The role of corporate responsibility in the football business. *European Sport Management Quarterly*, 8. doi:10.1080/16184740802024484.
- Brensen, M. J. (1995). All things to all people?: Perceptions, attributions, and constructions of leadership. *Leadership Quarterly*, 6(4), 495-513
- Brown, D., Galuska, D., Zhang, J., & Lowry, R. (2006). Physical activity, sports participation, and suicidal behaviour: U.S. high school students. *Medicine and Science in Sports and Exercise*, 37. doi: <http://dx.doi.org/10.1097/00005768-200505001-00939>

- Bruce, T., & Stewart, A. (2015). As kiwi as? Contestation over the place of men's football in New Zealand culture. *Soccer & Society*, 16(5-6), 710-725. <http://dx.doi.org/10.1080/14660970.2014.963308>
- Bryman, A., Gillingwater, D., & McGuiness, I. (1992). Leadership and organisational transformation. *Management Research News*, 15(5), 26-27. <https://doi.org/10.1108/eb028221>
- Bryman, A. (2015). *Social Research Methods* (5th ed.). Oxford University Press.
- Chappelet, J. L., & Bayle, E. (2005). *Strategic and performance management of Olympic sport organisations*. Champaign, IL: Human Kinetics.
- Chelladurai, P. (1990). Leadership in sports: A Review. *International Journal of Sport Psychology*, 21, 328-354.
- Chelladurai, P., & Zintz, T. (2015). Functions of national sport governing bodies: A network perspective. *Public Policy and Administration*, 14(4), 529-544. <http://dx.doi.org/10.13165/VPA-15-14-4-03>
- Chelliah, J., Boersma, M., & Klettner, A. (2016). Governance challenges for not-for-profit organisations: Empirical evidence in support of a contingency approach. *Contemporary Management Research*, 12(1). <https://doi.org/10.7903/cmr.14538>
- Clarke, J. (2010, December 22). Embracing Change. *TEDx Talks*. Retrieved from <https://www.youtube.com/watch?v=vPhM8lxibSU>
- Clarkson, M. (1995). A Stakeholder framework for analyzing and evaluating corporate social performance. *The Academy of Management Review*, 20(1), 92-117. <https://doi.org/10.2307/258888>
- Collis, D. (1994). Research note: How valuable are organizational capabilities. *Strategic Management Journal*. <https://doi.org/10.1002/smj.4250150910>

- Cornforth, C. (2003). Summary and conclusions: Contextualising and managing the paradoxes of governance. In C. Cornforth (Ed.), *The Governance of Public and Non-profit Organizations: What do Boards do?* (pp. 1-15). London, United Kingdom: Routledge
- Cordery, C., & Sim, D. (2017). Dominant stakeholders, activity, and accountability discharge in the CSO sector. *Financial Accountability and Management*, 34(1). doi: <http://dx.doi.org/10.1111/faam.12144>
- Covell, D. (2005). Attachment, Allegiance, and a Convergent Application of Stakeholder Theory: Assessing the Impact of Winning on Athletic Donations in the Ivy League. *Sport Marketing Quarterly*. 14(3).
- Crawford, S. (2018). *The influence of board leadership and governance on club capability within New Zealand community sports clubs*. [Masters thesis, Auckland University of Technology].
<https://openrepository.aut.ac.nz/handle/10292/11567>
- Creswell, J. W. (2007). *Qualitative inquiry and research design: Choosing among five approaches* (2nd ed.). Sage Publications, Inc.
- Creswell, J.W. & Poth, C.N. (2018) *Qualitative Inquiry and Research Design Choosing among Five Approaches* (4th ed.). Sage Publications, Inc., Thousand Oaks.
- Cuskelly, G., Hoye, R., & Auld, C. (2006). *Working with volunteers in sport: Theory and practice*. New York, NY: Routledge.
- Dalziel, P. (2011). *The economic and social value of sport and recreation to New Zealand*. Lincoln University, New Zealand: Agricultural Economics Research Unit.
- Davies, A., Dodgson, M., & Gann D. M. (2016). Dynamic capabilities in complex projects: The case of London Heathrow terminal 5. *Project Management Journal*, 47(2). doi:10.1002/pmj.21574

