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스포츠 매니지먼트 석사 학위논문

Key Determinants of Effective Executive Boards:

A Case of National Sport Associations in Botswana

2020 년 7 월

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Ministry of Culture, Sports
and Tourism



KSPO
Korea Sports Promotion Foundation

이 논문은 문화체육관광부와 국민체육진흥공단 지원을 받아 수행된 연구임

This work was supported by Ministry of Culture, Sports, and Tourism and Sports Promotion Foundation

Acknowledgement

The exciting journey towards the attainment of my graduate degree would not have been possible without the ever wonderful God. I am forever grateful for the gift of life and the opportunity to have furthered my studies in South Korea.

There are a couple of people whom I wish to recognize and once again thank God for having them support me throughout this journey. Firstly, I wish to thank my parents and family in Botswana for their unwavering support as I would not have done much without their prayers.

Although she may still be young to read this, I wish to acknowledge the love and hope I shared with my daughter, Monewa Leanne Mosweu, during my stay in Seoul. It was not easy being away from her whilst she was just 2 years old, but she forever lifted my spirit with her beautiful words and smiles.

I wish to give my special thanks to Professor. Yu Kyuom Kim for his commitment, patience and mentorship throughout the journey. I feel honored to have had him as my research advisor.

Many thanks to all the SNU professors, including those living abroad, for the life-time experiences, as well as the shared knowledge which will be paramount in achieving the vision of the DTM.

I further wish to thank the DTM staff for their reception and hospitality throughout this journey. They made us to feel home away from home.

Lastly, I cannot forget to say a massive thank you to my mates, DTM 6th Batch, for having been an amazing group of strangers who became family. May God continue to guide our footsteps, and help us Dream Together to build hopes.

There are many others who assisted me and contributed in some way towards the journey, however the space within this context would not allow me to single out each and every one of them. I will always remember their efforts in assisting me complete this work.

Abstract

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This study examines the key determinants of being an effective executive board of a National Sport Associations in Botswana, with an attempt to improve NSAs performance. National Sport Association in Botswana continue to perform below expectation administratively and questions continue to be raised surrounding the executive boards. This has been the case with several media reports surrounding issues of corruption, lack of accountability and maladministration of the sporting organizations. The ‘improper running’ of these organizations as led by their executive boards has resulted to continued lack of financial aid in local sports from the private sector, and the general public.

The researcher followed an existing theoretical framework of board effectiveness, to understand and examine the relationships of executive board's variables and board effectiveness. Several hypotheses were set and empirically tested to examine the possible relationships, and whether they are significant.

The results show that most respondents felt that board independence, compliance and board diversity are the most important structural determinants of board effectiveness. Furthermore, the results show that board processes have a significant impact on board effectiveness, as compared to board characteristics. The findings are as such that board processes are more important determinant factors than the assumed board characteristics of; board size, board diversity, board independence and board human-capital.

This however doesn't suggest that we should undermine the importance of board characteristics, because the results established significant relations between some board characteristics variables and board processes. Mostly notably was that a diverse board with competent personnel (right skills and knowledge) will efficiently conduct board processes such as; make informed decisions, operate efficiently.

Keywords: Governance, executive board, sports, board effectiveness, use of
knowledge and skills, cohesion, board performance

Student No: 2018 – 26003

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Chapter 1. Introduction

1.1 Overview

Corporate governance has been receiving global interest in the business and sports world with the publication of several authoritative statements of governance principles. The scandals at reputable Global Sports Organizations such as FIFA, IAAF, IOC, WADA, in the last 10 years or so, have placed the governance systems of modern sport institution under close scrutiny. These include a Tsunami of scandals, including doping, corruption and match-fixing, leading to a breakdown in confidence in sports leadership.

Researchers have defined corporate governance as the way in which suppliers of finance to corporation assure themselves of getting a return on investment (Shleifer & Vishny, 1997) . John & Senbet (1998) suggested a more comprehensive definition that “corporate governance deals with mechanisms by which stakeholders of a corporation exercise control over corporate insiders and management such that their interest is protected.”

Most, if not each round, of scandal(s) in sport over the years sets off a fresh round of debate and reforms to enhance or ‘better’ governance. Started openly in 1989-1998 with IOC-Salt Lake City scandal which involved alleged bribes for votes. The episode lead to the IOC instituting reforms to encourage greater transparency and accountability, such as the creation of an Ethics Commission, as well as the introduction of the conflict of interest guidelines.

The FIFA and IAAF scandals in 2015 led to the focus on the roles of the IOC ethics and compliance committee, resulting to the establishment of an independent office in the same year, as well as the first publication of an approved compensation policy for the executive, reaffirmed by Agenda 2020 (“IOC publishes compensation policy, seeks transparency - Reuters,” n.d.). At the heart of these governance reforms and enhancements efforts is a common interest regarding the effectiveness of executive boards.

More recently, the Federation Internationale de Football Association (FIFA), the body that oversees international football faces a barrage of allegations over its process for selecting the venues of the 2018 and 2022 FIFA World Cups in Russia and Qatar respectively (“Official ‘was offered \$40,000’ after Mohamed bin Hammam presentation | Football | The Guardian,” n.d.) . These have increase the concern over transparency, accountability and regular oversight and once more put governance and board effectiveness on the front of sport issues around the world.

In the wake of such failures, suggestions by the several commissions and committees have been made to improve the governance of global sport in order to rebuild trust. These governance reforms focus mainly on the composition and roles of the board or executive committees. The board is seen as a key player in the governance of sport and as such there is a need for a better understanding of how this group works. Most of the research in this area has been in developed countries and not much has been done in the area

of ‘better’ or corporate governance and board effectiveness in the markets of Africa

1.2 About Botswana

The research of this thesis is carried out in Botswana therefore it is essential to attempt to have an understanding of the countries geographical, political, economic, social and cultural factors.

The Republic of Botswana is landlocked country located South of African continent, situated north of the much popular South Africa. More than 70% of this flat country is made up of the Kalahari Desert. Registering an estimated population of just over 2, 37 million in 2019 (“Botswana Population 2019 (Demographics, Maps, Graphs),” n.d.) , Botswana is boarded by Zimbabwe, Namibia, South Africa and shares very short borders with Namibia and Kazungula. Botswana was formerly known as the British protectorate of Bechualand before gaining independence in 1966. At the time of independence, the country was known to be one of the poorest African countries with a GDP of \$70. Since gaining independence, Botswana has been seen as one of the world’s fastest growing economies with 9 percent annual growths. The country’s diamonds have even been best labeled ‘diamonds for development’ since they are at the forefront of its economy.

Much of the countries growth and development’s credit has been given to the founding President Sir Seretse Khama, and of course the former’s

successors until date. The country has been under democratic governance since gaining independence in September 1966. The Botswana Democratic Party has dominated the party system and has been in power for as far back as since independence, enjoying a good 5 decades in power.

1.3 Sports Governance

In recent years, a number of international and national sporting governing bodies have been linked to scandals of corruption scandals and challenges to their legitimacy. Similarly, in Botswana Sport, poor leadership through lack of accountability and corruption have been blamed for the slow pace for the development of sport in Botswana, more especially in excelling elite sport such as athletics. There have been a couple of cases recorded by the Botswana National Sport Commission, as the custodian of nation sport associations in Botswana, whereby members of executive committees fail to behave appropriately or fail to executive their roles adequately. The continued demonstration of non-compliance to governance measures, failure to instill and abide to appropriate checks and balances and motivation for performing athletes and officials have led to calls for better governance of national sport associations from government, private institutions as well those who vote the said executive committee in to power, being their affiliates or clubs. During a time when Botswana athletes are finally bearing fruit by

hoisting the national flag high at international level, ineffective leadership and bad governance seemed to even derail the private sector to invest in sport.

1.3.1 Sport Governing Bodies in Botswana

The Botswana Government remains the major funder of Botswana Sport since as far as 1966 when the country gained independence from the then British colony. The Ministry of Youth Empowerment, Sport and Cultural Development is the highest authority in terms of sport governance and promotion of play in the country. Within the Ministry is the Department of Sport and Recreation which has served as; “the legislative arm of government which coordinates and provides overall leadership for sport development in Botswana” (Amusa et al., 2008). The operational sporting structure is under the arms of the Botswana National Sport Commission and the Botswana National Olympic Committee. The two bodies intertwined to one another both report to the Ministry of Youth Empower, Sport and Cultural Development, with the BNSC however being more recognized as the head parastatal over BNOC due to government’s direct involvement. Established under an act of parliament in 1975, the Botswana National Sport Council acted on behalf of the government as the mother-body to all national sport associations in Botswana, with an effort to regulate various sport associations delivering competitive sport within the country.

The then Botswana National Sport Council was dissolved in July 2015 giving way to the Botswana National Sport Commission which was passed by Botswana Parliament in 2014. The establishment of the Sport Act was to promote local to another level with the aim to professionalize local sports and separate sports from recreational activities. Botswana National Sport Council had functioned over the years through funding by annual grant by government through the MYSC, which it distributed to operate various national sport associations affiliated to BNSC based on their sport development needs. The number of affiliates under the auspices of the BNSC now stand at forty-two.

For the past few years, the Botswana National Sport Commission have indicated and cited concern about the governance of the various National Sport Associations for which report directly to the BNSC. The Botswana National Sport Commission, whose mandate is to regulate various sport associations delivering competitive sport within the country, receives an annual grant from government which it then distributes to operate various national sport associations affiliated to itself based on their sport development needs.

The BNSC Chairperson raised a concern at the Ordinary General Assembly in 2014 about the continuous internal strives and lack of financial accountably by among its affiliates. The chairperson noted the internal conflicts and lack of financial accountability threatened to half the progress of

sport in Botswana. In attendance, as normal, were executive members or boards of all national sporting associations affiliated to the BNSC, as they are the leaders of those organizations. In accordance to their respective constitutions, all of the executive committee positions or boards are voted into power by the national sport association's member facilities, being clubs and schools. It is also worth noting that these boards operate on a volunteering basis and are responsible to take charge of paid operational staff. However, in terms of governance and the running of sport, all NSAs are required to follow measures stipulated by the BNSC and the other government arms which include the registrar of societies for check and balances.

In the backdrop of his' address at the OGM, the BNSC chairperson indicated that BNSC secretariat would in future implement some guide lines with an effort to improve governance. This was in the backdrop of cases and indicators of bad governance within some national sport associations such as lack of accountability, corruption and misuse of funds. This would mean that the BNSC would work hard to identify where the problem is with a view to dealing with it. The root of the problem would however have something to do with those in power and accountable for the running of those sporting organizations, being the executive. The BNSC therefore considers drafting regulations to set guidelines for key positions such as one that of the presidency and the treasurer. The move may therefore suggest that the issue identified, which may be the main contributing factor of bad or good

governance, is the quality of the executive in terms of their education, skills, experience and integrity. Aside from ensuring that this proposal would encourage for qualified people to be elected into office, the hope is that this move would also eliminate factions within the executive committee which leads to disrupt progress of sport too.

Without effective leadership and ‘good governance’ at executive level in any organization and particularly in sport, emphatically for this paper, it is arguably virtually impossible to achieve and to sustain effective administration, to achieve goals, to sustain quality and deliver first-rate services. The increasing complexities and requirements arising from the constant change in sport and society, coupled with the constant push for higher levels of productivity, require effective and ethical leadership. Good governance and effective-ethical leadership are the essential requirements for an organization to be considered successful in the eyes of all stakeholders in the 21st century.

Few studies have been conducted on the impact of leadership on governance. No scholar has examined how a quality leadership through initiating professional qualification for leaders in sport could be the main and first step towards improving governance within the sporting organizations in Botswana. Hence, this study may be the first attempt at investigation the relationship between quality leadership and good governance of sporting

organizations in Botswana using an empirical approach. In Chapter 2, most of the issues raised in the background of the study will be discussed in detail.

