## Identifying Motivational Factors in Malawi's National Football Team despite Perennial Inadequacy of Resources

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## **List of Abbreviations**

AFCON or CAN: -	Africa Cup of Nations.	
BBC: -	British Broadcasting Corporation.	
CAF: -	Confederation of African Football.	
CECAFA: -	Confederation of East and Central Africa Football Association (now-Council of East and Central Africa Association).	
COSAFA: -	Council of Southern Africa Football Association.	
UEFA: -	Union of European Football Associations.	
FAM: -	Football Association of Malawi.	
FDH: -	First Discount House (a local Malawi commercial bank).	
FIFA: -	Federation Internationale de Football Association (The world football governing body).	
FLAMES: -	The nickname for the Malawi National Football team (Senior Squad).	
GDP: -	Gross Domestic Product.	
LA Galaxy: -	Los Angeles Galaxy (a team in the MLS; USA highest level soccer league).	
IOL: -	Independent Online (News website based in South Africa).	
MLS: -	Major League Soccer (USA highest level football league).	
PLC: -	Public Limited Company (with sale of shares on public stock - exchange).	
RAS:	Reticular Activity System (responsible for the arousal that may be experienced by people)	
RFT: -	Regulatory Focused Theory.	
RT: -	Reversal Theory	
USA: -	United States of America (the country).	

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#### **DEDICATION**

I dedicate this research thesis to my parents; Leyman Edson and Slyvia Kachitsa. Slyvia maiden name Mataya, for the edge to refine my life so that in everything I do it is to aim for the top. My high school teacher once said a show of being educated at the top of your subject area is when your name prefix; the letters at the beginning of your name change from those normal ones of Mr., Mrs. or Ms., to such signifying your higher knowledge. I am sure this research thesis has been a life changing one, pushing me to that pinnacle reserved for those who try hard. Glory be to God that I was here writing and enjoying the moment in making a contribution to knowledge. Thank you Leyman Edson Kachitsa and Slyvia Kachitsa.

#### **Abstract**

This research focused on management motivation as it applies to football management viewed and seeing through the Malawi National football team. It was concerned with why its players continued to be motivated despite perennial problems in resources or lack of enough resources necessary to achieve any success. It also examined whether there was need to seek external assistance by examining the existing management skills. The main objective was to analyse in the absence and or presence of lesser resources how the football players got motivated.

The research literature review examined available theories of motivation universally used, whether such was used for the Malawi National Football team or, that its managers engaged with other unknown undiscovered factors. Taking on an Interpretivist philosophy, the research took a qualitative approach in its data analysis to identify any gaps in knowledge with interviews as the data gathering technique.

The research qualitative analysis identified key themes which were then coded. This helped the researcher reach final conclusions based on the research questions. Most notably the research thesis came up with three highlighted findings; the theoretical basis being the discovery of a possible link between authority and motivation, patriotism as a motivational factor and one other conclusion the researcher had called, 'Delegated Chieftaincy.' This is motivation by use of a more matured talented disciplined football player to be the motivator of the other much more younger players in the team.

It was concluded the application of such a motivational factor to traditional work organisations would require another study and was therefore beyond the scope of this thesis. However, this researcher has had interest in such transferability of skills application in what he referred to as, 'Importation of management skills.' This was concluded to be a significant study contributing to the area of management motivation.

## **CHAPTER 1**

## INTRODUCTION TO THE RESEARCH

#### **CHAPTER 1**

#### INTRODUCTION TO THE RESEARCH

#### 1.1. Background and Scope of Research

The research was being undertaken based on the author's observation that there may be certain areas in the management of Malawi National Football team that have contributed over the years to the team members' wanting to go on playing despite the absence of adequate resources. In most cases it was as if they have no regard whether such resources are present or not.

Additionally, as the study tried to get to the bottom of its intended objectives, it examined factors for proposal that could enhance the development of football in Malawi with the national team as a case study, despite the perennial inadequacy of resources. This was in view of the fact that Malawian top league teams have had the same challenge of lacking adequate resources, at least this was still the case during the period of conducting and writing this thesis.

For this particular study the author had chosen to look critically at management practice regarding motivation in the Malawi National Football team case. This was seen as a way of enabling conclusions to be drawn as to the viability of utilizing lessons from the football management perspective as it was currently employed and analysing them through the conceptual lens of known traditional motivational theories and research.

It also subsequently enabled conclusions to be drawn with respect to potentially undiscovered factors not falling within the traditional and academically known theories of motivation. This is therefore a very important thesis in the area of management motivation for general management practices and football management.

#### 1.1.1 Why Management motivation was Chosen for the Research

As the 2002 FIFA World Cup came to an end, South Korean President Kim Dae-Jung presided over a meeting of economy related cabinet ministers and business leaders. The aim was to capture the mood of the World Cup that had been hosted in Korea (and Japan) and turn it to the country's advantage. The communiqué from the meeting announced that there were lessons that Korea needed to learn from the so called "Hiddink" style of leadership. Guus Hiddink was the Dutchman who as senior coach of the national football team guided South Korea to the fourth place in that World Cup, defeating such footballing giants as Spain and Italy en route. Park Byon-Won, the director of the economic policy bureau at the Ministry of Finance and Economy at the time believed lessons from the success on-the-field of the national football team could be applied far and wide throughout the different branches of Korean society (Brady et al., 2008).

It was with the above in mind that the author went on to conduct a research to identify motivational factors that kept the Malawi national football team going despite the perennial inadequacy of resources.

Although the team had not participated on the higher international scene, for example participating in the World Cup Finals tournament since its inception, the team was still able to continue to participate in qualifying rounds of the trophies with some anticipation indicating that whatever they were doing was lured by some motivational factors behind it.

Of interest was a case at the 2014 World Cup Finals in Brazil, where the Ghana football players started a protest against their management for unpaid bonuses. It raised a lot of questions. For example, what could have been behind as a driving force for them to accept to play for the national team, since those leading the protest were western based professional players with more wealth than what they were demanding which could be equaled to a diminutive part of their daily spend.

In this case just mentioned, it was reported that most of these Ghana professional players' annual wages from playing in foreign leagues, would not even be comparable to the Ghana national team manager's 10-year wages as theirs would be far higher more than ten times greater to him. It was clear to the researcher that there were some aspects motivating the Ghana team players and not perhaps the traditional motivators such as pay in this case.

This research therefore aimed from the outset to contribute to the study of motivation in general, and development of Malawian football management in particular, for superior performance. The study was conducted in the United Kingdom with most of the subjects interviewed being in Malawi; therefore some data gathering was done in Malawi.

George (2017) looked at the Ghana team crisis as rather a cultural and communication issue and thus perhaps accepting the fact that the traditional motivational factors absence such as money could not have been a crucial spark.

Additionally, it was concluded by this researcher that universally when you look at football players even those that are from teams with minimal resources no matter which part of the world, they look ever motivated, they look eager to do their part for the team. Players who are on the bench, who have not been selected to start the game with the rest though in some cases this could be due to strategic reasons and not that they are weaker than the starting players, were conceived to also eagerly get into action when called upon without any show of remorse.

Taking the same scenario for traditional organisations that have evidently minimal resources or are in a period of struggle, the author through observation and experience found that it was quite evident from most of the staff members on how they conduct themselves and most often as witnessed by large labour turnover or astronomical rate of worker absenteeism, that they might be de-motivated.

Therefore generally drawing on this premise the researcher realized that there must be something that motivates the football players to go about their business as they do. The researcher would have taken the wider research based on this just mentioned analogy but felt that taking such a study would mean visiting football teams world over hence the decision to instead breakdown the research to study in one particular location in this case the country Malawi, basing it on motivation. Perhaps the results upon completion of the thesis then could be used as inference and a basis of application for future direction of deductive research or enquiry in the same area of study.

The researcher had chosen the subject of management motivation and this section explains why in the context of the Malawi National Football Team. As the literature review in a later chapter has highlighted, there seem to be much written about what and how people are motivated without in most research answering such questions as to 'why' people are motivated. Clearly the researcher from inception of the study identified this as the gap in knowledge on the subject of management motivation.

#### 1.1.2 Why Malawi was Chosen for the Research

A scan of the academic research available on Malawi football produced very minimal results with mostly association to other areas. For instance, Sheerin and Weedle (2015: p22-24) wrote on transfer of skills and knowledge to rural Malawi based on learning disability practices that touched on football as a sports for development. The authors did their research by looking at the cultural aspect in line with the skills transfers from a range of community sports.

Malawi was chosen for this research firstly because that is where the author originally came from before settling in the United Kingdom (UK) in the year 2003. His familiarity with the local culture and the general environment meant that engaging people there on the study was not a big challenge particularly in terms of communication.

The other reason was the desire to assist in the development of football in Malawi having seen its potential which had never been realized as this thesis was been concluded. It was believed that with the asking of relevant questions through this research, those in administration of the game at national level would start realising what could be achieved as success of the sector and team.

The researcher proved familiar with the resource limitations of the Malawi National Football team as explained earlier. However, this was not used as a measuring tool for the degree in player motivation but as Herzberg's 'Hygiene factors' advocates, presence and or absence of resources has some impact on motivation as referred to in this thesis' literature review.

It could have been argued by others though that such a background of the researcher on the subject could have brought some elements of bias, however such familiarity and awareness of this made him approach the thesis with caution. Smith and Noble (2014) highlighted the fact that an awareness of the sources of bias in any research beforehand is an ideal factor and could bring about rigorous analysis, deeper evaluation of the research findings and conclusions since bias is unavoidable as it exists in all research.