- Denzin, N. K., & Lincoln, Y. S. (2005). *Introduction: The Discipline and Practice of Qualitative Research*. In N. K. Denzin & Y. S. Lincoln (Eds.), *The Sage handbook of qualitative research* (pp. 1–32). Sage Publications Ltd.
- Denzin, N. K., & Lincoln, Y. S. (2011). *The SAGE Handbook of Qualitative Research (4th ed)*. Thousand Oaks, CA: Sage.
- Denzin, N. K., & Lincoln, Y. S. (2018). *The SAGE Handbook of Qualitative Research (5th ed)*. Thousand Oaks, CA: Sage.
- Doherty, A., Misener, K., & Cuskelly, G. (2014). Towards a multidimensional framework of capacity in community sport clubs. *Non-profit and Voluntary Sector Quarterly*, 43(S2), 124S-142S)
- Dosi, G., & Faillo, Marco. (2004). Organizational Capabilities, Patterns of Knowledge Accumulation, and Governance Structures in Business Firms. An Introduction. *Organization Studies*, 29. doi:10.1177/0170840608094775.
- Dowling, M., Edwards, J., & Washington, M. (2014). Understanding the concepts of professionalisation in sport management research. *Sport Management Review*, 17(4), 520-529. doi: <http://dx.doi.org/10.1016/j.smr.2014.02.003>
- Dumont, G. (2014). Transparency or accountability? The purpose of online technologies for non-profits. *International Review of Public Administration* 18(3), 7-29. doi: <http://dx.doi.org/10.1080/12294659.2013.10805261>
- Edwards, J., Robert, J., Mason, D., & Washington, M. (2009). Institutional pressures, government funding and provincial sport organisations. *International Journal of Sport Management and Marketing*, 6(2), 128-149. <http://dx.doi.org/10.1504/IJSMM.2009.028798>
- Edwards, M. B. (2015). The role of sport in community capacity building: An examination of sport for development research and practice. *Sport Management Review*, 18(1), 6–19. <https://doi.org/10.1016/j.smr.2013.08.008>

- Erakovic, L., & Jackson, B. (2012). *Promoting Leadership in Governance and Governance in Leadership: Towards a Supportive Research Agenda*. doi:10.1057/9781137026088_4.
- Falcous, M. (2015). White is the new black? Football, media and the New Zealand imagination, *Soccer & Society*, 16:4, 555-572, doi: 10.1080/14660970.2014.891987
- Farrelly, P. (2013). Choosing the right method for a quantitative study. *British School of Nursing*, 8(1).
- Fassin, Y. (2009). The stakeholder model refined. *Journal of Business Ethics*, 84, 113-135.
<https://doi.org/10.1007/s10551-008-9677-4>
- Ferkins L., Shilbury, D., & McDonald, G. (2005). The role of the board in building strategic capability: Towards an integrated model of sport governance research. *Sport Management Review*, 8(3), 195-225. [http://dx.doi.org/10.1016/S1441-3523\(05\)70039-5](http://dx.doi.org/10.1016/S1441-3523(05)70039-5)
- Ferkins, L., & Shilbury, D. (2010). Developing board strategic capability in sport organisations: The national–regional governing relationship. *Sport Management Review*, 13, 235-254.
<https://doi.org/10.1016/j.smr.2010.01.009>
- Ferkins, L., & Shilbury, D. (2012). Good boards are strategic: What does that mean for sport governance? *Journal of Sport Management*, 26(1), 67-80.<http://dx.doi.org/10.1123/jsm.26.1.67>
- Ferkins, L., & Shilbury, D. (2015). The stakeholder dilemma in sport governance: Toward the notion of "stakeowner". *Journal of Sport Management*, 29(1), 93-108. <https://doi.org/10.1123/JSM.2013-0182>
- Ferkins, L., Shilbury, D., & O'Boyle, I. (2017). Leadership in governance: Exploring collective board leadership in sport governance systems. *Sport Management Review*, 21(3).
<http://dx.doi.org/10.1016/j.smr.2017.07.007>

- Freeman, R. E. (2010). *Strategic Management: A stakeholder approach*. Cambridge, England; Cambridge University Press
- Freeman, R. E. (1984). *Strategic Management: A stakeholder approach*. Boston: Pitman
- Friedman, M. T., Mason, D. S. (2004). A stakeholder approach to understanding economic development decision making: Public subsidies for professional sport facilities. *Economic Development Quarterly*, 18(3), 236-254
- Friedman, M. T. Parent, M. M., & Mason, D. S. (2004). Building a framework for issues management in sport through stakeholder theory. *European Sport Management Quarterly*, 4(3), 170-190.
- Friedrich, T., Vessey, W., Schuelke, M., & Ruark, G. (2009). A framework for understanding collective leadership: The selective utilization of leader and team expertise within networks. *The Leadership Quarterly*, 20(6), 933-958. doi: <http://dx.doi.org/10.1016/j.leaqua.2009.09.008>
- Friedrich, T., Griffith, J., & Mumford, M. (2016). Collective leadership behaviors: Evaluating the leader, teamwork, an problem situation characteristics that influence their use. *The Leadership Quarterly*, 27(2), 31-333. <http://dx.doi.org/10.1016/j.leaqua.2016.02.004>
- Grant, R. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(S2), 109-122. doi: <http://dx.doi.org/10.1002/smj.4250171110>
- Grant, B., & Giddings, L. (2002). Making sense of methodologies: A paradigm framework for the novice researcher. *Contemporary Nurse*, 13(1), 10-28. <https://doi.org/10.5172/conu.13.1.10>
- Gratton, C., & Jones, I. (2010). *Research Methods for Sports Studies*. London: Taylor & Francis.
- Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. New York, NY: Paulist Press
- Grix, J. (2010). *The foundations of research*. London, England: Palgrave Macmillan