1.4 Purpose of Study

The purpose of this study was to identify and examine the key factors that lead to the effectiveness of executive boards of sport associations, which eventually contribute to organizational performance. In the process of conceptualizing board effectiveness and operationalizing board performance in emerging sport organizations, this study aims to achieve the following objectives;

- Develop a framework of board effectiveness and test it empirically. This will assist in gaining a more insight into the concept surrounding board member effectiveness and operationalizing board member performance. This is based on the belief that board member effectiveness is influenced by a number of large and interrelated set of variables which have not been fully explored in mainstream board member performance
- Determine the factors that influence board and member effectiveness. This study is focused on understanding key determinants of effective board members and the drivers of

such determinants, using data from quoted National Sport Associations in Botswana.

1.5 Research Questions

Using Botswana as a contextual setting for emerging national sport associations, an attempt to making boards effective could be guided through the provision of the following research questions.

RQ1. What are the effects of board competencies on board credibility, decision-making and board performance?

RQ2. What are the effects of board human capital on board credibility, decision-making and board performance?

RQ3. What are the effects of board formal-characteristics, board cohesiveness, decision-making and operations on board effectiveness (having a legal, strategic, financial and moral function)?

RQ4. What are the effects of better corporate governance on board effectiveness?

1.6 Significance of the Study

Few studies have been conducted on the importance of board attributes on the governance of sport organizations in Botswana. Kasale, Winand, & Robinson (2018) examined the role of performance management of national sport organizations in Botswana with a holistic approach. This was the first time that a study related to the management and performance of sport organizations, particularly national sport associations, in Botswana was conducted. Furthermore, there is a dearth of literature about how leadership qualities affect organizational governance at board level, not only in

Botswana, but in Africa as a continent. This study, therefore, has the potential to make a contribution to the literature on board leadership and governance by filling this gap.

The results on this research is intended to contribute to further research investigation on for improvement of sport governing bodies.

Chapter 2. Literature Review

2.1 Executive Board

Although a considerable amount of efforts has been spent on studying the issues relating to governance in sport organizations, however there is no single competencies or integrative theory or model to explain the determinants of the effectiveness of executive boards within the sporting organizations. Governance is a critical component of the effective management of a sport organization. Due to the changing nature of sport organizations most notably the movement to adopt business models of operation, questions of appropriate forms of governance have attracted increasing research attention in the sport sector.

Existing governance research in sport management has been mainly concerned with governance in global sport organizations (Sfism, 2019), corporate governance in private institutions as well as in professional sport clubs (Hamil, Michie, Oughton, & Michie, 2004), applying agency theory to sport organizations (Mason, Thibault, & Misener, 2006), and board and staff relationships (Hoye & Cuskelly, 2003). Many researchers have documented their distinctive characteristics of sport organizations and business or corporate organizations being the way they measure performance (Smith and Stewart, 1999). The common purpose of business organizations is usually to make profit. Whereas on the other hand, fans, governments, and members of

sport organizations commonly measure performance based on progress of development and championship. Most of these kind of organizations, such as the National Sport Association under the Botswana National Sport Commission, that provide athletes with opportunity for participation and promote sport are categorized as non-profit sport organizations (Hoye & Cuskelly, 2007). Therefore, in line with the BNSC's mission statement and that of its affiliates, the non-profit board would ensure that the benefit it creates are solemnly for the satisfaction of its stakeholders and members it serves (Hoye & Cuskelly, 2007).

While there has been not one agreed definition of sport governance, Hums & Maclean (2004:5) defined sport governance as 'the exercise of power and authority in sport organizations, including policy making, to determine organizational mission, membership, eligibility, and regulatory power, within the organizations local, national and international scope. Hoye and Cuskelly (2007:9) defined sport governance as 'the structure and process used by an organization to develop its strategic goals and direction, monitor its performance against these goals and ensure that its board acts in the best interest of its members'. One would agree that these definitions compress four concepts of power, direction, control and regulation, of which are aspects of leadership.

These concepts could suggest that sport governance aims to assume that the board seeks to deliver outcomes for the benefit of such sport

organizations and their members. However, that also means that all that is done in an attempt to achieve the outcomes by the board should be acted efficiently.

Hoye and Auld's (2001) study of board performance of Australian sport organizations found that effective boards are better at conducting their responsibilities than ineffective boards, in aspects such as financial management, setting and reviewing the mission, conducting meetings, strategic planning, monitoring program performance, risk management, selecting board members, and marketing. Hoye and Cuskelly (2003) also found that board-executive relationships were perceived positively by effective boards but less so by ineffective boards. They asserted that mutual trust, board leadership, information control and responsibilities were key elements in board executive relationships and was related to board performance.

The interests of the investment of the private sectors and actors of in the effectiveness of a board has inspired academic research in this area. Empirical studies on boards are to a large extent driven by the need to find out whether the executive board can influence organisational performance. These however have been met by mixed results (Daily, Dalton and Cannella, 2003). Some researchers have examined the relations between formal characteristics and organisational performance, concluding that the results are not encouraging.

Studies by some researchers observed that it is not so much the structural or formal characteristics but more the behavioral aspects that determine board effectiveness (Bailey and Peck 2013; Bainbridge 2002; Finkelstein and Mooney 2003; Hoyer and Doherty 2011). Another group of researchers has investigated the influence of board attributes on the performance of board roles, suggesting an indirect causal relationship between the executive board and organisation performance (Johnson et al., 1996, Dechow 2005, Finegold et al., 2007). A common feature for all these studies is the focus on a number of characteristics related to board composition namely board composition, board size and board diversity. There are other studies which have tried to examine the determinants of effectiveness of sporting associations (Koh-Tan, 2011), competencies of volunteer board members (Balduck & Buelens, 2010) and board processes (Gabrielson and Winlund, 2000; Conforth 2001)

Already quite a few empirical studies have attempted to understand actual board conduct and by exploring the dynamics of power and influence, as well as the behaviors of board members and their relationship to operational management (Pettigrew and McNulty, 1995; Huse and Schoning, 2004; Leblanc and Gilies, 2005; and Robertson et al., 2005). Some other scholars have also attempted to build a concise model for the determinants of board performance based on the leading articles in the field, notably Forbes and Milliken (1999) and Huse (2005).

The main obstacle for the study is gaining more insight into the criteria or themes which enables boards to be effective in executing their roles and as a result, improving organisational performance and stakeholder satisfaction. In such respect Zahra and Pearce suggested that there is “agrowing awareness on the need to understand better as to how board can improve their effectiveness as actors of governance”.

2.2 Importance of Boards

Some work and discussions on sport organizational governance involve board members and highlight their importance to the success of the sporting organizations they oversee. Governance issues however continue to arise whenever the board is separated from operational management, which usually is that of secretariat.

Different sporting organizations operate under different under different governance structures. This was proposed by the Australian Sports Commission (Australian Sports Commission, 2012) while not advocating for the adoption of any single model. According to the ASC sports governance principles, each structure should be clearly documented with a clear delineation of the roles, responsibilities, and powers of the board, management and each body involved. In other words, there should be no overlapping in the powers of any two bodies or individuals in a governance structure. This is the basis of the agency theory as one of the major constructs

of that have been employed by scholars seeking to investigate the governance of sport (Shilbury, Ferkins, & Smythe, 2013). Their influence treatises on the separation of board and management control in an organization stated that agency problems arise when principals lack the necessary power or information to monitor and control the managers. Agency problems still exist in sport world because the interest of sport leaders (board) and management are usually divergent and therefore, potential for opportunism, conflict of interest and management mischief.

Agency theory has been very popular in explaining the role of the boards in mitigating issues resulting from sub-performance by responsible leaders. Other theoretical perspectives on corporate governance such as stewardship, resource dependency and stakeholders theories also enhance the understanding of the role of boards (Hillman & Thomas, 2011) (Hendry & Kiel, 2004) (Sundaram & Inkpen, 2004a)).

Stewardship views managers as stewards who manage their organizations an act in the best interest an organization to improve the performance of such organizations (Roberts, McNulty, & Stiles, 2005). Resource dependency theory considers management, as well as the board, as a resource since they would provide the social and business networks and influence the environment in favor of the organization (Zahra & Pearce, 1989). While stakeholder theory expects the board to take into consideration the needs of an increasing number of different stakeholders groups linked to

social, environmental and ethical considerations (Sundaram & Inkpen, 2004b).

A good understanding of different theoretical perspectives seems important towards giving a better insights into the contribution of boards to organizational governance, effectiveness and thus performance. The board has an important role in helping management make strategic decision for the interest of the organization (Ruiz-Granados, 2011). Another important role of the board is to act as an internal instrument of governance and monitoring of operational management (Yogo, 2006). It is then by performing such roles, an effective board is likely to help the organization achieve targeted performance. It is therefore imperative to study, assess and understand what makes a board members effective.

2.3 Board Effectiveness

Observed studies on executive boards of sport associations to a large extent have been driven by how much the board can influence organizational performance. Numerous researchers have examined the direct impact of various board member characteristics and competencies on sport organizational performance. Using cognitive maps one study revealed that cognitive, emotional intelligence, social intelligence competencies are necessary to be perceive as an outstanding performing board member (Balduck & Buelens, 2010).

Another group of research has investigated the determinants of effectiveness of sporting associations (Koh-Tan, 2011). A common feature for all these studies however, is the focus on a limited number of characteristics related to board to board composition such as outsiders' representation (diversity) and board size. There are other studies which try to examine the impact of sport administrators characteristics and board processes (decision-making) (Hurd & McLean, 2004). Insight into how board member operate effectively in assuring stakeholders and organization performance is still of interest for further exploration.

Nicholson & Kiel (2004) developed a framework for diagnosing board effectiveness but has not been empirically tested. Levrau & Berghe, (2007) have also developed a process-oriented model for determining board effectiveness.

2.4. Governance Challenges and Board Effectiveness

The various global sport governance failures and scandals in the last decade, and the global financial crisis since the last financial recession have put pressure on boards to be livelier with their responsibilities. Most organizations in international sport, including those in developing countries, have had to relook into how they are performing. A prominent example such as that of the International Olympic Committee and other non-profit sport organizations have overtime had recommendations and reforms which aimed

at improving the quality of boards, their roles and term limits, performance evaluation and remuneration.

Since then, the IOC has encouraged member associations, being National Olympic Committees and their National Federations to follow-suit in implementing such changes to their structures. Since then, in Botswana, many of such constitutional reforms have occurred within most national sport associations, with the backing of the National Olympic Committee and the Botswana National Sport Commission. Whilst such changes were being suggested to make boards more effective, there are still challenges as to how these boards are constituted and structured, how they operate in terms of processes and procedures, as well as how they execute their respective roles.

2.5 Theoretical Perspectives

A number of theories have been developed by researchers in the past with the attempt to explain some of the roles of the board and their performance. These theories that will be used in the context of this thesis are, agency, stewardship, stakeholders and resource dependency.

The agency theory addresses that as organizations grow in size usually its stakeholders lose sight in terms of control, and thus allowing those leaders of such organizations with the responsibility to effectively control the organization. The objective of the agency theory is then to suggest internal

and external control mechanism aimed at aligning board members interests in an organization.

The theory defines the monitoring of board effectiveness in terms of its size and effectiveness, whilst arguing that a substantial increase in the board's size may result in inefficient decision making and other board processes, as well as an increase in associated board costs (Callen, Klein and Tinkelman, 2003)

The establishment of the stakeholder theory was apparently prompted by the growing suggestions by boards that regarding the need to take account of the wider interest of society, and the environment their organizations operate within. Hutton (2005) holds the interest that a range of constituents, in the contents of this thesis- sponsors, clubs, officials, athletes, communities, should have an opinion or effect in the running of the organizations. We can draw that a stakeholder according to this context is one who is interested in the organization and is directly affected if it does not perform well.

Based on the leader-member exchange theory, Hoyer (2004) found that board performance was positively related to the perception of higher-quality leader member exchanges. Therefore, there is a trace of influences towards subordinates and stakeholders' responsibilities, accesses to resources and ultimately on organization performance. Howe (2006) went on to explore further aspects of the leader-member relationship. His study established that

organizational leadership was derived from either board chairs or the entire board itself.