The researcher in justifying choice of Malawi, did also considered other routes based on attributes such as comparative variables between national teams, for instance population, FIFA (Football International Federation Association) world national teams' rankings and resource capabilities or availabilities, as to have moved him to consider doing such a study on another country's national football team. There appeared to be no proven correlation which might have diverted the researcher from considering carrying out the study in other geographical areas or another country.

For example, the comparison on national population against resources in national football teams was found to be so skewed that perhaps this could be a topic for other research. For instance, Botswana a similar standard national team to Malawi, had approximately 2 million people at the time of producing this thesis, with

abundant resources compared to Malawi with approximately 18 million people but short of resources. Some countries like India with more resources than Malawi and a large population were evidently seen to be not that good at football, again taking it as this research was being conducted.

In defining organizational resources, Balyan and Balyan (2012: p3-7) stated that,

"In the corporate sector for attainment of objectives, variety of functions are performed by utilizing the available resources. We include men, machines, money and materials. These words are starting with letter M so these are called **4Ms**. These resources are being used by the management in the organization. Management is the art of getting the work done by others, by utilizing the available resources effectively and efficiently to achieve the predetermined goals of an organization. All the above-mentioned resources are important for attainment of objectives. Without these the task cannot be performed."

On FIFA rankings most, South American national football teams were seen to be ranked highly though in terms of resources they might have been at par with Malawi. The trend proved to be true on most comparative variables and therefore could not be a notion to have diverted the researcher from his current thesis scope. It was felt that perhaps others wanting to investigate the behaviour of variables stated above and their resultant effects, could in future perform totally different research altogether.

Finally the researcher's love of football and management, which turned to be his area of study, justified the need for him to carry out a research in a familiar field to contribute new knowledge on a very important subject of motivation.

#### 1.2 Research Aims

Having ascertained the need and justification of carrying out the study, the aims of this research were:

- to identify motivational factors in Malawi National Football Team management despite the inadequacy of resources year on year that has kept the team players going and
- to assess whether such factors could be harnessed for continued development. In this case traditional motivational factors were examined to see if they would be the only ones being employed in the management of the Malawi National Football team or
- to then analyse the findings as to whether there were some undiscovered or unknown elements from conventional management theories that would constitute a gap in knowledge from which could spring the contribution to the body of knowledge in management motivation.

The study started on the footing that perhaps if new motivational elements are found, they could also be useful in the application of motivation to traditional work organisations. James (2004) says that only by adapting ideas from outside, rather than adopting them wholesale and by valuing their own beliefs, can the energy and wisdom within cultures be harnessed to bring about vital change.

In this sense Malawi football had been struggling over the years to compete at the top level and discovery of any factors that could make development possible was to be a much welcome idea in the country. Additionally, such factors arising as new for the practice of management motivation as mentioned above it was viewed, could then be employed to other types of organisations.

The premise in the planning of the thesis was to start from what could already be making the team continue going as it is and perhaps from there, see how these prevalent factors can be taken advantage of or enhanced for development. This was with the belief that if these were working in motivating the team despite a lack of resources then the team needed to continue working at what would be its strength in moving higher and forward on the world football ranks.

#### 1.3 Research Objectives

The objectives of this research were thus:

- To critically analyse and establish if traditional factors such as job satisfaction, recognition, pay and rewards were fully employed in Malawi national football team management and if so whether they were the driving forces behind player motivation.
- 2. To critically investigate and ascertain whether general management motivational practices from traditional work organisations could be exported to football, should it be they were not already employed, in the absence of adequate resources as a driving force of motivation.
- 3. To identify other areas in supporting of managerial skills in the Malawi National Football Team that could be incorporated for development of the country's football at all levels.

To address the first objective properly, an understanding of all traditional motivation factors was made and then aligning them to football management practices. The researcher went about to ascertain whether the factors were applied wholesale generally in football and finding out if that was the situation with the Malawi national team. The discovery made of the application of traditional motivational factors then was analysed as to what other undiscovered elements might have been at play which would not fall within the traditional factors, since it was thought it might be argued that more successful national teams apply the same combined with perhaps adequate resources with different results registered.

The second objective aligned general management practices in motivation processes between traditional work organisations and football organisations as separate identifiable entities. In the matching of the two it was further ascertained whether all the practices were being adopted by the Malawi national football team management as perhaps if they were not it might have been the reason why this industry had not developed in Malawi. In the motivation processes, the researcher looked at such motivational factors as suggested by for example the Abraham Maslow's Hierarchy of need, which proved that in some cases if basic needs were provided then people turn to be motivated and then move on to look for higher needs.

As the study was being conducted there was always a question to whether football and traditional work organisation could be compared, to which the researcher concluded that they are both in a sense entity in which people as a resource (human resource or manpower) work towards achieving stated goals and objectives for compensation ranging from personal satisfaction to financial gains in both cases. This meant in both there are overlaps which cannot be ignored.

Following to this was the question whether management practices could be transferred from one to the other spheres, the answer was again a probable affirmative as both were to be conceived to be dealing with people working towards stated objectives.

Particularly in modern times it could be stated that the two areas are more both seen from a corporate perspective, as in his paper Stefan Szymanski (1998), argues that football is now a large industry that is worthy studying as a business in its own right just like the computer and tourism industry have been over the recent years. What all this concluded was that there was a lot the two areas could learn from each other if not more taken as sharing more similarities.

Finally, the third objective was meant to encourage that when completed the research recommendations would have to be shared across all the levels of Malawi football so that there is an understanding since the ultimate goal as stated in the thesis aims was development of the football management in the country starting with the national team. It was thought that it might be that if the affiliates of the Malawi football team started appreciating how the recommendations would work out, they might be the catalyst of the desired change for the development that would put Malawi football on the world map.

#### 1.4 Research Questions

The following key questions were identified as the drivers of this thesis:

- What are the motivational factors that are important to effective football management with minimal resources, a case with the Malawi National Football Team, for initiating further positive developments?
- Is there need for external intervention in the management of Malawi football
  in light of the identified or unidentified motivation factors? For example
  specialist consultants and more corporate participation with a view to
  harness and or enhance good practices for further successful development.

## 1.5 Significance of the Study

For the management motivation area and particularly football management motivation this was seen as an important thesis since the findings and conclusions were seen to be of significance not only to this area but others as well.

Human beings in general and professional practitioners in particular have been seen to learn from not only their areas of specialism or practice but others as well. For instance, football and other sports such as boxing have contributed massively to the study in strategic management and or team working.

Addressing the research questions and determining the applicability of the identified practices for managers in the Malawi National Football Team were seen as elements that could lead to a new dawn in the successful adaptability of skills across a wide spectrum of professions.

The thesis from its inception was set to bring to light a new understanding in the management behaviour sciences especially with regard to the area of motivation. On the other hand, it was felt that through the study there could also be an opportunity for improvements in some areas in football management generally from the results of the research more especially to those teams; national (countries) and local not doing well or as the case might be, those with minimal resources.

#### 1.6 Outline of the Thesis

This thesis consists of eight main chapters which are divided into substantial subsections with the first chapter being the introduction that forms part of this outline. The full description of each chapter starting with the introductory one is as follows:

First, Chapter 1; is the introduction to the research as stated above. It outlines
the background and scope of the thesis. Research aims, objectives and the
research question, are all provided so that any reader of the thesis
understands from the outset what the thesis was geared to address.

Finally the significance of this study is highlighted and the chapter ends with this outline which is then followed by the others description.

• Chapter 2; is the literature review; it looks at whether similar studies have been conducted in the Malawi context or in any other country which could have been recorded in other researchers' thesis, books or relevant academic journals.

Secondly the chapter looks at management skills and function; tools, usage and theories that can be aligned with application of motivational factors in football including those that overlap from general management applications to football management in particular.

Third, it looks at literature on what may be construed as important resources in football so that the gap as to inadequacy of such in the Malawi National Football Team can be understood and clearly defined when these are clearly identified. This defines what the main resources are in the more organised football entities for instance in this case with regard to the thesis at the national level.

Fourth, the chapter looks at general motivational theories and factors as used and understood in general management, ending with more pinpoints of those especially applied in football, an understanding of which later aided in the analysis of the research findings as to which aspects were employed in the Malawi context and which were therefore foreign to generally known theories expected to be used in the management of the game.

It also examines the literature outlining contemporary issues in football that would have some impact on its management. Some of these might be of interest on the international level everywhere, while others might be more specifically of more interest to countries like Malawi. The chapter concludes with a summary of the literatures' key issues.

• Chapter 3; the research methodology explains the data gathering method and analysis techniques. It gives out this research's philosophy, strategy and data gathering techniques. To aid in the explanation of why this particular thesis was deemed important for contribution to knowledge, a conceptual Framework designed by the author is given.

The chapter also examines how credibility of the study would have been achieved through the methods employed and how the resultant data collected is analysed by specifically and critically analysing the techniques used.

 Chapter 4; is on data presentation and findings after analysis, based on data collected from the respondents on this study. More elaborate examples from the summarised themes are outlined.

The basis of the data analysis and presentation of evidence to support unique contribution of this particular research is provided with the researcher admitting a two-way technique of both deductive and inductive approach in categorisation of these.

The main themes from the study are highlighted with narrowing of the findings pinpointing areas of significance concluding with a summary of findings using the process of qualitative data coding.

Chapter 5; is a discussion of the findings and main themes as identified in the
findings and analysis from chapter 5. In it the researcher gives his own views
and insight on the main themes. It takes on a debate format as the author
tries to paint a clearer picture of these highlighted themes before a credible
conclusion is reached in the next chapter.