- Guest, G., MacQueen, K. M., & Namey, E. E. (2012). *Applied thematic analysis*. SAGE Publications, Inc. <https://www.doi.org/10.4135/9781483384436>
- Gupta, S., & Lehmann, D. R. (2005). *Managing customers as investments: The strategic value of customers in the long run*. Upper Saddle River, NJ: Wharton School Pub
- Hall, M. H., Andrukow, A., Barr, C., Brock, K., de Wit, M., Embudeniya, D., & Vaillancourt, Y. (2003). *The capacity to serve: A qualitative study of the challenges facing Canada's non-profit and voluntary organizations*. Toronto, ON: Canadian Centre for Philanthropy
- Hallman, K., Zehrer, A., Fairley, S., & Rossi, L. (2020). Gender and volunteering at the Special Olympics: interrelationships among motivations, commitment, and social capital. *Journal of Sport Management* 34 (1) 1-14. <https://doi.org/10.1123/jsm.2019-0034>
- Hancock, D., & Algozzine, B. (2011). *Doing case study research: A practical guide for beginning researchers (2nd ed.)*. New York, NY: Teachers College Press.
- Hassan, D., & O'Boyle, I. (2017). Stakeholder governance and Irish sport. *Sport in Society*, 20(5-6), 735-749. <https://doi.org/10.1080/17430437.2016.1158474>
- Helfat, C., & Peteraf, M. (2003). The dynamic resource-based view: capability lifecycles. *Strategic Management Journal*. <https://doi.org/10.1002/smj.332>
- Hiller, N., Day, D., & Vance, R. (2006). Collective enactment of leadership roles and team effectiveness: A field study. *The Leadership Quarterly*, 17(4), 387-397. doi: <http://dx.doi.org/10.1016/j.leaqua.2006.04.004>
- Holt, M. (2007). The Ownership and Control of Elite Club Competition in European Football. *Soccer & Society*, 8:1, 50-67, doi:10.1080/14660970600989491

- Hoye, R., & Doherty, A. (2011). Role ambiguity and volunteer board member performance in nonprofit sport organizations. *Nonprofit Management and Leadership*, 22(1), 107-128. <http://dx.doi.org/10.1002/nml.20043>
- Ingham-Broomfield, B. (2015). A nurses guide to qualitative research. *The Australian Journal of Advanced Nursing*, 32(3), 34-40. <https://search.informit.org/doi/10.3316/informit.116665163463321>
- Jackson, Brad & Parry, Ken. (2008). *A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Leadership*. Business papers.
- Jackson, S., Scherer, J., & Silk, M. (2007). Globalisation and Sport in Aotearoa/New Zealand. In C. Collins, & S. Jackson (Eds.), *Sport in Aotearoa/New Zealand Society* (pp. 131-147). Thomson-Nelson.
- Jick, T., & Peiperl, M. (2003). *Managing change: Cases and concepts*. Boston: McGraw-Hill/Irwin
- Jones, I. (2015). *Research methods for sport studies* (3rd ed.). New York, NY: Routledge.
- Jurak, G., & Bednarik, J. (2010). *Leadership in non governmental sport organisations in Slovenia*. *Acta Universitatis Palackianae Olomucensis*, 40(4), 4-11
- Kasale, L., Winand, M., & Morrow, S. (2019). A stakeholder approach to performance management in Botswana national sport organisations. *Managing Sport and Leisure*, 24(2), 1-19. <http://dx.doi.org/10.1080/23750472.2019.1612269>
- Kelly, M. (2010). The role of theory in qualitative health research. *Family Practice*, 27(3), 285-290. <http://dx.doi.org/10.1093/fampra/cmp077>
- Kihl, L., Leberman, S., & Schull, V. (2010). Stakeholder constructions of leadership in intercollegiate athletics. *European Sport Management Quarterly*, 10(2), 241-275. <http://dx.doi.org/10.1080/16184740903559917>

- Kitchin, P., & Corssin, A. (2019). Understanding which dimensions of organisational capacity support the vertical integration of disability football clubs. *Managing Sport and Leisure*, 28-47.
<https://doi.org/10.1080/23750472.2018.1481764>
- Kolk, A., & Pinske, M. (2007). Towards strategic stakeholder management? Integrating perspectives of sustainability challenges such as corporate responses to climate change. *Corporate Governance*, 7(4), 370-378.
- Laratta, R., Nakagawa, S., & Sakurai, M. (2011). Japanese social enterprises: Major contemporary issues and key challenges. *Social Enterprise Journal*, 7(1), 50-68.
- Lasby, D., & Sperling, J. (2007). *Understanding the capacity of Ontario sports and recreation organisations*. Toronto, ON: Imagine Canada
- Leiringer, R., & Zhang, S. (2021). Organisational capabilities and project organising research. *International Journal of Project Management*, 39(5), 422-436.
<https://doi.org/10.1016/j.ijproman.2021.02.003>
- Lewis, L. (2007). An organizational stakeholder model of change implementation communication. *Communication Theory*, 17(2), 176-204. doi:19.1111/j.1468-2885.2007.00291.x
- Liamputtong, P. (2013). *Qualitative Research Methods (4th ed.)*. South Melbourne, Vic.: Oxford University Press.
- Lipsinki, J., & Kosicek, P. (2018). Enough? When is a coroporation at risk of outstripping its core competencies? *American Society for Competitiveness*, 16(2), 25-29.
- Long, C., & Vickers-Koch, M. (1995). Using core capabilities to create competitive advantage. *Organizational Dynamics*, 24(1), 7+. <https://link.gale.com/apps/doc/A17353701/AONE?u=anon~8d9478d8&sid=googleScholar&xid=fa6a4cf0>