The term leadership has been defined in several ways. Northhouse (2013) defined leadership as a process whereby an individual influences a group of individuals to achieve a common goal. Riggio and Murphy (2003) stated that leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. These definitions identify leadership as a process involving an individual who is wielding some level of influence in such a manner as to bring about the accomplishment or fulfillment of certain objectives.

While such definitions capture all the elements of leadership, Fielder and Garcia (1978) provided a definition of leadership that is very relevant to the conceptual framework of this study and posted that a leader is one who is elected or appointed or who has emerged from the group to direct and coordinate the group members.

Various literature reveals correspond that a team is recognized by the leadership qualities and skills that are associated with its leaders. Hence, it may be considered that the main factors that organizations and leaders should consider to ensure good governance are leadership qualities and skills. Thousands of articles and books have published on what it takes to be effective board leadership and its respective qualities and skills. Some

researchers and authors claim an effective leader possesses certain traits or abilities. Moreover, qualities of an effective leadership vary based on the area of operation and expertise. Accordingly, the leadership qualities of a business person, religious leader, sports leader and political leader vary from one another based on the area of operation, thus certain expertise required for each of them.

Leadership literature reveals that theories have been refined and modified with passage of time and none of the theory is completely relevant. Relevance therefore depends on the context in that it is applied. Kendra (2012) highlighted eight leadership theories which include: the “great man” theories, the trait theories, the contingency theories, the situational theories, the behavioral theories, the participative theories, the management theories, and the relationship theory. All these theories of leadership are believed to be grounded in one or more of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as a measure of certain behavior or skills (Avolio, 2005).

According to the trait theory of leadership, people are either born or not born with the qualities that predispose them to success in leadership role (Wolinski, 2010). This suggests that people inherit certain qualities and traits that make them better suited to leadership. In this regard, we may assume that

the trait theory of leadership is not so far off the great man theory which assumes that the capacity of leadership should be inherited (Kendra 2012).

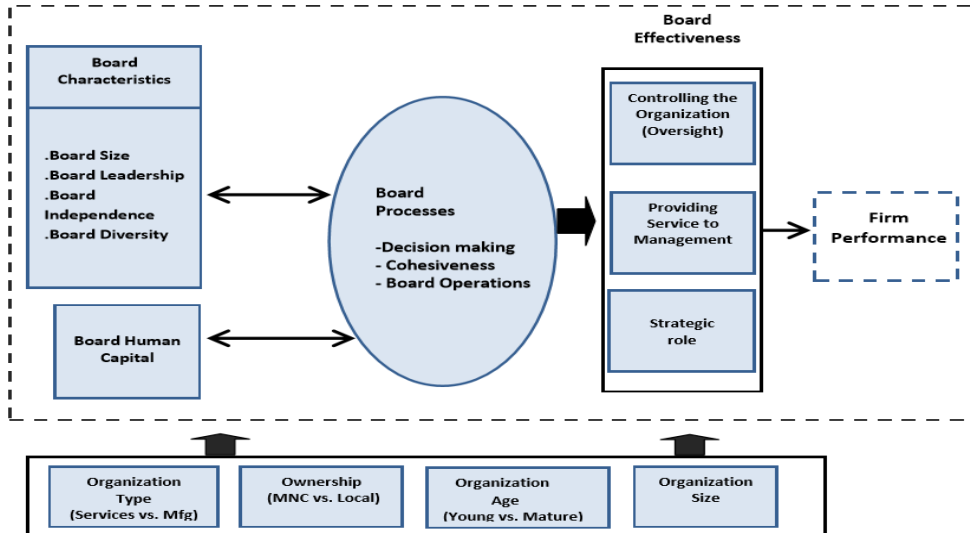
Early studies of leadership focused on identifying traits of leaders and what distinguished one leader from the other. According to Filley and House (1969), many of the early studies were designed to uncover universal traits such as intellect, social, emotional, and physical anatomy of a leader. Stogdill (1974) conducted two separate scientific studies on the traits of a leader.

2.6 Theoretical Framework

The framework of this thesis is derived from the two frameworks of Nicholson & Kiel (2004) and Levrav & Berghe (2007). The model is based on supposition that board effectiveness is determined by the outcomes of the main task of the board or board members- control (oversight), service (advice and resource pursuing) and strategic involvement (strategic role). The main challenge is therefore on how to measure such outcomes. An analysis of the various components of the framework and their interrelation will attempt to guide a better insight into the framework.

Figure 1.

Framework of Board Effectiveness



2.7 Hypothesis Development

This section will deal with the various hypotheses that have been developed with the attempt to answer the research question.

The preliminary framework of the point is the board characteristics and the impact they have on board processes. Board characteristics do have some lead onto how boards are run and how they perform their roles. The model is based on the premise that ultimately, board effectiveness is dependent on the structure of the board, (size, structure and level of independence), and the

effective use of such skills and knowledge by the board in accelerating board processes and procedures, which in turn results to successful executions of such roles.

Board size refers to the number of board members, while board independence refers to the ratio in which of outside directors (Linck, Netter, & Yang, 2009)

Hypothesis 1- the expectation is such that board size and efficiency of operations are positively related

The concept of diversity that this thesis is interested in relates to board expertise contributed by individual board members in relation to board processes and decision-making. In a broad sense, the various types which of diversity that may be represented among board members include age, gender, professional background, knowledge, technical skills, commercial and industry experience, career and life expectancy (Milliken & Martins, 1996). Board diversity therefore refers to the mix of human capital, which could be known in forms of intellectual and social capital combined.

Resource dependency theory implies that for effectiveness, a board should be composed of members with right background and experience, have the right social capital and are also serving on other board composition and the varied combination of attributes, characteristics and

A more diverse board may be more innovative, creative and capable of higher degree of decision-making (Zahra, Pearce, 1989; Bilimora and

Wheeler, 2000) and better at strategic decision making and planning. Previous research suggests that board diversity encourages complex-problem solving and constructive conflict (Carter, Simkins, Souza, & Simpson, n.d. 2007) which improve information flow and decision-making. Board members with different functional, educational and industry backgrounds are more likely to have difficulties in the ways that they process and respond to issues at board level (Milliken and Martins, 1996; and (Phillips, 2015) and these differences are likely to result in conflicts and delayed decision-making.

Hypothesis 2- Diversity on the board could be negatively related to the speed of decision making.

Diversity also provides access to important constituencies and resources in the external environment. As alluded to by Zahra and Pearce (1989) a diverse Board may be more innovative, creative and capable of informed decision-making as a result of the diverse skills and expertise on the Board. Such board members are likely more demanding in ensuring efficient and board administrative processes. Diversity will therefore have a strong influence on the way and type of information gathered and required, as such board members are more likely to show interest in information more so that it is their area of speciality.

Hypothesis 3- Board job-related diversity is positively correlated with board operations efficiency.

Human capital is defined as the skills, general or specific, acquired by an individual in the course of training and experience. Knowledge and experience are important assets for a board. However, the presence of knowledge alone does not necessarily make a board effective. The use of knowledge and skills describes the extent to which a board is then able to put these in executing their roles.

Hypothesis 4 – the expectation will be that the transparent use of each board member's knowledge and skills will be positively associated with effective board performance.

Social cohesion within the board is commonly defined as the tendency of any group to be one and united in the pursuit of its goals and objectives (Mach, Dolan, & Tzafrir, 2010), and several researchers examined the relationship between social cohesion and performance. Social cohesion improves participation and communication within a group and also increases the acceptance of goals, tasks, and roles among group members (Casey-campbell & Martens, 2009).

Hypothesis 5- Social cohesion will have a relation with effective board performance.

Chapter 3. Method

This chapter deals with the methodology selected with the attempt to test the framework and hypotheses as presented in chapter 2. The chapter will therefore include and cover the research and study designs, data collection procedures, sampling method as well as the adopted methodology for the data analysis.

3.1 Research Design

This study will adopt a quantitative approach in order to comprehensively understand the area of board effectiveness in this context. Using quantitative research, the author aims to attain empirical evidence in a numerical way to express reality from a precise, external and objective perspective.

The method used for this study is electronic survey with a typology of non-experimental descriptive study, with the quantitative approach. The descriptive method therefore allows for an in-depth analysis of board effectiveness and its components. This is to say that this study will therefore: analyze the key determinants of board effectiveness without necessarily using an experiment as the research method.

3.2 Quantitative Research

Quantitative research methods make use of numerical data and measurements to advance gathered facts or results from theory. For this study, electronic surveys were used as the primary instrument of data collection as this type of method supports the contents of this study whereby we analyze large sets of from numerous subjects. As supported by Mach et al., (2010) this research will use self-administered surveys and skype interviews as they can be easily collected at either a single point or multiple point in time. The contents of the survey can be found on the Appendix

3.3 Survey Research Method

The survey research method was the quantitative method employed using surveys as primary data collection tools. This type of method supports the collection and analysis of quantifiable data from numerous objects. Khalid, Hilman, & Kumar, (2012) support this method by suggesting that electronic surveys provide the ability to conduct large-scale data collection by others than organizations at the center of power in society. Panacek (2008) suggest that surveys are a relatively inexpensive method of quick data collection that sample people under real world situations as compared to controlled environments like laboratories.

While the use of electronic surveys is becoming increasingly common (Lazar, J & Preece, J., 1999), research comparing electronic vs postal surveys

confirms that electronic survey contents results may be no different than postal survey content results yet providing strong advantages of speedy distribution and response cycles (Andrews, Nonnecke, & Preece, 2003)

One of the most commonly used scales was developed by Likert (1932) who developed a technique that increases the variation in the possible scores that a respondents can choose from. Initially the scale had a 5 point measure (ranging from strongly agree to strongly disagree), although Joshi, Kale, Chandel, & Pal, (2015) found that the 7 point version is also sometimes used, making both options commonly used. With the above background, this thesis then adopted to use the 7 point scale throughout the survey.

3.4 Study Population

The research was carried out in Botswana, a developing country and one of the emerging nations in the field of sport. Although it would have been desirable to study the entire composition of the constituents within national sport associations registered in Botswana, it would be somewhat difficult to get in contact with those whom are not active members. The researcher restricted the study to only those national sport associations affiliated to the Botswana National Sport Commission as they have formal boards and provide information of their operations in the public domain.

As at July 2019, there were 41 National Sport Associations duly registered and commissioned under the auspices of the Botswana Sport

Commission. Accordingly, each of the NSAs have executive committees which all their members combined populating a figure of 336 executive board members.

For this research, the population was defined as executive board members of National Sports Associations. This type of selecting technique is called purposeful homogenous sampling technique, which is described as the selection of a highly rich group of participants amongst a small group of people who can represent a certain population (Gilchrist and Williams, 1999).

For this research, each member affiliate's secretary general were sent the survey link to complete and distribute to other members of the national sport association. In the context of sport administration, it is customary for the Secretary General or the Chief Executive Officer, as determined by the constitution, to attend all meeting of the board and communicate any formal matters. Therefore it is common to also rely on the Secretary General or Chief Executive as the single respondent (Daily, Dalton, Cannella 2003; Huse 2009a; Minichilli et al. 2009).

The first set of 41 email were sent by the researcher to all Secretary Generals through the help of the mother body, being the BNSC. The contacts of the executive board members were obtained from the BNSC affiliates' directory, which is also of public record. The second attempt was sending group emails to each of an affiliate's entire executive board, with the attempt to get a rapid response from the board members.

Participants for this study therefore received an electronic survey due to the geographical distance between the researchers and the said participants. Creswell (2002) supports this method suggesting that it bridges the gap between participants over a disseminated geographical location. This approach is seen as an advantage as it is assumed that the researchers will be more comfortable to share either views, ideas or opinions thoroughly.

The second email was sent to executive board members directly in an attempt to get timely responses. The response rate was 17 percent. The response rate is somewhat common (below 20%) in survey research on board governance as board members are somewhat busy professionals as their more or less hold different offices since they are part-time officials within sport structures and non-profit making boards. Minichilli, Zattoni, & Zona (2009) in their respective study on board task performance achieved a response rate of 15 percent. McCahery, Sautner, & Starks (2016) in their relative study of corporate governance preferences of top management, which entails board members, management and investors, they had a response rate of 10%.