• Chapter 6; this finishes the thesis with a conclusion with summarising of the findings that answers the research question and provides a base for achievement of the research aims and objectives. It highlights what would be the Contribution to Knowledge that the research has achieved.

The chapter moves on to outline what limitations were there throughout the life of the thesis and in the processes.

It also gives proposals for possible further research for future consideration that can follow this study and the application of solutions and or adoption strategies to emergent issues some of which would be considered to have been outside the scope of the thesis.

It finishes with pointing out recommendations to the Malawi National Football team management in this case for better methods for success.

• Last section; is an outline of the references and bibliography from the study.

## **CHAPTER 2**

## LITERATURE REVIEW

#### **CHAPTER 2**

#### LITERATURE REVIEW

#### 2.1 Motivation Management on Football to Work Organisation

#### 2.1.1 Theoretical Overview

From the literature available there seemed to be little research done in this area more especially with the Malawi National Football Team management as a case in point. There was no evidence of any research that concentrated on motivation in the Malawi scenario to see what could be done further to develop sports in the country.

According to Longenecker and Pinkel (2011);

"There is a current trend in the workplace encouraging supervisors and managers to become proactive coaches. In a recent book by Don Shula and Ken Blanchard Everyone's a Coach, the authors contend that every person in a leadership position is indeed a coach with the capacity to help others achieve goals (win) or to cause others to struggle in their endeavours and fail (loss). The problem lies in the fact that all too frequently managers do not think of themselves as being in the role of a coach in the modern workplace. Organizations are frequently telling managers and supervisors that they must be 'a coach to their people'."

It was the aim of the researcher that when the research is concluded it might help in the management of other areas such as in work organisations more specifically with discovery of motivational factors that are outside the known traditional ones thus different from the findings of earlier researchers on the subject. The author defined work organisations in this research as those organisations that transform inputs into products and those that offer services to consumers other than the comparable organisation associated with the game of football as a sport. It should be pointed out that modern football has had evolved into an industry.

#### 2.2 Management Function and Skills

The functions of management of any organisation were first propounded by Henry Fayol (1841-1925) a French industrialist who put forward and popularised the concept of 'universality of management principles': in other words, the idea that all organisations could be structured and managed according to certain rational principles (Kennedy, 2012).

Fayol came up with five managerial functions; Planning, Organising, Commanding, Co-ordinating and Controlling. Later management scholars added two more functions, one of which is the subject of this research: Motivating and Communicating.

Moore and Levermore (2012) draws us to the fact that there are similarities on management functions between traditional work organisations and football entities. As Taylor et al (2015) observed;

"Increased globalization, commercialization and accountability in the sports industry over the past few decades have led sport organizations to adopt more sophisticated management systems and become more 'business' orientated."

It is therefore indisputable as more people come to conclude that the management functions elements of work organisations as propounded by the originators of management scientific studies are applicable in football management to a greater extent. What may be different is the awareness and knowledge of different managers as this thesis relates; different national football team managers mostly dependent on their learning and prior experience.

Although Henry Mintzberg (1973) as described by Lamond (2003) in his paper, dismissed as "folklore" Fayol's (1949) tradition of managerial work functions on saying, management is not about planning, organising, commanding, controlling and coordinating. Rather, it is what managers do.

Table 1: The Manager's Working Roles (adapted from Mintzberg 1973:92-93)

Role	Description	Examples of Activities	
Interpersonal			
Figurehead	Symbolic head; obliged to perform a number of routine duties of a legal or social nature	Ceremony; status requests; solicitations	
Leader	Motivation and activation of subordinates; responsible for staffing, training and associated duties	Virtually all managerial activities involving subordinates	
Liaison	Maintains self-developed network of outside contacts and informers who provide favours and information	Acknowledgment of mail; external board work; other activities involving outsiders	
Informational			
Monitor	Seeks and receives wide variety of special information (much of it current) to develop thorough understanding of organization and environment; emerges as nerve centre of internal and external information of the organization	Handling all mail and contacts categorized as concerned primarily with receiving information (eg periodical news, observational tours)	
Disseminator	Transmits information received from outsiders or from other subordinates to members of the organization; some information factual, some involving interpretation and integration of diverse value positions of organizational influencers	Forwarding mail to organization for informational purposes, verbal contacts involving information flow to subordinates (eg review sessions, instant communication flows)	
Spokesman	Dissemination of the organization's information to its environment	Inform "key influencers" (CEO, Board; etc) and "the organization's public" (suppliers, trade organizations, peers, government agencies, customers and press)	
Decisional			
Entrepreneur	Searches organization and its environment for opportunities and initiates "improvement reports" to bring about change; supervises design of certain reports as well	Strategy and review sessions involving initiation or design of improvement reports	
Disturbance Handler	Responsible for corrective action when organization faces important, unexpected disturbances	Strategy & review sessions involving disturbances & crises	
Resource Allocator	Responsible for the allocation of organizational resources of all kinds - in effect the making or approval of all significant organizational decisions	Scheduling; requests for authorization; any activity involving budgeting and the programming of subordinates' work	
Negotiator	Responsible for representing the organization at major negotiations	Contract negotiation, labour negotiations	

**Source:** Lamond, D. (2003). Henry Mintzberg vs Henri Fayol: of lighthouses, cubists and the emperor's new clothes. Journal of Applied Management and Entrepreneurship, 8(4), 5-23.

On reflection of his, Mintzberg's suggested role of managers many authors have concluded from it that he might have just expanded on the same principals he was trying to down grade. Rather most of these writers for example Tsoukas (1994) acknowledge that while Fayol's work may have been seen as thin, Mintzberg's version can be seen as more expanse, moreover because of differences in the era that he had practiced when it could be said there were more advances in findings and research on the subject.

Perry (2000) in his research paper on a number of football managers for comparison with work organisations stated that the critical aspect of the football manager's role was that of maintaining key stakeholders' relationships and in so doing his effectiveness in winning and maintaining confidence. He continued to say that sackings were almost treated as part of 'paying ones dues' and the value of formal training was minimised by managers themselves. Yet for all the football managers' lack of real business preparation, there was an almost unnaturally high level of dedication, love for the job and emphasis on **motivational techniques** and one-to-one contact with subordinates. There was also evidence of huge on-the-job research, sophisticated networking and intelligence gathering which afforded the football manager little time to develop relationships outside the game. Are these some of the attributes practised currently by Malawi football coaches or managers?

As it was seen from the table number 1, Mintzberg (1973) gave a breakdown of the roles he felt managers play in their daily activities as they promote the organisations objectives. This as has been argued from Lamond (2003) above is not different from the earlier work conducted by Henry Fayol (1949) as depicted from the table 2. The most important thing for this study is the recognition made that managers of any type of organization have roles which they play and that these roles can be defined and or demarcated.

Table 2: The Management Functions of Fayol (1949) and the Manager Roles of Mintzberg (1973): A Reconciliation

Management Function (Fayol)	Manager Role (Mintzberg)
management i onenon (i ayon)	Figurehead ("symbolic head")
Planning "to assess the future and make provision for it"	Leader ("responsible for the motivation and activation of subordinates; responsible for staffing, training and associated duties")
(a process which requires important personal and interpersonal competencies, including those related to managing the organisation's	Liaison ("maintains self-developed network of outside contacts and informers who provide favours and information")  Monitor ("seeks and receives wide variety of special information to develop thorough understanding of organization and
internal stakeholders)	environment")  Entrepreneur ("searches organization and its environment for opportunities")
	Resource Allocator ("allocation of organizational resources of all kinds - in effect the making or approval of all significant organizational decisions")
Organizing provide the undertaking "with everything useful to its functioning: raw materials, tools, capital, personnel"	Leader Liaison Monitor Resource Allocator Disseminator ("transmits information received from outsiders or from other subordinates to members of the organization") Negotiator ("representing the organization at major negotiations")
Commanding "making unity, energy, initiative and loyalty prevail among the personnel"	Figurehead Monitor Leader Disseminator Negotiator
Co-ordinating "harmonize all the activities of a concern so as to facilitate its working and its success"	Leader Disseminator Disturbance Handler ("corrective action when the organization faces important, unexpected disturbances") Spokesman ("dissemination of the organization's information to its environment")
Controlling  "verifying whether everything occurs in conformity with the plan adopted, the instructions issued and principles established"	Leader Liaison Monitor Disseminator Disturbance Handler Negotiator

**Source**: Lamond, D. (2003). Henry Mintzberg vs Henri Fayol: of lighthouses, cubists and the emperor's new clothes. Journal of Applied Management and Entrepreneurship, 8(4), 5-23.

Football managers, just like managers in traditional work organisations, manage people. It is therefore appropriate to conclude that in terms of people management both sectors need stringent skills to be successful. The football managers are at all times pressurised to achieve higher performance in minimal short periods, a thing that can be said to be absent in most of the traditional work organisation managers' requisites.

Referring back to Longenecker and Pinkel (2011) by looking at the diagram below sourced from their article, 'Coaching to Win at Work,' it can be seen that the study of motivation cannot be done in any context without looking at the management skills as an enabler to 'Support' and the management functions as an enabler to 'Ability.'

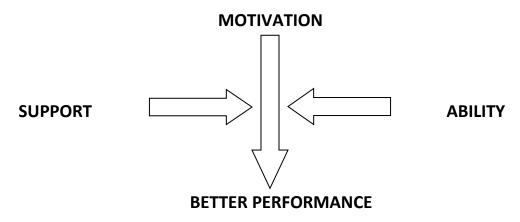


Figure 1, SOURCE: Longenecker and Pinkel (2011) "Coaching to Win at Work."

The two authors above, through the diagram, presented an example that a motivated and talented engineer cannot do a proper job without support and resources which may help in his ability.