- Luck, L., Jackson, D., & Usher, K. (2006). Case study: a bridge across the paradigms. *Nursing Inquiry*, 13(2), 103-109. <https://doi.org/10.1111/j.1440-1800.2006.00309.x>
- Manoli, E. (2020). Brand capabilities in English Premier League clubs. *European Sport Management Quarterly*, 20(1), 1-17. <http://dx.doi.org/10.1080/16184742.2019.1693607>
- Mertens, D. (2020). *Research and evaluation in education and psychology: integrating diversity with quantitative, qualitative, and mixed methods (5th ed.)*. SAGE.
- Millar, P., & Doherty, A. (2016). Capacity building in nonprofit sport organizations: Development of a process model. *Sport Management Review*, 19, 365-377. <https://doi.org/10.1016/j.smr.2016.01.002>
- Millar, P., & Doherty, A. (2018). “You can’t just start and expect it to work”: An investigation of strategic capacity building in community sports organisations. *Journal of Sport Management*, 32, 348-361. <https://doi.org/10.1123/jsm.2017-0233>
- Miragaia, D., Ferreira, J., & Carreira, A (2014). Do Stakeholders matter in Strategic Decision Making of a Sport Organization?. *RAE – Revista de Administração de Empresas*, 54(6): 647-658. 54. 647-658. doi:10.1590/S0034-759020140605.
- Misener, K., & Doherty, A. (2009). A case study of organizational capacity in nonprofit community sport. *Journal of Sport Management* 23(4), 457-482. <http://dx.doi.org/10.1123/jsm.23.4.457>
- Morrison, K., & Misener, K. (2020). Strategic management failures in the pursuit of community sport development in a local sports council. *Managing Sport and Leisure*. <http://dx.doi.org/10.1080/23750472.2020.1792804>
- Morrow, S., & Idle, C. (2008). Understanding change in professional road cycling. *European Sport Management Quarterly*, 8(4). <http://dx.doi.org/10.1080/16184740802461603>

- Mykletun, R., & Himanen, K. (2016). Volunteers at biking race events: Antecedents of commitment and intention to remain volunteering at future events. *Sport, Business, and Management: An International Journal*, 6(3). <http://dx.doi.org/10.1108/SBM-12-014-0051>
- New Zealand Football (2021). Club Licensing Regulations 2021. Retrieved from www.nzfootball.co.nz
- New Zealand Football (n.d.). *Our Federations*. Retrieved from <https://www.nzfootball.co.nz/ABOUT-US/Who-we-are/Our-Federations>
- New Zealand Football (n.d.). *About New Zealand Football*. Retrieved from <https://www.nzfootball.co.nz/ABOUT-US/Who-we-are/All-about-NZ-Football>
- Northern Region Football (n.d.). *About Northern Region Football*. Retrieved from <https://www.aucklandfootball.org.nz/About/About>
- O'Boyle, I., Murray, D., & Cummins, P. (2015). *Leadership in sport*. New York, NY: Routledge.
- O'Boyle, I., & Shilbury, D. (2016). Exploring issues of trust in collaborative sport governance. *Journal of Sport Management*, 30(1), 52-69. <https://doi.org/10.1123/JSM.2015-0175>
- O'Boyle, I., Shilbury, D., & Ferkins, L. (2019). Toward a working model of leadership in nonprofit sport governance. *Journal of Sport Management*, 33(3), 1-14. doi: <http://dx.doi.org/10.1123/jsm.2018-0227>
- O'Brien, D. (2021): Commercial sport organisations and community capacity building: a case study of two surf parks, *Sport Management Review*, DOI: 10.1080/14413523.2021.1902143
- O'Brien, D., Parent, M., Ferkins, L., & Gowthrop, L. (2019). Strategic Management in Sport. doi: <http://dx.doi.org/10.4324/9781315266671>
- Oliveira, G., Ahmad, S., Stock, C., Harter, R., Almeida, M., Fitzgerald, P., & McCarthy, R. (2011). High incidence of burnout in academic chairpersons of anaesthesiology: should we be taking

better care of our leaders? *Anaesthesiology*, 115, 452. <https://doi.org/10.1097/ALN.0b013e31822b3e53>

Ospina, S., & Schall, E. (20001). Leadership (Re)Constructed: How Lens Matters. Paper presented at APPAM Research Conference, Washington, D.C., November 2001.