However, Boerner & Gebert, (2012) in their study on behavioral determinants of non-profit board performance had a response rate of 43% from distribution of their survey. This was relatively high compared to the common 15-30 percent in survey research on board operations and behavior in corporate governance (Huse 2009b) and the 24 percent in recent survey within the same sector (Blokadjik and Goodjik 2012).

3.5 Analytical Procedure for the Research

The Statistical Package for Social Science (SPSS) version was used to analyze the collected data. For the survey, statements other than single response items were configured onto a seven-point Likert-type scale. The data were first examined using normal descriptive statistics to identify any abnormalities in frequencies. Preliminary cross-tabulations were also conducted. The scales used in the survey were treated as metric level data, with the mean used as the central tendency measure. For those variables that were measured by open-ended questions, number of observations, relative frequencies and the mode were computed and presented through the use of the software.

The research analyzed constructs using descriptive statistics of Mean and Standard deviation. This aided to portray a good understanding on the collected data. The variables for each construct were exposed to factor analysis, which is more of a data reduction technique. According to Beckett et al., (2017), factor analysis is a descriptive name given to a multivariate statistical methods whose primary purpose is to define the underlying structure in the data matrix.

The main purpose of this stage was to detect patterns of variables within each construct, which may possibly lead to the identification of underlying concepts, reducing the complexity of data. The variant of factor

analysis used is component analysis which is based on total variance and prescribes that all the variance is common and shared (Beckett et al., 2017). The objective here was in an attempt to obtain the number of factors which accounted for the maximum portion of the variance represented in the original set of variables. Accordingly, factors with the precise loading were considered.

Beckett et al., (2017) goes on to suggest that a factor loading represents the correlation between an original value and its factor, with higher loadings which making the variable representative of that factor. Based on past researchers, Kim and Mueller (1978) and Bryman and Cramer (1994), it had since been decided that those variables with a loading of 0.40 were considered to be significant.

The factor analysis produced new variables for this study that were subsequently used for a correlation and regression analysis. The aim of the correlation analyses was to investigate further the hypothetical associative relationships between two or more variables. The correlation coefficient (r) as commonly know is widely used to provide any relationships between variables. These correlation coefficients can be any values arranging from (-1) to (+1); where $r = -1$ indicates a more so perfect negative relationship; $r = 0$ indicating that there's no liner regression; and where $r = +1$, a perfect positive relationship.

3.6 Regression Analysis

The multiple regression analysis is a powerful and flexible procedure for analyzing associative relationships between metric dependent variables and one or more independent variables (Hair et al., 2010). Accordingly, the form that the estimated multiple regression model takes is portrayed in the following equation;

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n + u$$

Where: Y = the estimated value of the dependent variable

a = value of the constant or intercept derived from the analysis

b = estimated regression coefficients associated with the independent variables;

X = the independent variable (s)

U = the error term

The regression analysis in this study was used to establish any relationships between the dependent and independent variables, as well as the effect of the mediator variables on such relationships encountered. This concurs with Singh (2015) who suggests that after the factor analysis, the use of the multiple regression helps determine the relevance of the dimensions connected to a dependent variable. It is also worth noting that the regression analysis may also be used to understand a phenomenon and determine the importance of each observable variable in the prediction of the dormant variable (Ingleby, 2012).

3.7 Hypothesis Testing

The next step in the process of the statistical analysis for this study was to test the hypotheses that are stated and predicted in chapter 3, using the regression equations as developed by past researchers.

Chapter 4. Results

This chapter attempts to give a descriptive analysis of the study, which is the focal point of addressing the research questions of this study. Further analyses, correlation and regression that were carried out are also presented.

4.1 Data Screening

The sample size ($n = 56$) of the study is considered poor as it below the prescribed range of between 200 to 300 observations (Franklyn et al. 1995). As already alluded to, previous research on executive boards and governance has had a usually low response rate of between 15 to 30 percent.

4.2 Descriptive Analysis

The maximum and the minimum of the sample range between 7 and 1 respectively. The means scores of the observation range between 3.38 (lowest) and 5.50 (highest), with the standard deviations ranging from 1.45 to 1.90

This section describes the demographic profiles of the respondents of this study (see table 5.). The male respondents (77.8%) have a more representation over that of female (22.2%) of the sample ($n = 56$) collected. About 99.9 percent of the board members are from Botswana and as such, the results will be a true reflection of Botswana's National Sports Associations'

executive boards rather than those unregistered whose operations aren't really consistent and have unlawful representatives and structures.

There highest recorded sample group (38.6%) was the 40s age group, followed by the 30s age group (31.6%). The age group which recorded the least numbers of respondents were 50s (17.5%) and 60s (7.0%) age groups respectively. With regards to technical experience, over half of the respondents (79.6%) indicated that they were active athletes before holding executive positions, whereas the rest of the respondents (20.4%) indicated that they were not active athletes before.

Table 1.*Demographic of the responses*

Variable	Profile of survey responses (n=56)	N	Percentage
Gender	Female	12	22.2
	Male	42	77.8
Age	20s	0	0
	30s	18	5.3
	40s	22	31.6
	50s	10	38.6
	60s	4	17.5
	70s	0	7.0
Athletic experience	Yes	43	79.6
	No	11	20.4
Board experience	Below 5 years		
	5 years		
	More than 5 years		

4.2.1 Board Characteristics

The board size is the total number of board members within the executive board of a national sport association. The results show that the smallest board size has ‘less than 7 board members’, while the largest board size has ‘more than 15 board members’. Most National Sport Associations in Botswana tend to have a large executive boards, mainly influenced by their strategic alignments to International Federations (IFs) and Continental Federations (CFs) they are respectively affiliated to. Table one portrays the

distribution of the NSAs board sizes, with the highest frequent board size being ‘9 to 15’ (34.5%), and the lowest being ‘More than 15’ (1.8%).

Figure 2.

Statistical distribution of board size

No. of board members		
N	Valid	55
	Missing	2
Mean		2.71
Median		3.00
Std. Deviation		1.212
Minimum		1
Maximum		5

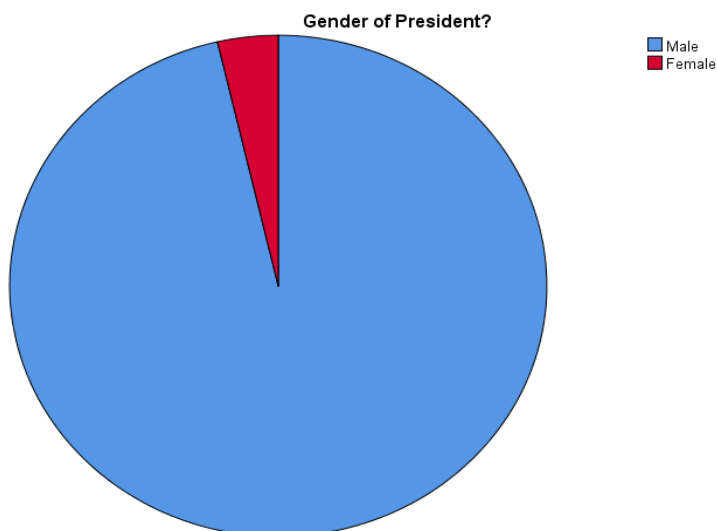
Table 2.*No of board members*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 7	12	21.1	21.8	21.8
	7	13	22.8	23.6	45.5
	8	10	17.5	18.2	63.6
	9 to 15	19	33.3	34.5	98.2
	More than 15	1	1.8	1.8	100.0
	Total	55	96.5	100.0	
Missing	System	2	3.5		
	Total	57	100.0		

Despite the country's efforts to improve gender balance in sport, the chart below shows that the representation of women in leadership position is still very low. Only 3.6% of the chairpersons of NSAs in Botswana female. Past research on analysis of youth sports programmes in Botswana suggested that the development of women through sport could be facilitated if women were given equal opportunities to assume leadership positions in sport organizations and management (Toriola, et al., 2000).

Figure 3.

Gender of President



The roles of the governing boards usually varies from various tasks and due to the limitation of their meetings (frequency and time), they usually appoint sub-committees to assist them in executing some tasks as directed by the executive board. The effectiveness and performance of the executive board will, to some extent if not mostly, depend on the type and quality of the sub-committees.

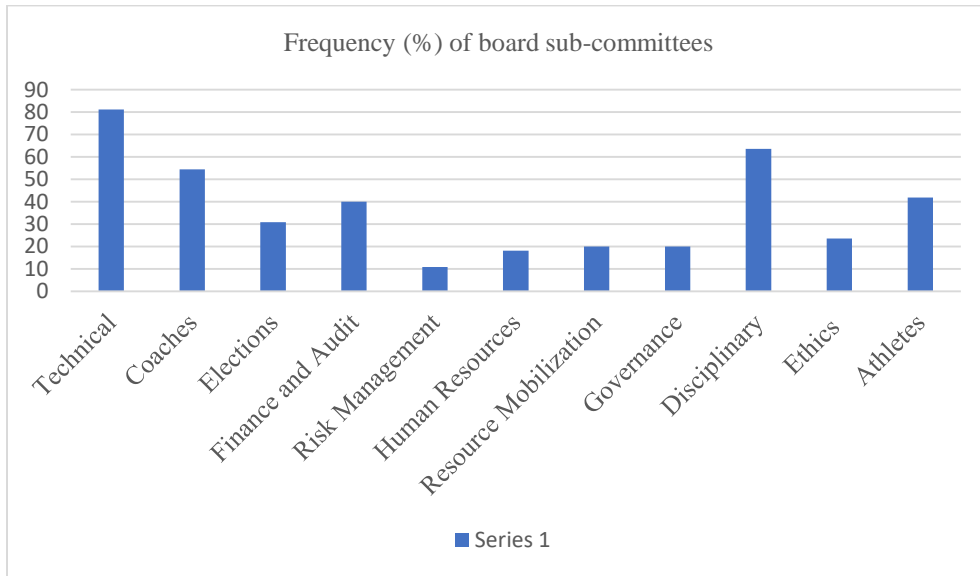
Some of the common and important sub-committees that are in existence in sports and corporate boards are listed in the table 4.2 below. The subcommittee with the highest frequency is the Technical Sub-committee, which sport administrators could agree that it comes as no surprise as it's the

core of sport, for as long as sport development is concerned. The committee is usually in many cases appointed by the board with its main responsibility being to develop, train and certification of competition officials, managing competition equipment as well as any other duties as prescribed in the terms of reference.

The relatively high percentage (63.6%) of the disciplinary committee may be in an attempt to separate the influence of the executive board on disciplinary matters as the executive board usually acts on such matters in the event that there is no such committee. This may also be due to the fact that most of sport scandals in the past have involved executive members with finance related issues, therefore attempting to exclude them from such possible conflicts, thus attempting to improve organizational governance.

Figure 4.

Frequency of Board Sub-committees



4.2.2 Board Professional Human Capital

The assessment of individuals with the executive board of national sports associations in Botswana helps to identify the knowledge, skills, and abilities possessed by board members, which ultimately affects the functions and effectiveness of the executive board as a whole as they also bring in an aspect of diversity within the board. These competencies in most cases have to be relevant to the organization rather than the general way of business and organizational operations.

Diversity is one of the common factors considered in the evaluation of the board, particularly against and towards improving its performance and effectiveness. Board diversity essentially indicates that the pool of members within an executive board carry a variety or mix of skills, knowledge and experience, as well as from different generations (age) and social backgrounds. Researchers have suggested that board diversity usually leads to creativity, innovation and informed decision-making due to the diverse experience that members carry onto the board (Torchia, Calabro, & Morner, 2015).

For this study, board diversity was assessed on a 7-point scale. The survey statistics communicates that the degree of educational background (4.78) within the executive boards is at a fair or good range as the mean value is between 'moderate' and 'diverse'. The data further illustrates a lower mean value (4.11) on the measure of occupation background of the boards, and relatively lower degrees in terms of functional positions (4.05) as well as network positions (3.91).