"By definition it is the coach's job to help people succeed and improve their performance. That is their focus. If a manager really wants to enhance the performance of his or her people they must take a systematic, process oriented approach. Specifically, it is the coach's job to ensure that all three of these critical performance factors are addressed on an ongoing basis to help people at work." (Longenecker and Pinkel, 2011).

Clearly in relation to this study, the researcher felt that the support side in the figure above was inadequate as that would be the one representing resources. The ability would represent skills and talent of the Malawi national team players. The investigation and basis of this thesis therefore in relation to such representation is on the top side of motivation in which the author investigated to what extent it was applied by coach or managers of the Malawi National Football team despite the shortfalls on support.

By extension which was not the aim of this study one would argue that without maximisation of any of the above variables thus including skills (ability), this might affect the performance of the team as an outcome. This has been explained later in the thesis where there are recommendations for better performance by the team as opposed to mare participation in games and or trophies.

In talking about motivational theories X and Y, Van Maurik (2001) stated that it is easy to recognise the two extremes of the theory assumptions. One is associated with a 'Tough-minded management', in other words a macho type, while the other is associated with a 'Soft management.'

It would be interesting from the results of this research to see which type was seen practiced in Malawi football management to make sure that it is properly acknowledged for future practice as a contributor in the management of the team either positively or negatively.

The skills of a manager in a football team as a contributing factor cannot be laid aside since it has proven that changes of managers given the same prayers with the same resources teams have performed differently with one manager having a huge effect than another. It could be said mostly the difference in team results or put in another way, the difference to how the football players react from one manager to the other may be due to the skills the manager possess. The author then summarized the football manager's roles as in the table number 3, next page:

Table 3: Roles of a Football Manager (Perry, 2000).

Core Responsibilities	First team selection
	<ul> <li>Method of play</li> </ul>
	<ul> <li>Assembly, maintenance of a</li> </ul>
	playing squad
Prime Tasks	Club coaching policy
	<ul> <li>Player discipline, fitness,</li> </ul>
	preparation and well-being
	<ul> <li>Player development</li> </ul>
	<ul> <li>Appointment of assistant staff</li> </ul>
	<ul> <li>Attendance at board meetings</li> </ul>
	<ul> <li>Media dealings</li> </ul>
Contributory Tasks	Salary/contract of players
	<ul> <li>Club scouting policy</li> </ul>
	<ul> <li>Club youth policy</li> </ul>
	<ul> <li>Preparing match program notes</li> </ul>
	<ul> <li>General public</li> </ul>
	relations/sponsorship dealings

This researcher touched on this aspect of skills in managers of the team which is acquired either through training or by practice and experience. It can be deduced from this that the motivational skills of football managers as part of management sciences has a big effect on team performance.

Again Perry (2000) argues that in order to perform their roles, football managers need to have leadership skills without which it may be hard for them to maximize the performance of their team. He suggests leadership is one aspect of the

directing function that managers are responsible for within the core functions of organizing, directing, planning, staffing and controlling.

On observation and through study, these roles differ in application and vary according to how well structured a team is whether a national team or a local team. Aspects such as resource availability have a huge impact in the variations on how and which roles are really to be assigned to a football coach or manager.

# 2.3 Resources in Football

It is hardly possible to run a non-profit sport club solely with human resources and without any financial resources. Sport clubs need "to raise enough money to cover costs since the voluntary sector cannot raise revenue through taxation as government can" (Gratton et al., 2012, p. 15).

What the statement above alludes to is the fact that, just like in any setting, football organisations need resources. In management, resources of organisations are represented by the 4Ms which translate into Money (finance), Materials, Men (people) and Machines (equipment). From the literature above, two of the resources have been mentioned; human resources (men) and finance (money), but obviously there is need for the other two as well, machines (equipment) and materials. Examples of the latter in football would be clothing, uniform, balls and training equipment such as beams and goal posts.

Gerrard (2001) points out that the key resource in professional sports teams is the available stock of playing talent thus recognising that players form part of the resources. Most professional clubs treat football players as accounting assets thus justifying the fact that they should be taken as a resource. According to Morrow (1997), in contrast such treatment of players as assets may present problems if a player is at the end of their contract and are seeking to move out to a new club since the law say the selling club should not charge any fee in other words their asset valuation suddenly becomes nil.

It is important in this research to pin point the resources as they are the basis upon which the thesis was founded, since it had been construed that there were inadequacies in the Malawi National Football Team yet there seemed to be no effect on player motivation. One of such inadequacy in Malawi football which was visible was lack of proper training football pitches. Where they were available they were not of good standard internationally except perhaps for one stadium newly built in the capital city of the country, Lilongwe called the Bingu International Stadium. This was not a problem seen for the national team only but it was also evident in the country's feeder football clubs at the local national football league levels, majority of which had no ownership of any stadium or training grounds.

As mentioned above, In the period of writing this research, the Malawi government through Chinese investments had just completed the construction of the first ever mega football national stadium named Bingu international Stadium with a capacity of 60,000 built in the country's capital city, Lilongwe. This as a national stadium replaced the Kamuzu Stadium situated in the country's commercial city of Blantyre that had a capacity of 40,000 but much dilapidated and therefore a safety risk having been built long time back then with a capacity of 65,000 which kept going down with the depreciation of the facility.

The National stadiums are where the Malawi National football team play their games. In Malawi apart from the two mentioned there is only two other stadiums that had ever been used to host the national team; the Civo Stadium in Lilongwe with capacity of 40,000 people and the Mzuzu stadium in the northern part of the country with a capacity of 15,000.

For uniforms and other accessories the Malawi National Football Team through the Football Association of Malawi (FAM) for the seasons 2014/2015 had an agreement with Umbro Puma on a technical sponsorship deal to be the official supplier. The agreement extended to replica jerseys for commercial purposes to be sold to the national team football admirers and supporters. (www.fam.mw).

In terms of infrastructure development, the Football Association of Malawi had benefited a lot through the football world governing body FIFA initiative, FIFA Goal Project. The Goal Project was initiated by the former FIFA President Joseph Seppi Blatter for the benefit of national associations, and ratified by the 1999 Extraordinary FIFA Congress in Los Angeles, USA. Goal was a tailor-made development and assistance programme designed to benefit developing national associations. The Goal programme had played a pivotal role in making resources available to nations such as Malawi through their national football association, Football Association of Malawi (FAM), for the development of football.

The local association did not accordingly solely depend on the Goal resources but had seen this as an incentive for investing in the development of football in the country. (<a href="www.fam.mw">www.fam.mw</a>). Thus apart from this initiative, there were other sources of support for resources which included government and corporate organisations donations.

The Goal project enabled the Malawi Football Association to build a technical infrastructure with camping facilities for the national football team that include an artificial turf, accommodation rooms, a state of the art gym, a restaurant, refreshment centre replete with amusement bar, conference room, an auditorium and offices. All these were made available for the national football team use more especially for the players when in camp.

Still on financial resources the team during the period of this study had sponsorship from the corporate world organisations such as Carlsberg Malawi, Airtel Malawi and Umbro Puma. And in March 2016 upon request because of an impending football tournament trip sponsorship came from a religious leader Prophet Shepard Bushiri who donated £44,000 approximately (Malawi Kwacha; MK44,000,000 – forty four million) to enable the team take part since it had no any funds. (www.fam.mw) Such donations coming at the last minute had been the whole mark almost habitual of Malawi National football Team whenever it had a game coming where the administrators would say they do not have adequate financial resources and therefore usually appealed to well-wishers for support.

Most literature on the aspect of football equipment the thesis examined were based on wearing of protective gear and therefore majority have examined effectiveness of players using such tools. In the Malawi national football team case, it had been clearly identified that given a chance priority was to be given to availability of whatever tools deemed necessary and not based on properly examining their effectiveness. It might be understandable that where one has nothing at all or inadequate equipment, the first thing that person would be concerned with is to fight to acquire enough rather than concern himself as to whether one workable tool should be compared with another. In this case the researcher had not had any particular documented reference for comparison with the Malawi case.

In more wider consultation through for example looking at football related magazines especially western ones: United States of America and the bigger European countries looking at football, the writer found that the definition of resources expanded to include materials such as DVDs of elite past football tournaments and reading materials such as technical aspects of the game books, biographies of past and current star players, games to develop players psychological agility and including out of playing ground clothing.

In most of the publication although a lot appeared to be more profit oriented, the idea that this researcher got was that such resources are there to edge those who can afford to purchase so that they can complement the basic resources mentioned earlier to make them complete players. Whether in practical terms having these extra resources as a football player would aid one in improving their performance would be another matter perhaps requiring a stand-alone academic investigation in form of another research.

## 2.4 Motivation - Content and Process Theories

Johnson et al. (2006), in defining organisations, stated that organisations are hierarchies and that it is the responsibility of management more especially top management to plan the destiny of the organisation. It is top management who make important decisions, and lower levels of management and eventually the population of the organisation who carry out these decisions and implement the strategy decided at the top. From such a definition it is clear that whatever plans managers may craft they will need to motivate their staff to implement them successfully.

In any field therefore the practice of management needs to look critically at the aspect of motivation, its factors and alignment to environment that leads to success. The thesis determined such factors in perspective for proper development in all areas of Malawi football management.

Motivation is defined as a psychological process within an individual through which unsatisfied needs or wants are channeled to drives aimed at reaching one's desired goals or a team's objectives (Borkowski, 2009). According to Deci and Ryan (1985) the definition of motivation can be stated as the exploration of the energization and direction of behavior. The two writers summarized that definition by elaborating that, "simply stated, the field of motivation explores all aspect of an organism's needs and the process and structures that relate those needs to behavior; motivational theories organize the findings of those exploration."