Ospina, S. (2016). Collective leadership and context in public administration: Bridging public leadership research and leadership studies. *Public Administration Review*. <https://doi.org/10.1111/puar.12706>

Parmigiani, A., & Howard-Grenville, J. (2011). Routines revisited: Exploring the capabilities and practice perspectives. *The academy of Management Annals*, 5(1). 413-453. doi: <http://dx.doi.org/10.1080/19416520.2011.589143>

Parris, D., & Welty Peachey, J. (2013). A systematic literature review of servant leadership theory in organizational contexts. *Journal of Business Ethics*, 113(3), 337-393. <https://doi.org/10.1007/s10551-012-1322-6>

Pemsel, S., Soderlund, J., & Wiewiora, A. (2018). Contextualising capability development: configurations of knowledge governance mechanisms in project-based organizations. *Technology Analysis and Strategic Management*, 30(1), 1-20. doi:<http://dx.doi.org/10.1080/09537325.2018.1459538>

Penrose, T. (1959). *The theory of growth of the firm*. New York, John Wiley

Phelps, S., & Kent, A. (2010). Isomorphism and choice in the creation and development of an international sports federation: a review of the International Triathlon Union. *International Journal of Sport Management and Marketing*, 8(3), 277-295. <http://dx.doi.org/10.1504/IJSMM.2010.037509>

- Prahalad, C. K., Hamel G. (1990) The Core Competence of the Corporation. In: Hahn D., Taylor B. (eds) *Strategische Unternehmensplanung / Strategische Unternehmensführung*. Physica, Heidelberg. https://doi.org/10.1007/978-3-662-41482-8_4
- Retar, I., Pisot, S., & Kolar, E. (2014). Social competences of Slovenian sport managers. *International Scientific Conference on Kinesiology, Opatija, Croatia*.
- Rosenthal, M. (2016). Qualitative research methods: Why, when, and how to conduct interviews and focus groups in pharmacy research. *Currents in Pharmacy Teaching and Learning*, 8(4), 509-516. <https://doi.org/10.1016/j.cptl.2016.03.021>
- Rozmiarek, M., Poczta, J., & Malchrowicz-Mosko, E. (2021). Motivations of Sports Volunteers at the 2023 European Games in Poland. *Sustainability*, 13(11). <http://dx.doi.org/10.3390/su13116406>
- Sarros, J., Gray, J., Densten, I., & Cooper, B. (2005). The organizational culture profile revisited and revised: An Australian perspective. *Australian Journal of Management*, 30(1). <http://dx.doi.org/10.1177/031289620503000109>
- Scharp, K., & Sanders, M. (2018). What is a theme? Teaching thematic analysis in qualitative communication research methods. *Communication Teacher*, 33(2), 117-121. <https://doi.org/10.1080/17404622.2018.1536794>
- Schulenkorf, N., Schlenker, K. (2017). Levering sports events to maximize community benefits in Low- and Middle-Income countries. *Event Management*, 21(2), 217-231. <https://doi.org/10.3727/152599517X14878772869766>
- Sckilke, O., Hu, S., & Helfat, C. (2018). Quo Vadus, Dynamic capabilities? A content-Analytic review of the current state of knowledge and recommendations for future research. *The Academy of Management Annals*, 12, 390-439

- Sotiriadou, P. (2009). The Australian sport system and its stakeholders: Development of cooperative relationships. *Sport in Society*, 12, 842-860. doi:10.1080/17430430903053067.
- Senaux, B. (2008). A stakeholder approach to football club governance. *International Journal of Sport Management and Marketing*, 4. doi:10.1504/IJSMM.2008.017655.
- Shilbury, D., & Ferkins, L. (2011). Professionalisation, sport governance and strategic capability. *Managing Leisure*, 16(2), 108-127. <http://dx.doi.org/10.1080/13606719.2011.559090>
- Shilbury, D., & Ferkins, L. (2105). Exploring the utility of collaborative governance in a national sport organization. *Journal of Sport Management*, 29(4), 380-397.
- Shilbury, D., O'Boyle, I., & Ferkins, L. (2020). Examining collective board leadership and collaborative sport governance. *Managing Sport and Leisure*, 25(4), 275-289.
<https://doi.org/10.1080/23750472.2020.1713198>
- Slack, T., & Parent, M. M. (2006). *Understanding sport organizations: The application of organization theory*. Champaign, IL: Human Kinetics.
- Sotiriadou, P. (2009). The Australian sport system and its stakeholders: Development of cooperative relationships. *Sport in Society*, 12, 842-860. doi:10.1080/17430430903053067.
- Smith, N., Cohen, A., & Pickett, A. (2016). Exploring the motivations and outcomes of long-term international sport-for-development volunteering for American Millennials. *Journal of Sport Tourism*, 19(3), 1-18. <http://dx.doi.org/10.1080/14775085.2016.1143865>
- Spears, L. C., & Lawrence, M. (2004). Practicing servant-leadership. *Leader to leader*, 2004 (34), 7-11.
- Sport New Zealand. (n.d.). *Balance is Better*. Retrieved from www.sportnz.org.nz
- Sport New Zealand. (2014). *Governance benchmarking review 2014*. Retrieved from www.sportnz.org.nz