Table 3.*Ratings of board diversity (n = 55)*

Board Diversity	1 Very Low	2	3	4	5	6	7 Very High	Mean	Standard deviation
Educational background	3 (5.4%)	4 (7.3%)	3 (5.5%)	7 (12.7%)	19 (34.5%)	12 (21.8%)	7 (12.7%)	4.78	1.663
Occupational background	5 (9.1%)	6 (10.9%)	8 (14.5%)	11 (20.0%)	12 (21.8%)	8 (14.5%)	5 (9.1%)	4.11	1.882
Functional positions	4 (7.3%)	5 (9.1%)	12 (21.8%)	10 (18.2%)	14 (25.5%)	6 (10.9%)	4 (7.3%)	4.05	1.660
Network positions	4 (7.3%)	9 (15.4%)	7 (12.7%)	17 (30.9%)	7 (12.7%)	7 (12.7%)	4 (7.3%)	3.91	1.703

Interestingly, educational background has been mumbled more often as one of the delays of progress within national sport associations, mainly at executive level. The issue has escalated to become an agenda item for the BNSC as they have considered coming up with some professional qualifications as a requirement for one to be eligible for board position within a national sport association affiliated to the BNSC (Masanako, 2019) .

One of the essential competencies of the executive board are being knowledgeable about the organization as well as the diverse industry (ies) in which the national sports associations operates within. Arguably, individual board members within an executive board may not contribute or be effective within the board and ultimately to the association if they are not familiar with its operations as well as the sports sector. The knowledge of the right approaches, resources, and possible alliances may assist the board in the strategic development and running of the national sport association.

Table 4.

Ratings of board members on diverse knowledge (n=55)

Knowledge of Industry	1 Very Poor	2	3	4	5	6	7 Very Excellent	Mean	Standard deviation
Understanding mandate of NSA	1 (1.8%)	2 (3.6%)	6 (10.5%)	12 (21.8%)	10 (12.7%)	12 (21.8%)	12 (21.8%)	5.02	1.604
Understanding industry in which NSA operates	1 (1.8%)	5 (9.1%)	3 (5.5%)	12 (21.8%)	12 (21.8%)	11 (20.0%)	11 (20.0%)	4.91	1.659
Knowledge about financial matters	2 (3.6%)	3 (5.5%)	14 (25.5%)	14 (25.5%)	10 (18.2%)	8 (14.5%)	4 (7.3%)	4.20	1.532
Knowledge on legal matters	4 (7.3%)	8 (12.7%)	13 (23.6%)	12 (21.8%)	14 (25.5%)	1 (1.8%)	4 (7.3%)	3.78	1.583
Knowledge on risk matters	8 (14.5%)	5 (9.1%)	13 (23.6%)	10 (18.2%)	9 (16.4%)	5 (9.1%)	5 (9.1%)	3.75	1.838

4.2.3 Board Processes

Board operations were also assessed on a 7-point scale. The result of the research portray that most of the NSAs executive boards (46.3 percent) hold their board meetings after quarterly (every three months), with the second highest frequency (42.6 percent) stating to hold their board meeting monthly (every month). This is somewhat consistent with most corporate governance codes including those of global sport organizations, which suggest that boards should hold a minimum of quarterly meetings.

One of the essential factors for ensuring smooth board and organizational operations involve that the sitting executive board has a clear understanding of its roles and responsibilities, and equally to that the board meetings are run efficiently and conducted in a professional manner. The result on these two items show that most respondents convincingly agreed (mean scores of 5.09 and 5.07 accordingly) and to both statements about the executive boards they belong to. However, on the same note of board meetings, most board members felt to not be heavily disturbed and decisive about by the length of times of the meetings, which can also be an arguable point in both ways towards contributing to board effectiveness.

Table 5.*Evaluation of Board Operations*

Board Processes	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Mean	Standard deviation
Board has a clear understanding of its roles and responsibilities	1 (1.8%)	5 (9.1%)	7 (12.7%)	2 (3.6%)	14 (25.5%)	11 (20.0%)	15 (26.3%)	5.09	1.675
Board Meetings are conducted well	1 (1.8%)	5 (9.1%)	5 (9.1%)	7 (12.7%)	10 (18.2%)	13 (23.6%)	14 (25.5%)	5.07	1.905
Board minutes and papers are timely	3 (5.5%)	5 (9.1%)	6 (10.9%)	5 (9.1%)	13 (23.6%)	9 (16.4)	14 (25.5%)	4.85	1.893
Board meeting are timed and managed accordingly	2 (3.6%)	8 (14.5%)	10 (18.2%)	8 (14.5%)	7 (12.7%)	10 (18.2%)	10 (18.2%)	4.44	1.899
Board has enough time to do their work well	6 (9.1%)	10 (18.2%)	6 (10.9%)	9 (16.4%)	9 (16.4%)	11 (20.0%)	4 (7.3%)	3.96	1.752
There are clear roles and responsibilities of board members after board meetings	2 (3.6%)	3 (5.5%)	7 (12.7%)	8 (14.5%)	13 (23.6%)	13 (23.6%)	9 (16.4%)	4.84	1.777

Board cohesiveness was also measured using a seven-point Likert scale. The decision to measure social cohesion was following the suggesting of Milliken (2016) and the survey items in Mulunga & Yazdanifard, (2014). Table 6. shows that the three most important issues raised for board cohesiveness with NSA boards in Botswana are board members being able to resolve conflicts between themselves (mean score 4.73), disagreement being dealt with within the board (mean score 4.69), and the extent to that board members respect and trust each other (4.62 mean score). The ability to resolving conflicts and to maintain trust and respect within a board is a common denominator in any form of group or teamwork, therefore comes as not much of a surprised to have been listed amount the top three issues.

The result of the analysis show the least important score issues in that the board and secretariat periodically review as to how they are working together. This could arguably be one of the reasons leading to organizational performing below par as the secretariat usually functions upon direction of the executive board, therefore it is essential that they meet and review such that they are working towards a common goal.

Table 6.*Evaluation of board cohesiveness*

Board Cohesiveness	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Mean	Standard deviation
The board and secretariat periodically review as to how they are working together.	5 (9.1%)	9 (16.4%)	6 (10.5%)	10 (17.5%)	12 (21.8%)	6 (10.9%)	7 (12.7%)	4.09	1.888
Misunderstandings are rare between the board and secretariat staff	2 (3.6%)	6 (10.9%)	11 (20.0%)	13 (23.6%)	9 (16.4%)	7 (12.3%)	7 (12.7%)	4.25	1.702
The board and staff are able to resolve conflicts constructively and professionally	4 (7.3%)	4 (7.3%)	3 (5.5%)	10 (18.2%)	19 (34.5%)	7 (12.7%)	8 (14.5%)	4.60	1.728
Board members are able to resolve conflicts between themselves in a constructively and professionally	4 (7.3%)	4 (7.3%)	6 (10.9%)	6 (10.9%)	13 (23.6%)	12 (21.8%)	10 (18.2%)	4.73	1.860
Members of the board respect and trust one another	5 (9.1%)	3 (5.5%)	6 (10.9%)	9 (16.4%)	13 (23.6%)	8 (14.5%)	11 (20.0%)	4.62	1.890
Disagreement is dealt with openly and appropriate in the board	3 (5.5%)	4 (7.3%)	8 (14.5%)	9 (16.4%)	8 (14.5%)	13 (23.6%)	10 (18.2%)	4.69	1.835

As like most variable, board decision-making process was equally measured on a seven-point scale. As per the analysis of the results, table 7 portrays that the most important issues (score of over 5.0) are board meeting with clearly constructed agendas (mean score 5.50), the business of the board being conducted with openness and transparency, as well as the board meetings being infused by integrity. The least important issues has been listed as the board having trouble reaching conclusions (mean score 3.26). The board's difficulty in reaching conclusions could be influenced by different variables which include but are not limited to board size, length of board meetings etc.

Table 7.*Evaluation of board decision-making process*

Decision-making process	1 Strongly disagree	2	3	4	5	6	7 Strongly agree	Mean	Standard deviation
The board has adequate notices to important issues to be discussed at board meetings	1 (1.9%)	4 (7.4%)	7 (13.0%)	6 (11.1%)	12 (22.2%)	13 (24.1%)	11 (20.4%)	4.98	1.642
Board meetings have clearly constructed agendas	0 (0%)	2 (3.7%)	4 (7.4%)	7 (13.0%)	11 (20.4%)	12 (22.2%)	18 (33.3%)	5.50	1.450
The board has trouble reaching conclusions	11 (20.4%)	8 (14.8%)	9 (16.7%)	11 (20.4%)	12 (22.2%)	3 (5.6%)	0 (0%)	3.26	1.592
The business of the board is conducted with openness and transparency	2 (3.7%)	3 (5.6%)	5 (9.3%)	8 (14.8%)	10 (18.5%)	11 (20.4%)	15 (27.8%)	5.11	1.723
The board meetings are infused with integrity	1 (1.9%)	3 (5.6%)	6 (11.1%)	3 (5.6%)	16 (29.6%)	11 (20.4%)	14 (25.9%)	5.20	1.595

4.2.5 Board Effectiveness (*board outcomes*)

Board effectiveness determines how well the board performs certain roles as assigned to them. These include; oversight, service and strategic roles.

The board oversight control role was assessed using a seven-point scale. This entails as to how the executive board oversee the mainly the financial management of the association, which subsequently ensures the effectiveness of financial, legal and performance systems and tools put in place to ensure accountability.

Table 8 gives an overview of how the board members rated their respective boards on this matter. The issues which scored the highest rating are ensuring accountability to the association's stakeholders (mean score 4.9), ensure association fulfills legal obligations (mean score 4.67), and the board overseeing financial management of the association (mean score 4.67). The least rated issues are monitoring the association's top management and staff (mean score 3.67), having a performance management system in place (mean score 3.39). These ratings somewhat suggest that board members of NSAs in Botswana do not find essential the need to engage management and secretariat, which could be due to that there are fully established secretariats at most national sports associations in Botswana.

Table 8.*Evaluation of board control role*

Board oversight (control) role	1 Not at all	2	3	4	5	6	7 To a large extent	Mean	Standard deviation
Oversees the financial management of the Association	2 (3.7%)	5 (9.3%)	8 (14.8%)	10 (18.5%)	7 (13.0%)	13 (24.1%)	9 (16.7%)	4.67	1.748
Ensure the Association has adequate financial systems, processes and procedures in place.	3 (5.6%)	5 (9.3%)	11 (20.4%)	11 (20.4%)	10 (18.5%)	9 (16.7%)	5 (9.3%)	4.24	1.659
Have a performance management system to monitor performance of the organization and take appropriate action when needed	11 (20.4%)	12 (22.2%)	7 (13.0%)	7 (13.0%)	6 (11.1%)	8 (14.8%)	3 (5.6%)	3.39	1.937
Monitor the association's top management and staff	8 (14.8%)	10 (18.5%)	10 (18.5%)	6 (11.1%)	9 (16.7%)	6 (11.1%)	5 (9.3%)	3.67	1.913
Have written, clear and documented election guidelines and process for new board members	4 (7.4%)	7 (13.0)	6 (11.1%)	6 (11.1%)	11 (20.4%)	12 (22.2%)	8 (14.8%)	4.50	1.881
Ensure that the association fulfills its legal obligations	2 (3.7%)	6 (11.1%)	5 (9.3%)	11 (20.4%)	10 (18.5%)	11 (20.4%)	9 (17.7%)	4.67	1.727
Ensure accountability to the association's stakeholders	2 (3.7%)	5 (9.3%)	3 (5.6%)	7 (13.0%)	15 (27.8%)	11 (20.4%)	11 (20.4%)	4.94	1.687

Board service role specifically speaks to the issues of board support and advice to management and secretariat staff on the operational running of the association. This item was also assessed on a seven-point scale, with table 10 below showing how the NSA boards in Botswana are rated to be performing on this item.