Deci and Ryan (1985) recaptures the very start of the study of motivation, to remind scholars of the subject, as having been initiated by Feud's (1914, 1915) Drive Theory otherwise also referred to as The Instinct Theory. They contend that, "Feud (1917) asserts that there are two important drives – sex and aggression – whereas Hull (1943) asserts that there are four – hunger, thirsty, sex and avoidance of pain."

Importantly according to this researcher, pin pointing of these drives to explain the behavior of people towards tasks before them, laid the foundation for later exploration of other explanations turned into theories in the study of motivation.

However, to understand more about the subject of motivation which is the main basis of this thesis, various definitions and perspectives by different authors are given in the table below:

Table 4: Definitions of MOTIVATION from Different Sources

Definition	Origin
Phenomenological Definitions (emphasizing conscious	or experiential processes)
"The desire that precedes an act and determines it is-calted 'Rs moving force, stimulus or motive."	J. Sully, 1884
"A desire when chosen becomes a motive."	John Dewey, 1886
"Our definition of a motive is this: A motive is the redintegration by a cue of a change in an affective situation. The word redintegration in this definition is meant to imply previous learning. In our system, all motives are learned. The basic idea is simply this: certain stimuli or situations involving discrepancies between expectations (adaptation level) and perception are sources of primary, unlearned affect, either positive or negative in nature. Cues which are paired with these affective states, changes in these affective states, and conditions producing them become capable of redintegrating a state (A ') derived from the original situation (A), but not identical with it."	D. McClelland, J. W. Atkinson, R. A. Clark, and E. L. Lowell, 1953
"The original criterion of motivation and the one that is still used by all human beings except behavioral psychologists is the subjective one. I am motivated when I feel desire or want or yearning or wish or lack."	Abraham Maslow, 1955
"A process governing choices made by persons or lower organisms among alternative forms of voluntary activity."	V. H. Vroom, 1964
"Motives are modifiers of incentivesthis is, if the incentive value of a given consequence is of a certain absolute strength, it will be more attractive to a person with a high motive for that consequence, and less attractive to a person with low motive for that consequence."	David Birch and Joseph Veroff, 1966
"The term motive, objectively defined, refers to a hypothetical state in an organism that affects the relationship between stimulation and behavior On the existential or subjective level a motive may be defined as a wish or a desire to take a particular action."	Frank J. Bruno, 1980

Physiological Definitions (emphasizing internal physical processes)		
"I suspect that all cases of motivation will turn out to be of this character; not a general drive or libido, or disturbance of the organic equilibrium, but a partial excitation of a very specific sensori-motor mechanism irradiating to affect other systems of reaction."	Karl S. Lashley, 1938	
"Motivation: n. 1. The nonstimulus variables controlling behavior: the general name for the fact that an organism's acts are partly determined in direction and strength by its own nature (or enduring structure) and/or internal state. When the term is thus used, it contrasts with two other determinants of action: ability, and the stimulus or situation. But since the stimulus is conceived as touching off the motivation, it is sometimes half included under that term."	Horace B. English and Ava C. English, 1958	
"Motivation or drive is a neural process which impels the organism to some action or goal, the attainment of which results in drive reduction."	Theodore C. Ruch, 1962	
"Whenever homeostatic regulation involves overt behavior, we speak of that behavior as being motivated. The concept of motivation then, refers to behavioral adjustments which satisfy needs of the body."	Charles M. Butter, 1968	
"Motivation means literally that which produces motion, but in psychology the term is given a narrower interpretation; it is applied not to the metabolic and mechanical features of the motor system but to certain hypothetical states of the nervous system that determine what actions the organism will perform at any moment."	Peter M. Milner, 1970	
"Any goal-directed action is instigated by a central motivational state, which itself is created by an interaction within the brain between the neural consequences of bodily organismic states ('drives') and neural consequences of environmental incentives ('reinforcers')."	Datbir Bindra and Jane Stewart, 1971	
"Motivation is a term used by psychologists to denote internal processes such as hunger that serve to direct the behavior of the organism. Motivational processes are inferred from changes in the direction, intensity, or persistence of behavior."	Jackson Beatty, 1975	
"Motivation is the change in the biological state of the organism that relates to behaviors directed at self and species preservation."	Hugh Brown, 1976	
"The way the nervous system translates the needs of the body into behaviorthe topic of motivation."	Francis Leukel, 1978	
"Drive. A signal originating at a high level in the hierarchical structure underlying behavior, which potentiates one class of behaviors, for example, behaviors that contribute to the maintenance of body water (thirst behaviors), and depotentiates other classes of behavior."	C. R. Gallistel, 1980	

"The characteristics of motives may be summarized as follows: 1. Motives are aroused by gradually changing internal states of the organism. 2. The basic condition for the arousal of a motive is the absence of something (emotions are typically aroused by the presence of some-thing. 3. There are certain objects toward which motives 'naturally' tend to direct the organism (e.g., food, water, sex, mate). 4. Most motives tend to have a rhythmic character, showing more or less regular peaks and troughs of intensity."	Robert Plutchik, 1980
Energizing Definitions (emphasizing ener	rgy arousal)
"The human mind has certain innate or inherited tendencies which are the essential springs or motive powers of all thought and action."	William McDougal, 1908
"An entity or force, external or within the individual, which adds energy or force to a reaction; an incentive, the actual phenomenon of increase in energy or forcefulness."	J. F. Dashiell, 1928
"In this case, the undischarged activity becomes a motive in the literal and original sense of the word, derivated from movere, 'to move.""	Konrad Lorenz, 1950
"It will be convenient to stretch the ordinary meaning of motivation somewhat and make it equivalent to mobilization or activation, so as to cover all 0-factors not included under the head of ability."	Robert S. Woodworth and Harold Schlosberg, 1954
"Thus a specific variable tends to be regarded as motivational (1) if it tends to facilitate or energize several different responses, (2) if its termination or removal following a new response leads to the learning of that response, (3) if sudden increases in the strength of the variable lead to the abandonment of responses, and (4) if its effects on behavior cannot be attributed to other processes such as learning, sensation, innate capacities, and sets."	Judson S. Brown, 1961
"Motivation is the inner thrust behind behavior."	Jozef Cohen, 1970
"Psychology tends to limit the word motivation, then, to those factors involved in energy processes and to include other factors in the determination of behavior."	Charles N. Cofer, 1972
"Motivationthe 'driving force' behind behavior."	K. B. Madsen, 1974
"Observations on intact animals have shown that fluctuations in their responsiveness to external stimuli are in part caused by built-in physiological mechanisms that act as 'drives.' These mechanisms motivate or cause an animal to actively seek, in what we call appetitive behavior, for stimuli situations that allow certain behavior patterns (according to the 'mood' of the animal) to discharge."	Irenaus Eibl-Eibesfeldt, 1975

Directional/ Functional Definitions (emphasizing choice, inceased adaptive effects)	ntives, goal-directed behavior, or
"A motive is defined as a relatively permanent stimulus that dominates the behavior of an organism until it responds in such a manner that it is no longer affected by it."	Harvey A. Carr, 1925
o"[Motives] characterize the process by which the expression of behavior is determined or its future expression is influenced by the consequences to which such behavior leads."	N. R. F. Maier, 1949
"The condition known as drive, or motivation, occurs in an organism when a sequence is interrupted. These interruptions can occur for various reasons. In the case of the so-called primary drives, such as hunger and sex, the interruptions are internal or endogenous Fear, avoidance, escape from punishment involve 'drives' that occur as a result of environmentally induced interruptions of behavior sequences."	Keller Breland and Marian Breland, 1966
"An objective and restricted way to view motivation is to view it as motivated behavior. Specifically, we mean by this the behavior which regularly consummates or terminates a recurring behavior sequence."	M. Ray Denny and Stanley C. Rather, 1970
"Traditionally, when psychologists speak of motivation, they refer to primary drivesstates of behavior that are essential to the maintenance of the organism but animals show other types of motivated behaviors which are not nearly so well understood but may also be necessary for well-being: curiosity, manipulation of objects and exploratory behavior."	R. L. isaacson, R. J. Douglas, 3. F. Lubar, and L. W. Schmaltz, 1971
"We can define motivated behavior in terms of the end, goal, or purpose of the behavior."	David Lester, 1973
"Motivation implies 'goal direction' (toward or way from a goal), but the behavior cannot be completely reflexive, involving only inflexible responses to stimuli. Motivation is applicable only in instances where it is possible to demonstrate the animal's capacity to substitute responses to achieve the same end. Emotion and motivation probably represent different aspects of the same process. They are clearly interrelated, the difference being that motivation involves a more easily identifiable goal."	Elliott S. Vatenstein, 1973
"We will view motivation as the process whereby the organism selects, out of the myriad of incoming messages, those most relevant to his personal needs."	Donald G. Stein and Jeffrey J. Rosen, 1974
"The behaviors that we call 'motivated' are frequently described as 'goal-directed' and 'purposive.' They do not seem to happen either at random or in an automatic, reflexive fashion but appear to be guided by their consequences, related to some goal, and carried out in such a manner as to satisfy the present and future needs of the individual or the species."	Richard F. Thompson, 1975