- Sport New Zealand. (2021). *Nine steps to effective governance: building high performing organisations 4th Edition*. <https://sportnz.org.nz/media/4668/nine-steps-fourth-edition-final-version.pdf>
- Sport New Zealand. (2019). *Active NZ: Main Report*. Retrieved from www.sportnz.org.nz
- Stake, R.E. (2006) *Multiple case study analysis*. New York, NY: Guilford Press
- Stake, R. E. (2010). *Qualitative Research: Studying How Things Work*. New York, NY: Guilford Press
- Steen-Johnsen, K., & Hanstad, D. (2008). Change and power in complex democratic organizations. The case of Norwegian elite sports. *European Sport Management Quarterly*, 8(2), 123-143. <http://dx.doi.org/10.1080/16184740802024393>
- Stieb, J. (2009). Assessing Freeman's stakeholder theory. *Journal of Business Ethics*, 87(3), 401-414. doi:10.1007/s10551-008-9928-4
- Swierzy, P., Wicker, P., & Breur, C. (2018). The impact of organizational capacity on voluntary engagement in sports clubs: A multi-level analysis. *Sport Management Review*, 21(3), 307-320. <https://doi.org/10.1016/j.smr.2017.08.001>
- Teece, D., Pisano, G., & Shuen, A. (1998). Dynamic capabilities and strategic management. *Strategic Management Journal*. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7%3C509::AID-SMJ882%3E3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7%3C509::AID-SMJ882%3E3.0.CO;2-Z)
- Thibault, L., Frisby., & Kikulis, L. (1999). Interorganizational linkages in the delivery of local leisure services in Canada: Responding to economic, political, and social pressures. *Managing Leisure*, 4, 125-141.
- Tomlinson, A. (2014). The supreme leader sails on: leadership, ethics, and governance in FIFA. *Sport in Society*, 17(9), 1155-1169. <https://doi.org/10.1080/17430437.2013.856590>

Volunteer Reference Group. (2017). Overview paper on the state of volunteer in New Zealand.

<http://www.volunteeringnz.org.nz/wp-content/uploads/Overview-Paper-on-the-State-of-Volunteering.pdf>

Vos, S., Breesch, D., Jesenne, S., Lagae, W., Hoecke, J., Vanreusel, B., & Scheerder, J. (2012). The value of human resources in non-public sports providers: The importance of volunteers in non-profit sports clubs versus professionals in for-profit fitness and health clubs.

International Journal of Sport Management and Marketing, 11(1), 3-25.

<http://dx.doi.org/10.1504/IJSMM.2012.045487>

Vulinovich, K. (2016). *Stakeholder perspectives of leadership in organisations within the New Zealand Sector* [Masters thesis, Auckland University of Technology]. <https://openrepository.aut.ac.nz/handle/10292/9814>

Walker, W. (2005). The strengths and weaknesses of research designs involving quantitative measures. *Journal of Research in Nursing* 10, 571-582

Welty Peachey, J., & Bruening, J. (2011). An examination of environmental forces driving change and stakeholder responses in a Football Championship Subdivision athletic department. *Sport Management Review*. 14. 202-219. doi: 10.1016/j.smr.2010.09.002.

Welty Peachey, J., & Burton, L. (2017). Servant Leadership in Sport for Development and Peace: A Way Forward. *Quest – Illinois – National Association for Physical Education in Higher Education*, 69(1), 1-15. <http://dx.doi.org/10.1080/00336297.2016.1165123>

Welty Peachey, J., Burton, L., Wells, J., & Chung, M. (2018). Exploring servant leadership and needs satisfaction in the sport for development and peace context. *Journal of Sport Management*, 32(2), 1-13. <http://dx.doi.org/10.1123/jsm.2017-0153>

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*.

<https://doi.org/10.1002/smj.4250050207>

- Wheaton, B., & Thorpe, H. (2019). Action sport media consumption trends across generations: Exploring the Olympic audience and the impact of action sports inclusion. *Communication & Sport*, 7(4), 415–445. <https://doi.org/10.1177/2167479518780410>
- Wicker, P., & Breur, C. (2010). Scarcity of resources in German non-profit sport clubs. *Sport Management Review*, 188-201. <https://doi.org/10.1016/j.smr.2010.09.001>
- Wicker, P., & Breur, C. (2013). Understanding the importance of organizational resources to reduce organizational problems: Evidence from nonprofit sport clubs in Germany. *International Journal of Voluntary and Nonprofit Organizations*, 24(2), 461-484. doi:10.1007/s11266-012-9272-2
- Wicker, P., & Breur, C. (2014). Exploring the organizational capacity and organizational problems of disability sport clubs in Germany using matched pairs analysis. *Sport Management Review*, 17(1), 23-32. doi: 10.1016/j.smr.2013.03.005
- Willem, A., Girgino, V., & Toohey, K. (2018). Governing bodies of sport as knowledge brokers in Sport-For-All communities of practice. *Sport Management Review* 22(5), 584-599. <https://doi-org.ezproxy.aut.ac.nz/10.1016/j.smr.2018.08.005>
- Yammarino, F., Salas, E., Serban, A., Shireffs, K., & Shuffler, M. (2012). Collectivistic leadership approaches: Putting the “we” in leadership and science practice. <https://doi.org/10.1111/j.1754-9434.2012.01467.x>
- Yin, R. K. (2014). *Case study research: Design and methods*. Thousand Oaks, California: Sage
- Zdroik, J., & Veliz, P. (2016). The Influence of Pay-To-Play Fees on Participation in Interscholastic Sports: A School-Level Analysis of Michigan's Public Schools. *Journal of physical activity & health*, 13(12), 1317–1324. <https://doi.org/10.1123/jpah.2016-0099>

Zollo, M., & Winter, S. (2002). Deliberate learning and the evolution of dynamic capabilities.