The issues which have been rated the highest are representing the association externally (mean score 5.07), representing the interest of stakeholders (mean score 4.65) and assisting in fund raising or resource mobilization (mean score 4.44). Those issues with the least ratings are supervising and supporting management and secretariat staff (mean score 3.89) and reviewing board performance and ensuring it functions well (mean score 3.61). These ratings could be suggesting that NSA executive boards in Botswana are have no strong links between board and secretariat, as well as no performance management system in place for the board itself.

Table 9.*Evaluation of board service role*

Board service to management	1 Not at all	2	3	4	5	6	7 To a large extent	Mean	Standard deviation
Support and advise management and staff	4 (7.4%)	2 (3.7%)	21 (38.9%)	8 (14.8%)	11 (20.4%)	4 (7.4%)	4 (7.4%)	3.89	1.550
Review board performance and ensure it functions well	5 (9.3%)	11 (20.4%)	11 (20.4%)	12 (22.2%)	8 (14.8%)	2 (3.7%)	5 (9.3%)	3.61	1.698
Represents the interest of stakeholders (sponsors, athletes, officials etc.)	1 (1.9%)	7 (13.0%)	10 (18.5%)	7 (13.0%)	9 (16.7%)	7 (13.0%)	13 (24.1%)	4.65	1.834
Represents the association externally	1 (1.9%)	1 (1.9%)	12 (22.2%)	7 (13.0%)	9 (16.7%)	6 (11.1%)	18 (33.3%)	5.07	1.725
Assists to raise funds or other means/resources for the association.	4 (7.4%)	3 (5.3%)	14 (25.9%)	9 (16.7%)	4 (7.4%)	8 (14.8%)	12 (22.2%)	4.44	1.920

The board strategic role entails the dynamics of the association's strategic mapping and direction involving; mission and values, developing and supporting policies, and strategy development, monitoring and implementations. The item was also measure on a seven-point Likert scale

with the table below showing how NSA executive boards in Botswana are performing this role.

The issues which have the highest rating are setting the association's mission and goals (mean score 4.96), reviewing and deciding the association's strategic direction (mean score 4.43) and ensuring structures, plans and capabilities are appropriate for association's chosen strategy (mean score 4.19).

The issue with the least ratings are; adapts performance measures to monitor implementation of chosen strategies (mean score 3.93) and review and decide on association's strategic direction (mean score 4.04). Overall most of these items are rated above 4 which could point toward the importance of the strategic role of the NSA executive boards.

Table 10.*Evaluation of board strategic role*

Board strategic role	1 Not at all	2	3	4	5	6	7 To a large extent	Mean	Standard deviation
Sets the association's missions and goals	2 (3.7%)	4 (7.4%)	4 (7.4%)	9 (16.7%)	11 (20.4%)	13 (24.1%)	11 (20.4%)	4.96	1.682
Occasionally review and decide the association's strategic direction	3 (5.3%)	6 (10.5%)	5 (9.3%)	13 (24.1%)	12 (22.2%)	8 (14.8%)	7 (13.0%)	4.43	1.700
Determines and reviews associations missions and values, and to form the basis of its strategy	4 (7.4%)	9 (16.7%)	4 (7.4%)	15 (27.8%)	7 (13.0%)	9 (16.7%)	6 (11.1%)	4.17	1.799
Develops, support and enforce association's policies	3 (5.6%)	8 (14.8%)	6 (11.1%)	7 (13.0%)	13 (24.1%)	9 (16.7%)	8 (14.8%)	4.44	1.819
Review and decide association's strategic direction	4 (7.4%)	11 (20.4%)	4 (7.4%)	12 (22.2%)	9 (16.7%)	11 (20.4%)	3 (5.6%)	4.04	1.759
Ensure that associations structures, plans and capabilities are appropriate for implementing chosen strategy	4 (7.4%)	6 (11.1%)	8 (14.8%)	11 (20.4%)	12 (22.2%)	9 (16.7%)	4 (7.4%)	4.19	1.683
Adapts performance measures to monitor the implementation of strategy, policies, and plans of the association.	6 (11.1%)	7 (13.0%)	10 (18.5%)	11 (20.4%)	6 (11.1%)	10 (18.5%)	4 (7.4%)	3.93	1.810

The last item under this section is the rating of the respondents on how effective the NSA executive boards in Botswana are. The measurement of this item was measure on seven-point scale. The majority of the boards have been rated performing fairly (mean score 3.52), which is consistent with some of the variables rated previously. A further analysis is done in the next stage so to determine whether there are any relations between certain variables.

Table 11.

Evaluation of board effectiveness

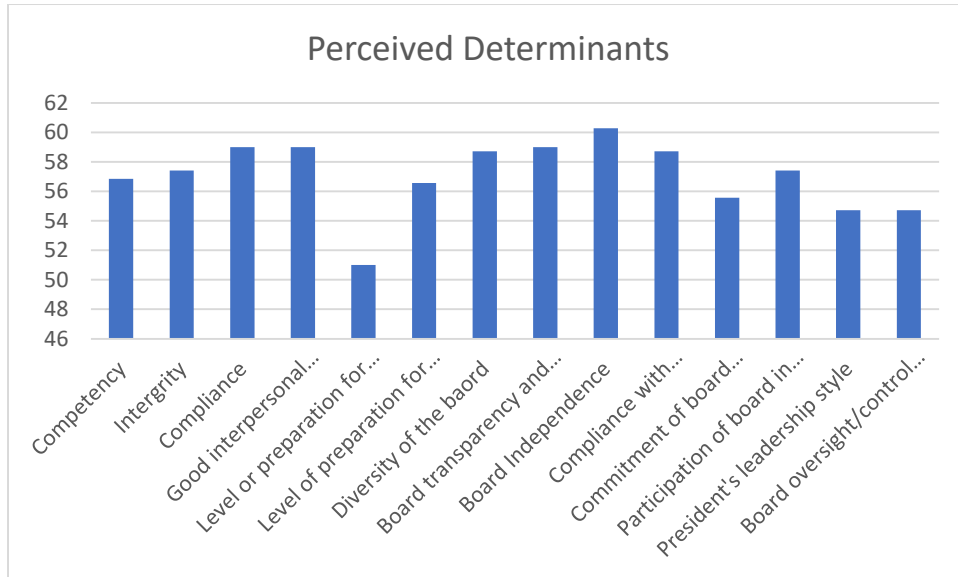
Board effectiveness	1 Not at all	2	3	4	5	6	7 To a large extent	Mean	Standard deviation
Overall how effective would you say your board is	7 (13.0%)	10 (18.5%)	11 (20.4%)	10 (17.5)%	7 (13.0%)	8 (14.8%)	1 (1.9%)	3.52	1.682

4.2.6 Board Effectiveness Determinants

This section portrays the results of ratings on the drivers of board effectiveness as prescribed by previous researchers. The ratings of these drivers are then presented to portray how NSA board members rated the determinants. The eight most important determinants as rated by board members of NSA executive board in Botswana are; board independence, compliance, good interpersonal relationships, diversity of the board, board transparency and openness, participation of the board in strategy, integrity and competency. This implies as per the assumption of the researcher, that an independent executive board with a diversity of board members, with high integrity, complies and is transparent is likely to be effective.

Figure 5.

Evaluation of perceived determinants of Board Effectiveness.



4.3 Correlation Analysis

For this purpose of this study, a correlation analysis was carried out so as to establish any relationship between the variables within given constructs. By doing so, it was determined that the KMO (Kaiser - Meyer-Olkin) value was above .6. We further established an SIG value of the Battler's Test of Sphericity, which is supposed to be less than 0.0. The results (.722 & .000) confirmed that a factor analysis is appropriate for our data.

Table 12.

KMO and Battler's Test

<hr/>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.722
Bartlett's Test of Sphericity	Approx. Chi-Square	3176.073
	df	1035
	Sig.	.000
<hr/>		

The second assumption was the finding of correlation coefficients of .30 and above. The data presents several which are .30 and above.

4.4 Factor Analysis

For this purpose of this research, I used the factor analysis method to reduce data, and present it in small sets that still contains most information although in small sets. The table below shows the number of factors compressed as a result of the technique used, as well as the number of variables which load on these factors.

4.4.1 Communalities

The communalities as shown on the table below, further confirms common variance shared amongst other items. This too, indicates the suitability for a factor analysis.

Table 13.

Variable Communalities

	Initial	Extraction
V ₁	1.000	.752
V ₂	1.000	.865
V ₃	1.000	.832
V ₄	1.000	.825
V ₅	1.000	.805
V ₆	1.000	.808

V ₇	1.000	.851
V ₈	1.000	.802
V ₉	1.000	.849
V ₁₀	1.000	.789
V ₁₁	1.000	.784
V ₁₂	1.000	.767
V ₁₃	1.000	.822
V ₁₄	1.000	.757
V ₁₅	1.000	.797
V ₁₆	1.000	.815
V ₁₇	1.000	.818
V ₁₈	1.000	.723
V ₁₉	1.000	.785
V ₂₀	1.000	.850
V ₂₁	1.000	.787
V ₂₂	1.000	.899
V ₂₃	1.000	.772
V ₂₄	1.000	.723
V ₂₅	1.000	.669
V ₂₆	1.000	.802
V ₂₇	1.000	.817
V ₂₈	1.000	.721
V ₂₉	1.000	.816
V ₃₀	1.000	.854
V ₃₁	1.000	.786
V ₃₂	1.000	.702
V ₃₃	1.000	.777
V ₃₄	1.000	.688
V ₃₅	1.000	.775
V ₃₆	1.000	.776
V ₃₇	1.000	.667
V ₃₈	1.000	.829
V ₃₉	1.000	.761
V ₄₀	1.000	.679

V ₄₁	1.000	.830
V ₄₂	1.000	.916
V ₄₃	1.000	.889
V ₄₄	1.000	.927
V ₄₅	1.000	.903
V ₄₆	1.000	.901

4.4.2 Principal Components

The total variance results indicate that the first seven components have eigenvalues above 1.0. Accordingly, the percentage of variance shown for the first seven factors (56%, 6 %, 4%, 4%, 3%, 2%, and 2%) explains the majority of variance within this set of data, as at least majority is explained by the components.

Table 13.*Total Variance explained for sets of variables*

Components	Initial Eigenvalues			Extraction Sums	Rotation
				of Squared	Sums of
	Total	Variance %	Cumulative %	Loadings	Squared
					Loadings ^a
1	25.950	56.413	56.413	25.950	17.509
2	2.891	6.284	62.697	2.891	9.391
3	2.258	4.909	67.606	2.258	17.430
4	1.928	4.191	71.797	1.928	12.905
5	1.470	3.196	74.993	1.470	7.811
6	1.210	2.630	77.622	1.210	3.378
7	1.037	2.066	79.876	1.037	8.783

Accordingly, the Oblimin rotation was utilized as it doesn't have to force the results to be orthogonal, and thus allowing them to correlate (Winship & Mare, 1981). The orthogonal rotation wasn't suitable as the researcher would risk losing valuable information when the factors are correlated.

Component 1 has factor loadings between the .35 and .83 and it's composed principally by fourteen board processes (board operations, board cohesiveness, decision-making process) items (see table 9). Component 2, is dominated by four items from board human-capital, particularly board diversity with factor loadings between .80 and .88. Component 3 is made up of sixteen items from board outcomes (strategic roles, service to secretariat, oversight control), with factor loadings from .30 to .79. Component 4 is made up of a thirteen items from board outcomes (service to secretariat and oversight control), board human-capital (knowledge about industry) and board processes (decision-making process) with factor loadings amongst .30 and .60.

Component 5 has seven items from board outcomes (service to secretariat), board human-capital (knowledge about industry), board processes (board operations) and board outcomes (oversight control) with factor loadings between .30 and .63. Component 6 has the lowest number of items, two, from board operations with factor .40 and .93. Finally, components 7 is comprised five items from board processes (board cohesiveness and service to secretariat) with factor loadings from .30 to .61.

4.4.3 Correlation of new variables

As it has been previously noted, the usual aim of the component analysis the reduction of data. The factor analysis reduced the number of variable each construct to eventually produce new variables as per table 13 below, to further assess significance and possible relationships amounts them.