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"Motivated behavior is guided by its consequences, related to some end point, and carried out in such a manner as to satisfy the present or future biological requirements of the individual or species."	Roderick Wong, 1976	
"We can define motivation as a state that directs an organism in certain ways to seek particular goals."	Carl W. Cotman and James L. McGaugh, 1980	
"Motivation: a general term referring to an organism's tendency toward need- fulfilling and goal-seeking behavior."	James Geiwitz, 1980	
"Motivation can be derived by definition and convention from overt behavior. Motivation is inferred when an animal overcomes many obstacles in order to reach a goal or consistently avoids a noxious stimulus."	John A. King, 1980	
"When we speak of 'motivation' we refer to the fact that one works for different goals at different times. 'Motivation' refers to one's variable state of preferences among possible rewards."	James W. Kalat, 1981	
"Motivation. A state within an organism that leads to goal directed behavior."	Spencer A. Rathus, 1981	
Vector Definitions (emphasizing both energy arousal and direction)		
"The phenomena of motivation are said to be (1) the maintenance of direction in behavior and (2) an increase in energy level."	Elizabeth Duffy, 1941	
'"Motivation' refers here in a rather general sense to the energizing of behavior, and especially to the sources of energy in a particular set of responses that keep them temporarily dominant over others and account for continuity and direction in behavior."	Donald O. Hebb, 1955	
"We shall, like the rest, assign properties to the motivation construct which correspond with these central features of motivated behavior; namely, its persistence with some intensity and in some direction until a goal is reached."	Helen Peak, 1955	
"Motivation is the combination of forces which initiate, direct, and sustain behavior toward a goal."	Donald B. Lindsley, 1957	
"Motivation: n. 2. A specific hypothesized process that energizes differentially certain responses, thus making them dominant over other possible responses to the same situation; a specific hypothesized personal or organismic determiner of the direction and/or strength of action: his motivation was easily inferred.—Syn, motive."	Horace B. English and Ava C. English, 1958	
"In summary then, it appears that the use of motivational concepts can be justified in order to predict something about (1) the activity level of the organism, (2) the direction of such activity, and, finally, (3) the organism's persistence in attempting to reach an appropriate goal."	John F. Hall, 1961	

"Motivation concerns the conditions responsible for variations in the intensity, quality, and direction of ongoing behavior."	E. Vinacke, 1962
"All motivated acts consist of three common phases, which we shall refer to as (1) arousal, or activation, (2) engagement of specific mechanisms and activities, and (3) sustained and various modes of pursuance of certain ends or goals."	Joseph Attman, 1966
"[Motivation] involves two components: (1) habit, or associative factor, and (2) a drive, or activating (energizing) factor. A motive is thus seen as a kind of activated habit."	Melvin H. Marx and Tom N. Tombaugh, 1967
"Motivated behavior, then is a drive that leads to goal-directed behavior and satiation."	Vincent G. Dethier and Eliot Stellar, 1970
"The construct of motivation is generally used to refer both to the energy as well as the direction of behavior, and this direction is often said to be provided by the goal."	Eva D. Ferguson, 1976
"Motivation is the driving force, or energizer, of behavior that causes us to act in such a way that these biological needs will be fulfilled. We also say that organisms are motivated to act in a hedonistic way; that is, we approach pleasant things and avoid unpleasant ones. This second broad category of motivated behaviors often encompasses emotion."	Thomas L. Bennett, 1977
"Motives are certain kinds of causes, the internal factors that arouse and direct a person's behavior."	Elton B. McNeil and Zick Rubin, 1977
"The three major characteristics of motivated behavior are: arousal, direction, and desire."	G. Lindzey, C. S. Hall, and R. F. Thompson, 1978
"Motivation concerns those eventsthe pushes and pulls that move us to actionvariables that activate, energize, and frequently direct behavior."	Robert E. Silverman, 1978
"Motivation is the word used to describe those processes that can (a) arouse and instigate behavior; (b) give direction or purpose to behavior; (c) continue to allow behavior to persist; and (d) lead to choosing or preferring a particular behavior."	Raymond J. Wlodkowski, 1978
"Motives have two components: the internal drive state that activates and orients the animal toward some goal, and the external incentive that is the goal itself."	Jay Braun and Darwyn E. Linder, 1979
"Motives are (1) what activate and arouse the organism, and (2) what direct the organism's behavior toward the attainment of some goal Motivation is what translates learning into observable behavior."	J. P. Houston, H. Bee, E. Hatfield, and D. C. Rimm, 1979

"Think of motivation as a series of stages that we are continually going through. Each series begins with a stimulus (perhaps a bodily need or a cue in the environment). The stimulus triggers a motive—a sort of arousal to action of one kind or another. The motive, in turn, activates behavior. When this behavior leads to goal attainment, the motive is satisfied and the chain of motivation is complete."	Charles G. Morris, 1979
"When we discuss motivation, we are primarily concerned with (1) what energizes human behavior; (2) what directs or channels such behavior; and (3) how this behavior is maintained or sustained."	Richard M. Steers and Lyman W. Porter, 1979
"Drive has generally been regarded as the force that motivates an animal to seek a consummatory stimulus. It may thus be considered the 'motivation' behind appetitive behavior."	Robert A. Wallace, 1979
"Define a motive as an energizing condition of an organism that serves to direct that organism's behavior, usually toward a goal or goals of a certain class. By contrast, the term motivation is usually used in a broad, general sense."	L. S. Wrightsman, C. K. Sigelman, and F. H. Sanford, 1979
"We define motivation as a hypothetical internal process that provides the energy for behavior and directs it toward a specific goat."	R. A. Baron, D. Byrne, and B. H. Kantowitz, 1980
"Motive: A drive or force within the organism that activates behavior or directs it toward a goal."	Dennis Coon, 1980
"Motivation is the concept we use when we describe the forces acting on or within an organism to initiate and direct behavior. The concept is also used to explain differences in the intensity of behavior."	Herbert L. Petri, 1981
Temporal-Restrictive Definitions (emphasizing immediate behavior)  "The contemporary (immediate) influences on the direction, vigour, and	or temporary determinants of  John W. Atkinson, 1964
persistence of action."	
"We may refer to the presumed changes in the internal state of the animal as involving changing 'motivational factors.' In practice, it is usual to limit the problem of motivation somewhat. Only changes in responsiveness that are reversible and non-permanent are considered. Furthermore, changes in responsiveness that can be accounted for in terms of peripheral factors, such as sensory adaptation and muscular fatigue, are usually excluded."	Robert A. Hinde, 1974
"Motivational factors are ones that refer to states of the organism that are relatively temporary and reversible and which tend to energize or activate the behavior of organisms."	Frank A. Logan, 1976

"The study of motivation emphasizes contemporaneous influences on present behavior. Whereas learning is relatively permanent, motivation is not."	Hal R. Arkes and John P. Garske, 1977
"Motivation is broadly concerned with the contemporary determinants of choice (direction), persistence, and vigor of goal-directed behavior."	Robert C. Beck, 1978
"Short-term changes in responsiveness are commonly discussed with reference to such words as motivation, drive, or tendency."	John Alcock, 1979
Process-Restrictive Definitions (distinguishing motivat	ion from other processes
"Both behavior theory and personality theory are replete with assumptions and hypotheses about underlying motivational principles. It is our impression that those principles were developed to account for variability which was left unexplained by the concepts of perception, habit, and personality structure."	Charles N. Cofer and Mortimer H. Appley, 1964
"Changes in 'motivation' are deduced when we can eliminate the other factors just listed [fatigue, maturation, and learning] but still observe that an animal spontaneously changes its behavior or shows a changed threshold to particular types of stimuli."	Aubrey Manning, 1967
"The motivational statethe physiological central state that corresponds to the urge to perform a given act, to obtain a certain object, or to produce a desired outcome. As long as a fixed built-in relation exists between a stimulus and a response, we have no justification for inferring the additional existence of a motivational state underlying that response to the stimulus."	Philip Teitelbaum, 1967
"When habit (i.e., learning or practice) is held constant and the investigator manipulates variables related to incentives, or to bodily changes (e.g., those arising from food deprivation, fatigue, hormonal variations or drugs), or both, the resulting changes in behavior are usually described as 'motivational effects."	Dalbir Bindra, 1969
"The term 'motivation' can be restricted to the operations of appetitive "go' processes (such as those converging in the lateral hypothalamic region) that ordinarily result in behavior which carries forward an action, and the term 'emotion' to the operations of affective 'stop' or satiety processes of reequilibriation."	Karl H. Pribram, 1971
"Motivation has to do with a set of independent/dependent variable relationships that explain the direction, amplitude, persistence of an individual's behavior, holding constant the effects of aptitude, skill, and understanding of the task, and the constraints operating in the environment."	John P. Campbell and Robert D. Pritchard, 1976
"Emotion refers primarily but not exclusively to the feeling state, while motivation refers chiefly to the goal-directed activity, which may involve gaining or dispelling a feeling state. To the extent that goal-directed activity is prompted by feelings, as opposed to cognitive processes and routine habits, we may speak of emotional motivation."	L. Dodge Fernald and Peter S. Fernald, 1978