Organization Science, 13(3). 339-339. doi: [http://dx.doi.org/10.1287/orsc.13.3.3](http://dx.doi.org/10.1287/orsc.13.3.339.2780)

39.2780

APPENDICES

Appendix A: Participant Information Sheet

Participant Information Sheet

Date Information Sheet Produced:

25/08/202

0 Project Title

Organisational Change: The future of community football organisational capacity within New Zealand's Northern Region

An Invitation

Kia Ora,

My name is Liam Hunt and I am a postgraduate student at AUT, currently completing a Master of Business in

Sport Leadership & Management. As part of this programme I am conducting a thesis with the working title "Organisational Change: The future of community football organisational capacity within New Zealand's Northern Region". You have been identified as a person of interest to take part in this research and I formally invite you to be a participant in this research. To take part in this research, I require your informed consent by completing the accompanying consent form. If you accept you will be asked to give an interview which will be approximately 60 minutes long.

What is the purpose of this research?

Sport is deeply rooted within New Zealand society and, according to Sport New Zealand, 74% of adults in New

Zealand participate in some form of sport activity on a weekly basis (Sport New Zealand, 2015b). Balduck et al., (2010) highlighted that sports clubs provide two distinct services, these being community and talent focused services, which range from social sports to pathways to high performance. Although community sports organisations are so integral in providing New Zealanders sport & recreation opportunities, they are still generally governed by volunteer boards who look to utilise limited resources at their disposal, to create the greatest impact possible, which is a unique challenge of not-for-profit sports organisations (Ferkins & Shilbury, 2012). Although community sport holds a significant place in New Zealand society, little research exists that highlights organisational practices in community sports clubs. Another missing piece in the literature currently is understanding of club capability, which doesn't have a clear definition across the sector, instead deriving definitions of corporate organisational capability (Manoli, 2020). The purpose of this research is to document organisation practices and perceptions of what club capability means.

How was I identified and why am I being invited to participate in this research?

You were identified as you are either a chairperson, president, secretary, or treasurer from a club within the Northern Region Football area. A cohort of clubs from across seven areas of the Northern Region Football area were chosen, however one area (Central/West) was excluded from this study due to the work relationship between the lead researcher and his role with clubs in this region. The lead researcher's role is as Area Manager for the Central/West region at

Northern Region Football. In this role the lead researcher works alongside a cohort of clubs and provides organisational support for those clubs as well as area development for the region. The rationale for club exclusion is that the working relationship with these clubs may bias inclusion/exclusion of said clubs from the research, which may adversely influence the outcomes of the research.

How do I agree to participate in this research?

To confirm your interest in taking part in this research, I require you to reply to this email confirming your interest. Once interest is confirmed a consent form will be sent to you, this will confirm your consent to participate in this research and this will need to be emailed back to me. Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You are able to withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used. However, once the findings have been produced, removal of your data may not be possible.

1 November 2021

page 1 of 2

This version was edited in November 2019

What will happen in this research?

The project will involve semi-structured interviews with a cohort of chairpersons, presidents, secretaries, and treasurers from across the Northern Region Football area. Participants will take part in a one-hour long interview either in person or virtually, which will be dependent on restrictions on physical contact surrounding the current global pandemic. I will conduct an analysis on the responses from participants and the findings in form of a thesis.

What is the location of the Interview?

In person interviews will take place at Northern Region Football's Penrose office, which is located at 51 O'Rorke Road, Penrose, Auckland. Virtual meetings will be organised with the participant.

What are the discomforts and risks?

There are no discomforts or risks to disclose for this research. Only limited confidentiality can be offered as part of this research, due to the small number of participants involved in the research. As the participants are disclosing organisational practise, the risk is that they feel uncomfortable in doing so.

What are the benefits?

Researcher – This research will assist the lead researcher in obtaining a Masters of Business in Sports Leadership & Management and support my ongoing professional development in my role at Northern Region Football.

Participant – This research will give you an opportunity to learn more about club membership offerings practices across the Northern Region Football area, to support the growth and develop of the clubs they're involved with.

How will my privacy be protected?

All data gathered through the semi-structured interviews will be confidential. Identification of participants will remain confidential via referring to participants as Club A, B, C etc.

What are the costs of participating in this research?

The only participant cost will be time. The semi-structured interview will be no longer than 60 minutes.

What opportunity do I have to consider this invitation?

Participants are required to provide acceptance within 28 days of receiving this invitation.