Table 14.

Descriptive Statistics of new variables

Variable	Code	Mean	Std. Deviation	N
Board Size	BOSIZE	2.70	1.221	55
Board Diversity	DVJOB	4.21	1.529	55
Board Human Capital	HUC	4.33	1.458	55
Board Processes				
Board Operations	BOPOPE	4.68	1.658	55
Meeting frequency/conduct	BOPMEET C	3.35	.730	54
Board Cohesiveness	BOPCOHE	4.49	1.595	55
Board Decision-Making	BOPDM	4.81	.975	54
Board Effectiveness (outcomes)				
Board Control role	BOVERCN	4.29	1.488	54
Board Service Role	BOSERVER	4.33	1.465	54
Board Strategic Role	BOSTR	4.30	1.622	54

As shown table 14 (above), apart from two variables being board size and meeting frequency, all other variables have relatively good mean values (above 4) as measure on scale of 1 to 7.

Table 15 (below) portrays a correlation matrix of the new variables, which were prepared using Pearson-product moment correlation coefficients to measure the extent of relationships within constructs. The level that is usually acceptable is 0.05, which translates to that any significant level above that figure is significant. It is also worth noting that flagged values indicate a statistical significance between two variables.

Table 15.*Correlation matrix of new variables*

		1	2	3	4	5	6	7	8	9	10
1. BOSIZEMean	Pearson Correlation	1									
2. DVJOBMean	Pearson Correlation	-.206	1								
3. HUCMean	Pearson Correlation	-.232	.605**	1							
4. BOPOPEMean	Pearson Correlation	-.058	.505**	.786**	1						
5. BOPMEETCMean	Pearson Correlation	-.171	-.082	.042	-.064	1					
6. BOPCOHEMean	Pearson Correlation	-.120	.497**	.812**	.894**	-.050	1				
7. BOPDMMean	Pearson Correlation	-.055	.309*	.661**	.764**	-.074	.787**	1			
8. BOVERCNMean	Pearson Correlation	-.152	.395**	.750**	.748**	-.028	.764**	.733**	1		
9. BOSERVVRMean	Pearson Correlation	-.014	.401**	.686**	.785**	-.073	.769**	.702**	.815**	1	
10. BOSTRMean	Pearson Correlation	-.134	.549**	.674**	.742**	-.106	.719**	.667**	.785**	.860**	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

My results show that board size is negatively related to board diversity, but is significant. Board size is also negatively related to board human-capital, board operation, meeting conduct and board decision making but is significant to each of the said variables respectively. Board size is further negative related to board service role and but is not significant. That means that the larger the board the more likely to affect board decision making, operations and meeting conduct although it is a negative relation.

The results also show that board diversity is positively related to board human capital, board operations, board decision making and also significant to the said variables. This tells that a diverse board would be more knowledgeable, make informed decisions, perform better, which ultimately leads to effectiveness. The results also show that board diversity is positively related board cohesiveness and is significant. This implies that the more diverse the board, the more cohesive the board will be. This is also against what most researchers argue as they note that the more diverse the board is, the less cohesive it will become. In an emerging industry like sport, particularly in Botswana, board diversity will ultimately produce competent board members so this could differ against what the researchers suggest. The diverse board would also improve on administrative support in terms of quality of meeting documents, meeting duration and other conducts.

With regards to board human capital, I found it to be positively related to board diversity, board operation, board cohesiveness, board decision making and board task outcomes (control, service and strategic roles). The result further shows that board human capital is significant to the said variables. The results imply that the higher level of human capital within an executive board then the board will be more diverse, more efficient, more cohesive, better at decision making as well as task performance.

As to board characteristics (size, human capital diversity), and board task outcomes, the results show that board size has negative relations with board control, service role and strategic role although board control and strategic roles were both significant. The negative relation with board size and service role goes against some researchers that show that the larger the board size, the more effective it is likely to be due as they could take up some of the administrative roles and ultimately enhance the association's performance. We can draw from the results that the size of the board alone does not determine the quality of the work done by the board, as the board members may not be competent enough thus the executive board being ineffective.

In addition to board characteristics relation to board task outcomes, the results show that board diversity was positively related to all the

components of the control variable (control, service and strategic) and were all significant. From this results, we can suggest that an executive board a high level of a diverse board is most likely to have board members with the relevant background, skills and knowledge in order to be effective in their roles (control, service and strategic).

With regards to board processes on board task outcomes, the results portray that board operations is positively related and significant to board task outcome components (control, service and strategic roles). However, board meeting conduct was found to be negatively related to all task outcomes (control, service and strategic role) and only significant to strategic role. This implies that a board that maintains effective operations will subsequently perform its strategic, service and control roles effectively. With regards to the executive board's meeting conduct, it may be suggested that the board's meeting conduct will surely have an impact on the task outcomes, with more emphasis on the strategic role as compared to other roles.

The result further show a positive relation between board cohesiveness and board task outcomes (control, service and strategic roles) and are significant. We can draw that a cohesive board is most likely to better perform its service, strategic and control roles as the board members will work in unity and thus driving towards a common objective.

On reflection of the relationship between the board decision making and board task outcomes, the results show a positive relationship and is significant with all the three task outcomes (control, service and strategic roles). The boards meeting conduct however was found to be negatively related to all board task outcomes but not significant. This implies that the conduct of the executive board's meetings will have an impact on the control, service and strategic roles. It is also worth noting the observation that all the three board task outcomes (strategic, service and control roles) are positively related and significant. This suggests that for a board to be effective, all these roles should be executed according and effectively.

One may draw from the results that board characteristics have less impact on board task outcomes as compared to board processes and operations. The judgement against board outcomes (strategic, service and control roles) is due to the fact that they are found most likely to determine board effectiveness. This may however be limited due to the limitation of this study, however suggesting that board operations and processes are found to be more important determinant of found to be more important determinant of board effectiveness. We can also argue that for a board to have perform better (operations and processes), it would require relevant board characteristics to effectively execute its roles, and thus be an effective executive board.

4.5 Regression Analysis

The Multiple linear regression was utilized in attempt to figure out possible relationships between independent variables, dependent variables and mediator variables. The aim was to predict board task outcomes of; service, control and strategic roles, with board characteristics and board processes components. Although already predicted by using the correlation matrix following of the component analysis, the effects of independent variables on the dependent variables are suggested to be better measured by unstandardized regression coefficients (Lazarsfeld, 1972).

Table 16 (below) shows the regression of board control roles on board characteristics, proving a positive relationship with only board human capital, and is significant.

Table 16.

Regression of Board control role on Board Characteristics

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	.692			1.034	.306
	DVJOB Mean	-.008	.116	-.008	-.070	.945
	HUC Mean	.833	.123	.752	6.748	.000
	BOSIZE Mean	-.013	.118	-.010	-.108	.914

a. Dependent Variable: BOVERCN Mean

There's a further examination of the regression between board control roles and board processes on table 18 which shows a positive relationships with all four variables, but only three variables are significant. The three significant variable are; board operations, board cohesion and board decision-making process. The adjusted R square values of the regression shows strong relationships with both variables. However, we notice a stronger relationship with board processes variable.

Table 17.

Regression of Board control role on board processes

		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	-.654	.914		-.715	.478
	BOPOPE Mean	.234	.176	.242	1.328	.190
	BOPMEETC Mean	.052	.174	.025	.297	.768
	BOPCOHEMean	.318	.191	.317	1.665	.102
	BOPDM Mean	.458	.218	.300	2.100	.041
a. Dependent Variable: BOVERCN Mean						

Table 18 shows the regression of board service role on board characteristics shows a positive relationship with all variables and are all significant, with board human capital significant at 0.01 significance level.

Table 18.*Regression of Board Service Role on Board Characteristics*

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.400	.712		.561	.577
	DVJOB Mean	.062	.123	.061	.507	.615
	HUC Mean	.739	.131	.678	5.623	.000
	BOSIZE Mean	.151	.125	.125	1.207	.233

a. Dependent Variable: BOSERVER Mean

The regression of board service role on board processes, as per table 18, shows a positive relationship and significant values with all variables apart from board meeting conduct. The adjusted R square values of the regression show a stronger relationship between the independent variable with board processes as compared to board characteristics.

Table 19.*Regression of Board Service on Board Processes*

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.130	.884		.147	.884
	BOPOPE Mean	.401	.170	.422	2.355	.023
	BOPMEETC Mean	-.040	.169	-.020	-.237	.814
	BOPCOHE Mean	.262	.185	.265	1.415	.163
	BOPDM Mean	.255	.211	.170	1.208	.233
a. Dependent Variable: BOSERVER Mean						

The regression of the last board task outcomes variable, board strategic role, against board characteristics shows a positive relationship with all its variables and are significant. Emphatically, we observed a 0.01 significance level on board human capital.

Table 20.*Regression of Board Strategic Role on Board Characteristics*

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.124	.776		.160	.874
	DVJOB Mean	.302	.134	.266	2.257	.028
	HUC Mean	.645	.143	.534	4.502	.000
	BOSIZE Mean	.015	.136	.012	.114	.910
a. Dependent Variable: BOSTR Mean						

The regression of board strategic role on board processes as per table below shows a positive relationship as well as significant values with all variables apart from board meeting conduct. The adjusted R square figures suggest that the overall relationship against board processes is stronger than that of the independent variable measured against board characteristics.

Table 21.*Regression of Board Strategic Role on Board Processes*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.152	1.073		.142	.888
	BOPOPE Mean	.441	.207	.420	2.135	.038
	BOPMEETC Mean	-.124	.205	-.056	-.606	.547
	BOPCOHE Mean	.230	.224	.211	1.026	.310
	BOPDM Mean	.293	.256	.176	1.145	.258
a. Dependent Variable: BOSTR Mean						

On observations of the above regressions, we observe that the regression of board service role and board processes of; board decision making, board meeting conduct, board operations and board cohesion highly contributed showing the highest adjusted R square value of .628.

The overall result of the pattern concur with those of the correlation result of the component analysis. The board process have a more influence on board task outcomes as compared to board characteristics. It is worth noting that the board task outcomes are the measure against the said variables as the determinants of board effectiveness.

Chapter 5. Discussion

5.1 Review of Hypotheses

The theoretical framework that was adopted for this study links the variables of board characteristics and board processes, which ultimately lead to board task outcomes or board effectiveness. Following the correlation and regression analysis, the next step was to review the results so as to judge them against the hypotheses developed.

Hypothesis 1- The expectation was such that board size was related to board operations. The correlation results support the results and the value is significant. The regression results don't support the hypothesis.

Hypothesis 2-Diversity of the board could be negatively related to the speed of decision making. The correlation results show a positive relationship between the two variables at a .05 significance level. The regression results support the hypothesis.

Hypothesis 3- The hypothesis predicted that Board diversity was positively correlated with board operations efficiency. The correlation results show a positive relationships between the two variables at a .01 significance level.

Hypothesis 4- board human capital is positively associated with board effectiveness. The correlation results support the hypothesis, shows a

positive relationship with all board effectiveness variables at .01 significance levels. The board effectiveness (outcome) variables are; board service role, board control role and board strategic roles. The regression results support the hypothesis as board human capital falls within the grouped variable of board characteristics.

Hypothesis 5- Board cohesiveness will have a relation with board effectiveness. The correlation results supports the hypothesis, a positive relationship at .01 significance level. The regression results support the hypothesis as board cohesiveness falls within the group variable of board processes.

The results of the regression analysis mostly support the hypothesis, although there are notices of a reverse in the hypothesis of some correlations. The essential discovery is that the results against the hypotheses confirm that board processes have a much more significant effect on board effectiveness, and ultimately board performance. Although board characteristics shows a somewhat impact to board outcomes (effectiveness), it's not as significant or strong as that of board processes.