"Perceptual systems are those that provide information about the state of the external world. Motivational systems are those that provide information about the internal state of the organism."	Bill Seay and Nathan Gottffied, 1978
"About the only distinction that can be drawn between motivation and emotion is that one usually thinks of motivation as arising from within the organism, often as a result of some biological need or hormonal influence. Emotion, on the other hand, is often thought to be a cognitive response initiated by an external stimulus. This is not a wholly valid distinction, however There are times when hunger is induced, by seeing or smelling a particularly enticing food. Fear, too, can certainly come from an internal stimulus."	M. S. Gazzaniga, D. Steen, and B. T. Volpe, 1979
"Motivesare more often aroused by internal stimuli and are 'naturally' directed toward certain objects in the environment emotions are usually aroused by external stimuli and emotional expression is directed toward the stimuli in the environment that arouse it."	E. R. Hilgard, R. L. Atkinson, and R. C. Atkinson, 1979
"Two types of behavior are under the control of homeostasis. The first type involves internal reflexes, but they are not of primary concern to the psychologist. The second type is overt behavior, such as eating and drinking, directed toward filling various needs. Overt and voluntary responses to needs are known as motivated behaviors."	Allen M. Schneider and Barry Tarshis, 1980
Broad/Balanced Definitions (emphasizing the com	plexity of motivation)
"How behavior gets started, is energized, is sustained, is directed, is stopped, and what kind of subjective reaction is present in the organism while all this is going on."	Marshall R. Jones, 1955
"Motivation refers to processes or conditions which may be physiological or psychological, innate or acquired, internal or external to the organism which determine or describe how, or in respect of what, behavior is initiated, maintained, guided, selected, or terminated; it also refers to end states which such behavior frequently achieves or is designed to achieve whether they are conditions of the organism or environment; it also refers to the behavior engaged in, or aspects of that behavior, in respect of its organization, occurrence, continuation, reorganization, or termination with regard to past or present or future organic or environmental conditions; further, it refers to the fact that an individual will learn or remember or forget certain material, as well as the rate or manner in which these processes occur and the ease or difficulty with which they are altered, as well as to some of the processes or conditions which are responsible for this behavior; similarly, it determines how and what perceptual and judgmental activities and outcomes will occur, as well as some of the conditions and determinants of such activities and outcomes; similarly, it also refers to the fact of and the determinants of the occurrence and fate of affective processes; finally, it describes and accounts for various individual differences which appear in respect of the various behaviors, processes, conditions, and outcomes referred to above. Motivation refers to any one or more of the above behaviors, conditions, processes, or outcomes in any	Richard A. Littman, 1958

"The concept of motivation contains at least four considerations that require analysis: t. The fact that behavior appears purposive and anticipatory. 2. The pleasurable or hedonic aspects of motivation. 3. The generality of the assumption that all motivations stem from bodily deficits. 4. The physiological mechanisms that mediate motivation."	Marvin Schwartz, 1978
"First, the psychology of motivation is concerned with changing physiological states Second, emotional states Third, habits Fourth, sets, attitudes, and values Fifth, incentives and other environmental influences."	James P. Chaplin and T. S. Krawiec, 1979
"Motivation has three aspects: (1) a driving state within the organism that is set in motion by bodily needs, environmental stimuli, or mental events such as thoughts and memories; (2) the behavior aroused and directed by this state; and (3) the goal toward which the behavior is directed."	C. T. Morgan, R. A. King, and N. M. Robinson, 1979
"A complete discussion of any single motive would treat three kinds of earlier conditions that arouse motives [deprivation, stimulational variables, and history of the organism], three aspects of the motivational state itself [perceptual, emotional, and behavioral], three varieties of motivated behavior consummatory, instrumental, and substitute], and three sets of underlying neurophysiological mechanisms [sensory, neuroendocrine, and skeletal nervous system]."	G. A. Kimble, N. Garmezy, and E. Zigter, 1980
"Three sources of motivation for learning can be distinguished Autarkic motivation refers to motivation to perform a task for the sake of the performance alone, unsupported by motivation from any other source Idiocratic motivation has its source in the individual. It is motivation that is characteristic of a given person and is a stable aspect of personality The essential feature of extraneous motivation is that extraneously motivated behavior will occur only when the source of motivation is present and operating."	Edward L, Walker, 1980
"Motivation is characterized by the following features: (a) energy arousal; (b) direction of effort toward a particular goal; (c) selective attention to relevant stimuli (with decreased sensitivity to irrelevant ones); (d) organization of response units into an integrated pattern or sequence; and (e) persistence of this activity until the initiating conditions are changed."	Philip G. Zimbardo, 1980
All-Inclusive Definitions (incorporating all detern	ninants of behavior)
"The relation between cause and effect; causation; in psychology, the relation between stimulus and behavior."	H. L. Hollingsworth, 1928
"Define the study of motivation broadly as a search for determinants (all determinants) of human and animal activity."	Paul T. Young, 1961
"We continue to identify the problem of motivation as involving the interaction of personality and the immediate environment in the con-temporaneous determination of behavior, $B = f(P, E)$ ."	John W. Atkinson and David Birch, 1978

"In general, when we speak of motives we are referring to the causes or reasons that underlie a given behavior."	John Jung, 1978	
"In common usage drive and motive refer to ideas, needs, emotions, and organic states which compel or incite individuals to action. Thus, according to most dictionary definitions, drives and motives can be equated with the underlying causes of behavior."	Philip Groves and Kurt Schlesinger, 1979	
"Motive refers to all forces, internal or external, involved in accounting for the instigation, direction, and termination of behavior."	Guy R. Lefrancois, 1980	
Skeptical or Disparaging Statements (questioning the term or concept)		
"The term usually indicates that the controlling variables of a set of behaviors are unknown."	W. S. Verplanck, 1957	
"If we had no genes, no anatomy, no physiology, no ecology, and no past experience, we might need to invent motivation. Since we have all these things together with a set of evolutionary principles to guide us, we have all we need in terms of a framework within which to work at the problem of the how of behavior."	B. N. Bunnell, 1973	
"Thus, motivation seems to be neither a fact of experience nor a fact of behavior, but rather an idea or concept we introduce when we undertake to explain behavior."	Robert C. Bolles, 1975	
"The concept of motivation tends to be used as a garbage pail for a variety of factors whose nature is not well understood."	Donald A. Dewsbury, 1978	

**Source:** Definitions of Motivation and Motives; Kleinginna, Paul and Kleinginna, Anne, (1981). A categorized list of motivation definitions, with a suggestion for a consensual definition. Motivation and Emotion, 5(3), pp.263–291.

These definitions later in the study helped in drawing out the conclusion especially within the motivational factors analysed as those that drive the Malawi National Football Team to continue their participation in the game despite the inadequacy of resources.

From motivational theories literature there are basically two categories that emerged from those who pioneered and built on the research in the subject to which they are particularly identified with for the fact that it makes it easier for the application, identification of these major theories. The two categories are content and process theories of motivation.

Content theories of motivation include the things and aspects that management studies have proved motivate people. They answer the question, what motivates? Examples are the human needs as outlined in Abraham Maslow's hierarchy of needs (Steers et al., 2004).

The second category involves theories on how individuals are motivated. They answer the question, how are individuals aroused to perform to their maximum? Most of the studies in these two categories have been done in the health care and traditional work organisation settings. It is a fact however that the theories are universal in application since these theories are used even in sports such as football.

Existing motivational theories turn to concentrate on the two questions above, 'what' motivates and 'how' motivated. This researcher had not come across any theories that answer questions 'why' motivated or 'who' motivates. Therefore from the inception one of his goals was that It would be interesting if new emerging management motivational factors are discovered in the study as to which question they might tend to answer. He considered this as perhaps a gap in knowledge on management motivational practice.

The study analysed existing theories of motivation that are applied universally though previous studies have shown that they had been mostly designed for application to traditional work organisations. Although because of the continual research in this area it was found out theories have emerged some of which have been built on existing ones so called the hybrid theories, yet others have emerged as specific theories of particular industries or areas such as in this case sports related motivation theories and also specifically football related theories.

Other such theories have turned to be more general and being on the border line of the various areas as mentioned above with no characteristics as to fall into the two major categories as mentioned above. The researcher took time to investigate all the available literature for all such relevant types of theories which

are presented in the sections that follows. However, the author starts by looking at the two major categories of content and process motivation theories.

#### 2.4.1 Content Theories of motivation

The content theories as stated above answer the question, 'What' motivates. Focuses on the question what arouses, sustains and regulates good directed behaviour towards positive contribution to productivity and thus broadly what particular things motivate people. (Latham, 2012).

One would state that such elements as found in the content theories of motivation are more identifiable to human livelihood. In other words it might be said are more visible.

Most of the content theories were derived from the classical theory management practices which are the precursors of general management studies as it is known today. These are sometimes referred to as 'need' theories because of the fact that their main focus is on the needs served by work practice. It is one of the aspects that this research tried to establish in looking at these theories whether the practice of football serves individual needs or indeed football managers identify with this notion as to 'what' motivates to therefore make sure they satisfy their wards, football players' needs.

There are arguments by scholars that people's motivation are driven by their needs, it is the strength of the need, whatever that is that coherently influence their willingness to do a task and therefore that motivates them towards completing a task in the desired way. The studies were conducted to define and find a probable balance of increasing productivity in the work place thus by changing people's behavior making them work more towards the preferred goals.

Football managers are faced with the same challenges of finding ways that could make their football players to contribute positively with greater drive towards a team's success. They are faced with the same question as to 'what' could be

added in the management process that could drive the football players to put more extra effort to achieve higher performance. As well as the 'how' as we shall see later on.

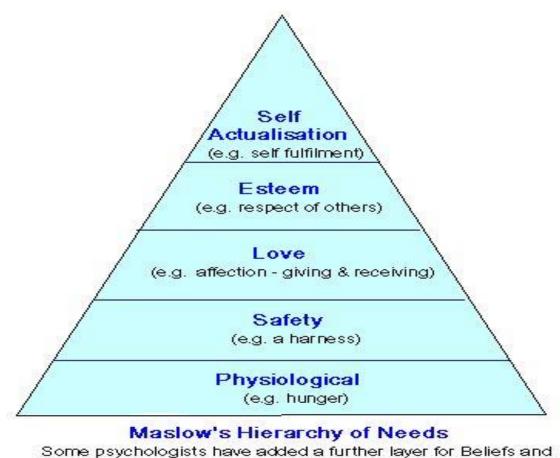
The examples of content theory of motivation illustrated in this study are; Maslow's 'Hierarchy of Needs', McClelland's 'Achievement Motivation', Herzberg's Two Factor Theory and Argyle's 'Drivers of motivation.'