Will I receive feedback on the results of this research?

Yes. Once the results of this research are published all participants will receive a summary of the results.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Richard Wright, Richard.wright@aut.ac.nz, 021 40 40 94

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTECH, ethics@aut.ac.nz , (+649) 921 9999 ext 6038.

Whom do I contact for further information about this research?

Please keep this Information Sheet and a copy of the Consent Form for your future reference. You are also able to contact the research team as follows:

Researcher Contact Details:

Liam Hunt – wyd8157@autuni.ac.nz – 021 759

579 Project Supervisor Contact Details:

Richard Wright, Richard.wright@aut.ac.nz, 021 40 40 94

Approved by the Auckland University of Technology Ethics Committee on *Tuesday 1st December 2020*, AUTECH Reference number *20/297*

Appendix B: Consent Form

Consent Form

For use when interviews are involved.

Project title: Organisational Change: The future of community football organisational capacity within New Zealand's Northern Region.

Project Supervisor: Dr Richard Wright

Researcher: Liam Hunt

- ☐ I have read and understood the information provided about this research project in the Information Sheet dated 06/09/2020
- ☐ I have had an opportunity to ask questions and to have them answered.
- ☐ I understand that notes will be taken during the interviews and that they will also be audio-taped and transcribed.
- ☐ I understand that taking part in this study is voluntary (my choice) and that I may withdraw from the study at any time without being disadvantaged in any way.
- ☐ I understand that only limited confidentiality is possible.
- ☐ I understand that if I withdraw from the study then I will be offered the choice between having any data that is identifiable as belonging to me removed or allowing it to continue to be used. However, once the findings have been produced, removal of my data may not be possible.
- ☐ I agree to take part in this research.
- ☐ I wish to receive a summary of the research findings (please tick one): Yes ☐ No ☐

Participant's signature:

Participant's name:

Participant's Contact Details (if appropriate):

.....

Date:

Approved by the Auckland University of Technology Ethics Committee on Tuesday 1st December 2020
AUTEC Reference number 20/297

Note: The Participant should retain a copy of this for reference.

Appendix C: Question Form

Question Form

Project title: Organisational Change: The future of community football organisational capacity within New Zealand's Northern Region.

Project Supervisor: Dr Richard Wright

Researcher: Liam Hunt

Introduce participant and make them aware of recording devices etc...

1. How long have you been involved in the club at any capacity?
2. What is your current role within your club?
3. How long have you been in this role at your club?
4. Have you previously held any other roles within your club?
5. What do your current memberships offer in terms of services for members?
6. How would you describe the current governance structure within your club?
7. How would you describe the current employment structure within your club?
8. Does your club offer any additional services other than a traditional football membership?
9. What do you believe are the limitations of your club offering additional services? Such as futsal or esports etc..
10. How would you define the term club capability in relation to your own club?
11. What does the term club capability mean in relation to your own club?
12. What do you believe are the core competencies of your club?
13. Do you believe football club memberships will change in the future? If so, what do you believe this change will look like?
14. What do you believe your club could do to increase/improve its service offerings for members?

Appendix D: AUTEK Ethics Approval

Auckland University of Technology Ethics Committee (AUTEK)

Auckland University of Technology
D-88, Private Bag 92006, Auckland 1142, NZ
T: +64 9 921 9999
ext. 8316 E:
ethics@aut.ac.nz
www.aut.ac.nz/researchethics

1 December 2020

Richard Wright

Faculty of Health and Environmental Sciences

Dear Richard

Re Ethics Application: **20/297 Organisational Change: The future of community football club capability within the Northern Region**

Thank you for providing evidence as requested, which satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTEK).

Your ethics application has been approved for three years until 30 November

2023. Standard Conditions of Approval

1. The research is to be undertaken in accordance with the [Auckland University of Technology Code of Conduct for Research](#) and as approved by AUTEK in this application.
2. A progress report is due annually on the anniversary of the approval date, using the EA2 form.
3. A final report is due at the expiration of the approval period, or, upon completion of project, using the EA3 form.
4. Any amendments to the project must be approved by AUTEK prior to being implemented. Amendments can be requested using the EA2 form.
5. Any serious or unexpected adverse events must be reported to AUTEK Secretariat as a matter of priority.
6. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the AUTEK Secretariat as a matter of priority.
7. It is your responsibility to ensure that the spelling and grammar of documents being provided to participants or external organisations is of a high standard and that all the dates on the documents are updated.

AUTEK grants ethical approval only. You are responsible for obtaining management approval for access for your research from any institution or organisation at which your research is being conducted and you need to meet all ethical, legal, public health, and locality obligations or requirements for the jurisdictions in which the research is being undertaken.

Please quote the application number and title on all future correspondence related to this project.

For any enquiries please contact ethics@aut.ac.nz. The forms mentioned above are available online through <http://www.aut.ac.nz/research/researchethics>

(This is a computer-generated letter for which no signature is required)

The AUTECH Secretariat

Auckland University of Technology Ethics Committee

Cc: wyd8157@autuni.ac.nz; gaye.bryham@aut.ac.nz