5.2 Discussions

This study, with the use of a board effectiveness model, aimed to examine the effect of; board characteristics on board processes, board processes on board effectiveness, and lastly board characteristics on board effectiveness. The study was conducted on National Sports Association in Botswana, with emphasis on their executive committees. The argument raised here was that board characteristics such as board size, board human-capital and board diversity have an impact on board processes which vary with different boards. These board processes will then have an impact on the effectiveness of the board which also ultimately impacts the overall performance of the board.

My research on board effectiveness was motivated by the several scandals including failures by National Sport Associations of Botswana, more especially the executive boards. More often than not, competencies and structures of such boards have been discussed in several governance and leadership platforms with accountability and transparency being top of the list in such discussions. The use of corporate governance models and frameworks aided to explore a somewhat substantial approach to this study so as to critically analyze the diverse factors that impact board effectiveness. This gave more insight as to the board functions, roles, internal processes, human-

capital and decision making. These practices have in many cases been omitted by international and reputable organizations when reviewing and revising their structures, with mostly a discovery that there are no systems or mechanisms in place to measure board performance.

To fully evaluate the operations, role and functions of the executive board, I used several governance theories which are applicable in the sport context. These include the agency theory, resource dependency and stakeholder theory. Upon review of the theories, I further reviewed and made use of a theoretical framework by Nicholson & Kiel (2004) and Levrau & Berghe (2007) on board effectiveness in order to make an assessment of the developed hypotheses and test them against my results and findings.

The data obtained were from board members of executive committees of National Sport Associations in Botswana, particularly those under the auspices of the Botswana National Sports Commission. With the use of a statistical analysis software (SPSS), I was able to run a correlation and regression of the results which aided to the testing of the developed hypothesis against my results.

On the note of what could be called a ‘contribution analysis’, the study will contribute to the better understanding of the measure of board effectiveness and subsequently, measuring board performance in sport

organizations. The executive boards are comprised by volunteers and there has not been a study undertaken particularly on the highest structures (executive) of national sport associations in Botswana. The ongoing implementation of the new sports act in Botswana, together with realizing the BNSC's long and short term strategies would require much more than the funding and redirection.

I am of the view that this study will contribute immensely to the understanding of certain aspects surrounding board effectiveness in an attempt to assist NSAs, not only in Botswana, to improve their performance at board level. Notably, I believe that the study will motivate for better governance practices in attempt to reducing the high rate of 'traditional' scandals relating to accountability and transparency on the business of NSAs, and thus improve governance.

Traditionally, human-capital within NSA boards has not been an area of focus for those running for office or holding the executive positions of the national sport associations. Interestingly, according to the findings of this study, the correlation and regression results showed that board characteristics do not have a significant impact on board processes and board effectiveness. However, board human capital and board diversity were found to have a significant impact on board control role and board strategic roles. Therefore,

I believe there is also a need for strong consideration for board human capital and diversity in the sense of the structural aspects of the board. In an attempt to improve governance and internal process at NSA level, the BNSC had already taken a step by instructing NSA treasures to at least hold finance and accounting professional qualifications in order for them to be eligible to hold such positions within the executive committee. However, this research shows the importance of not limiting attention to human-capital competencies of the board and or its members when attempting to assess the performance and effectiveness of the board.

5.3 Limitations

The study faced a couple of limitations from the implementation process of the data collection, through to the analysis the results responses. To begin with, although common around research regarding board operations and governance, the response rate of 16 percent for a study population of 331 was not as expected and equally not a good enough response rate. Due to the geographical distance of the researcher and the study participants, an online survey was used as the data collection tool in attempt to make it easier for board members to participate in this study. However, this did not bear much fruit as board members were not responsive to the survey sent to them

via email as most were frequently reminded via several telecom and mediacom platforms to refer to the survey.

Executive boards of national sport associations are made up of volunteers, with most of them having fulltime jobs elsewhere which ultimately affects the attention they give to their responsibilities they have in sport. Similarly, the email addresses they have provided to BNSC are secondary emails which they do not check frequently, hence having to be followed up. It is worth sharing that a few responses kept coming through as the data analysis through SPSS had already begun.

Secondly, where there are internal conflicts within the board, it is most likely that a respondent may use their emotional state instead of reality when responding to items relating to the assessment of the board.

Thirdly, the structures of National Sport Associations at board and secretariat level may not be applicable for certain variables within the framework used. For instance, board characteristics variables such as CEO duality and some board service roles to secretariat could not be applicable as only two national sport associations have fully established secretariats with CEOs and staff. The framework also limited the researcher's assessment of other board characteristics such as age, gender, and gender ratio domination, to board effectiveness.

Modern procedures and research could address and attempt to curb the limitations of this study. This also include why board characteristics such as knowledge and experience do not make a board effective, more especially in contrast with the modern 4th industrial revolution of building knowledge based economies, through human capital. Remuneration of the board members is also one variable that could be included in assessing the effort and commitment of the executive boards which may have significantly contributed to the response rate of the study, and equally board effectiveness.

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Appendix

Appendix 1. Notification to respondents

This research project is undertaken by Thuto Molebatsi of Seoul National University, as part of his Masters Program. The main objective of this study is to analyze and understand better, the board variables and board effectiveness within National Sport Associations in Botswana. The research is more aimed at getting profound insight into the concept of board effectiveness as the effectiveness of NSA executive boards will have an impact on the state of governance in Botswana sport. Therefore, the need to determine the key factors that make these boards effective is most paramount. Your cooperation in this process is highly appreciated. Kindly complete all the questions as fully, open and honestly as possible. You are further enlightened to note that there is no 'right' nor 'wrong' answer to any these questions as it is your initial impression and frank responses which we are mostly observing for recording.

Appendix 2. Survey Questions

SECTION A

Composition of Executive Committee

1. How many board members make up your executive committee?

Less than 7 7 8 9 to 15
More than 15

2. How many boards members are male, and how many are female ?

MALE	FEMALE

3. What is the gender of the President/Chairperson

MALE	FEMALE

4. Please indicate whether the following sub committees exist in your board and the number of members in each sub committee

Type of sub- committee	Do they exist in board	
	YES	NO
Technical Committee		
Coaches Committee		

Elections committee		
Finance and Audit committee		
Risk management committee		
Human Resources Committee		
Resource Mobilization Committee		
Governance Committee		
Ethics Committee		
Athletes Committee		
Disciplinary Committee		

SECTION B

Human Capital in Executive Committee

1. Kindly rate the level of diversity within your executive committee
(in terms of having a mix of people of different
professions/background). Where 1 means 'very low', 2 is 'low
diversity', 3 is 'slightly diverse', 4 is 'moderate', 5 means 'diverse',
6 mean 'high diversity', 7 means 'highly diverse'.

Educational Background (formal education).

Occupational backgrounds (engineer, economist, accountant).

Functional positions (marketing, human resources, production, finance).

Networks ties (members of social clubs, professional associations).

2. Kindly rate the board members on their knowledge of the following on a scale of 1-7. Where 1 means 'very poor', 2 is 'Poor', 3 is 'Below Average', 4 is 'Fair', 5 is 'Good', 6 is 'very good' and 7 translates to 'excellent'.

Understanding of the mandate of the association.

Understanding of the industry in which the association operates.

Knowledge about financial matters.

Knowledge about legal matters.

Knowledge about risk matters.

SECTION C

Operations adopted in the running of the board. Kindly indicate the extent to which you agree or disagree with these statements from a scale of 1 to 7.

Where 1 means 'strongly disagree', 2 means 'disagree', 3 mean 'somewhat disagree', 4 mean 'neither agree nor disagree', 5 means 'somewhat agree', 6 means 'agree' and 7 translates to strongly agree.

1. The board has a clear understanding of its roles and its responsibilities
2. Board meetings are conducted well
3. Board minutes and papers are timely
4. Board meetings are timed and managed accordingly
5. The board has enough time to do their work well
6. There are clear roles and responsibilities' of members following board meetings(action items)
7. How often does the board meet

(Once a year/twice a year/every three months/every month/weekly)

Other (please specify)

SECTION D

Board Cohesiveness in managing future of the organization.

Indicate which extent you agree or disagree, on a scale of 1 to 7. Where 1 means 'strongly disagree', 2 means 'disagree', 3 mean 'somewhat disagree', 4 mean 'neither agree nor disagree', 5 means 'somewhat agree', 6 means 'agree' and 7 translates to 'strongly agree'

1. The board and secretariat periodically review as to how they are working together.

2. Misunderstandings are rare between the board and secretariat staff
3. The board and staff are able to resolve conflicts constructively and professionally
4. Board members are able to resolve conflicts between themselves in a constructively and professionally
5. Members of the board respect and trust one another
6. Disagreement is dealt with openly and appropriate in the board

SECTION E

Decision-making process. To which extent you agree or disagree with the statements from a scale of 1 to 7. Where 1 means 'strongly disagree', 2 means 'disagree', 3 mean 'somewhat disagree', 4 mean 'neither agree nor disagree', 5 means 'somewhat agree', 6 means 'agree' and 7 translates to 'strongly agree'

1. The board has adequate notices to important issues to be discussed at board meetings
2. Board meetings have clearly constructed agendas,
3. The board has trouble reaching conclusions
4. The business (works and documents) of the board is conducted with openness and transparency
5. The board meetings are infused with integrity

SECTION F

How the board performs its oversight (control). Where 1 means 'not at all', 2 means 'rarely', 3 mean 'fair', 4 mean 'occasionally', 5 means 'good', 6 means 'very good' and 7 translates to 'to a large extent'

1. Oversees the financial management of the Association
2. Ensure the Association has adequate financial systems, processes and procedures in place.
3. Have a performance management system to monitor performance of the organization and take appropriate action when needed
4. Monitor the association's top management and staff
5. Have written, clear and documented election guidelines and process for new board members
6. Ensure that the association fulfils its legal obligations
7. Ensure accountability to the association's stakeholders

SECTION G

Executive board providing service to secretariat (service role). Where 1 means 'not at all', 2 means 'rarely', 3 mean 'fair', 4 mean 'occasionally', 5 means 'good', 6 means 'very good' and 7 translates to 'to a large extent'

1. Support and advise management and staff
2. Review board performance and ensure it functions well

3. Represents the interest of stakeholders (sponsors, athletes, officials etc.)
4. Represents the association externally
5. Assists to raise funds or other means/resources for the association.

SECTION H

Performing Strategic Role. Where 1 means 'not at all', 2 means 'rarely', 3 mean 'fair', 4 mean 'occasionally', 5 means 'good', 6 means 'very good' and 7 translates to 'to a large extent'

1. Sets the association's missions and goals
2. Occasionally review and decide the association's strategic direction
3. Determines and reviews associations missions and values, and to form the basis of its strategy
4. Develops, support and enforce association's policies
5. Review and evaluate present and future opportunities, threats and risks in the external environment, and future strengths, weakness and risks to the association.
6. Ensure that associations structures, plans and capabilities are appropriate for implementing chosen strategy
7. Adapts performance measures to monitor the implementation of strategy, policies, and plans of the association.

Overall how effective would you say your board is

Not Effective 1 2 3 4 5 6 7 Effective

SECTION J

In this section we seek to understand factors that contribute to the effectiveness of the board

1. Below (table) are some factors board directors and corporate governance experts think are responsible for board effectiveness. The factors are not comprehensive and in no particular order of importance. Based on your knowledge and experience as a board member, kindly rate them (on a scale of 1 to 7, where one is the lowest and 7 is the highest) on the level of importance for having an effective executive board.

- Competence (knowledge and skills) of board members
- Integrity of board members
- Compliance with international practices
- Good interpersonal relationships amongst board members
- Ability to accept criticism in good faith
- Level of preparation for board meetings

- Level of preparation for General Meetings (OGM,AGM, SGM)
- Diversity of the board
- Board transparency and openness
- Board independence
- Compliance with codes, laws, regulations (including BNSC)
- Commitment of board members as individuals
- Participation of board in strategy (development and review)
- President/Chairperson' leadership style
- Board oversight/ control functions

Appendix 3.

Demographics

Groups	
Gender	Male
	Female
Age	20s
	30s
	40s
	50s
	60s
	Over 70
Athletic Experience	Yes
	No
Length of serving in executive committee	Open question.