## 2.4.1.1 Maslow's Hierarchy of Needs

Abraham Maslow was a social worker who through his research advanced the idea that people's bahaviour are influenced by their needs at any one given time with the strongest of the needs having the greatest influence. Later researchers in the field of management adopted his ideas to apply it to how people can be motivated towards work.

Maslow identified a hierarchy of human needs that individuals thrive for in a predicted sequence. He showed how an individual's emphasis on needs moved from basic to the higher needs as satisfaction at the lower levels happened, in other words as the lower level needs are satisfied.

The importance of Maslow's Hierarchy of needs is that it highlights the relative importance of money. It may be argued also that it assists in recognising that status for example may not be that important to a person desperate for food and water to drink. On the other hand it also demonstrates the fact that money alone is not enough to satisfy a person. More significantly this model suggests that as the basic needs become satisfied individual become more interested in satisfying the upper level needs such as love and self-esteem needs.



Spirituality

**Figure 2; Source:** Huitt, W. (2004). Maslow's hierarchy of needs. *Educational psychology interactive*. More work related Abraham Maslow's Hierarchy of needs is illustrated here below:



# Maslow's Hierarchy of Needs

Figure 3; Source: Huitt, W. (2004). Maslow's hierarchy of needs. Educational psychology interactive.

Maslow's theory may be summarised and put in a simple way by stating that all human beings want a certain thing at one particular time in their lives, these are called the needs which can be put in five categories of ascending order as illustrated in the two figures above on Maslow's Hierarchy of needs (figure 2 and 3). These are:

- Basic or physiological needs the things needed to stay alive such as food,
   water and air to breath.
- Safety or Security Needs People want protection against unemployment, their own physical wellbeing from attack of others or against unfair treatment. Some writers have argued that clothing and shelter should be included under this heading rather than as basic needs since if you have no water or air to breath, a house or some cloths are not that important to the individual.
- Social Needs this is a need for belongingness, human beings generally
  want to be part of a group and gain satisfaction from participating in group
  activities. Therefore work or organisation has to be developed and designed
  in such a way that people in it feel they are part of a group which would in
  turn satisfy their need.
- Self Esteem or Ego needs gaining recognition for example on occasion
  where one receives an award, certificate forms part of the satisfaction of
  the self-esteem needs. Promotion is part of recognition on this level, or
  merely being given extra responsibility in the work place is satisfying to most
  individuals.
- Self-Actualisation or self-fulfilment needs This is the pinnacle of the needs where one achieves what they have wanted to achieve in life. It springs from the need to reach the highest of what one desires to be which can be different for different people. Managers have to recognise that individuals may set their targets at different levels depending on a number of factors such as past experience.

On the other hand the writer found out that the theory in relation to sports as a whole could lead to attention being given to all aspects of a human being in athletes such as football players nutritional requirements as some could be high in satisfying hunger pangs therefore ideal for one going into a football game, which may mean some lower level needs have been satisfied. For instance banana fruits are said to be good for sports men as they give more energy. According to Vintro (2015) he contends that research has demonstrated performance benefits when athletes ingest nutrients and fluid at specific times surrounding sporting activity in addition to consuming main meals. He continues to say that Pre- and post-exercise nutrient delivery has been associated with maximizing performance and positively affecting the adaptive response to exercise by maintaining blood glucose levels during exercise and improving recovery. One of the examples of snacks he suggests is bananas.

Critics of the theory have argued that initially the model was not intended to be used for motivational purposes but as a way of understanding mental health problems and relevant ways of behavioral treatment in such ailments. Thus they argued, it cannot be effectively used in other subject areas.

According to McLeod (2007), he has two points as shortfalls of the theory propounded by Maslow. First he points out that through examining cultures in which large numbers of people live in poverty for example in India, it can be concluded that people are still capable of higher order needs such as love and belongingness. However, going by earlier assumptions of the theory, this should not occur, as according to Maslow, people who have difficulty achieving very basic physiological needs for instance food or shelter are not capable of meeting higher growth needs. The other point is that Maslow's sample of people he examined especially on those considered to have achieved self-actualization only looked at prominent highly educated white people with a few women amongst them. This according to this author makes it difficult to generalise his theory to females and individuals from lower social classes or different ethnicity in the end putting into question the population validity of Maslow's findings.

Others point to the fact that Abraham Maslow was an American and his proposals were suggested by looking at the way people in America behaved therefore the theory cannot be used universally as different cultures have different embedded priorities as a way of life. For instance, looking at status, there are some society that view the drive to attain some status negatively. In that sense, different cultures view needs differently and may view some things as not needs at all since they are very basic while other things may be viewed as more luxurious.

Also critics pointed the notion that a human being is so complex much that in some people at any one point there may be various needs levels driving them. Extended to this, what about people who though well to do sacrifice their livelihood in order to express a point or as they postpone some low-level needs in order to attain higher needs, some people have argued that these might be not necessarily followed the pattern suggested by this theory.

However, the model provides a principle view about motivation which has helped in understanding human behaviour and what drives people towards positive contribution to desired or stated goals. The theory is much relevant to the management of football teams and would explain the reasons most teams thrive to provide the basic tools needed to their teams.

### 2.4.1.2 Herzberg's Two Factor Theory

The model is based on the studies of Fredrick Herzberg in 1959 who suggested that there are two sets of aspects in the drive for worker productivity which he called hygiene factors also referred to as 'dissatisfiers' and motivational factors also referred to as 'motivators.' The Herzberg's motivation theory is one of the content theories.

According to the originator, Herzberg et.al. (1967), the most important aspect of the Two Factors motivation theory is that the main motivation factors are not in the environment but in the intrinsic value and satisfaction gained from doing the job. As this research is on football, it is interesting to find out whether player motivation

and satisfaction was found within the sports itself, if so what did managers know about this.

Herzberg considers the factors listed below to be the ones responsible for job satisfaction which we have called motivators above:

- A sense of achievement and the intrinsic value obtained from the job itself.
- the attraction of the job itself
- the level of recognition by both fellow workers and management
- the level of responsibility
- opportunities for advancement and the status provided

These motivators if available lead to mostly a sense for growth and personal achievement.

The 'dissastisfiers' called Hygiene factors are concerned with extrinsic factors associated with the job itself though may not necessarily be a part of the job. it is important for managers to know that absence of these hygiene factors may lead to dissastisfaction though they do not in themselves provide positive motivation. These are:

- salary as the first one of the factors
- perceived differences in working conditions with fellow workers
- the quality of management
- organisational policies
- administration, management in general and interpersonal relationships.

Of interest to football management is the second factor of these hygiene factors. In modern game there are huge variations in pay between football players with star and idol players receiving more than their fellow players but perhaps the first factor on salary negates this point since what the theory alludes to is not the variations in pay but that it must be present. In most national teams as the case is with this study since it is looking at the Malawi Football National team, players' bonus or pay is usually equal for all the team players which may be different at

local club level. Only in isolated cases outsiders have been seen to influence variations by for instance promising rewards for goal scorers of particular games of the national teams.

The hygiene factors as extrinsic (outside or external to person). They are the ones that most often attract people to a particular job or persuade them to remain and are considered as the shackles that bound workers to a job. These factors in a sense are preventive in that if present in an organisation will prevent workers from being dissatisfied with the tasks in their job. However to motivate the employees there is need to make sure the motivators are initiated which should make them satisfied, innovative and wanting to do more for the organisation.

In 2018 the Malawi Sports Council, the government agency that manages all sports activities in Malawi introduced the Malawi Sports Awards as an annual event. This it had been planned would be a platform where all sports personality who have excelled in their various field would be recognized. The award started with pomp having a sizeable number of companies putting in their resources as sponsors. The 2019 edition on 22<sup>nd</sup> February attracted foreign regional participation from countries such as South Africa, Namibia, Botswana and Lesotho. On inception one of the aims of the award which included categories for national teams including football was to motivate and encourage sportsmen to put in more effort aiming even higher than what they had achieved. (www.malawisports.com)

Herzberg in his studies concluded that the two set of factors; 'motivators' and 'dissatisfiers' are not the opposite of one another. They are seen to represent two different ranges of an individual's needs, with some needs as there to motivate whilst the other sets' presence is for making sure there is no dissatisfaction at the work place. Therefore, distinctly the two separate sets of factors are associated with job satisfaction and job dissatisfaction.

In football management, players are seen to get excited by being recognized. In the case of this study such recognition would be merely by being selected to be in the national football team out of multitude of players as the first ones to represent. Therefore, managers have also to take recognition of this important theory and its tenants. It, the theory is most relevant in looking at non-monetary tools that can be employed in motivating football players to perform at their highest.

Critics of the Two Factor Motivation Theory point out to the methodology that was used to obtain data and therefore concluded on the two sets of variables termed 'satisfiers and dissatisfiers' as lacking. They claim it used story telling rather than direct questioning of the respondents' feelings about various variables in the work place. (Vroom, 1964).

Dunnette, Campbell and Hake1 (1967) as cited in House and Widgor (1967) contends that the Two-Factor theory is an oversimplification of the relationships between motivation and satisfaction, and the sources of job satisfaction and dissatisfaction This author also contends that just like Abraham's Maslow Hierarchy of Needs, the sample is not representative as it was done only in one town and country of United States of America (USA).

It may require another research in different cultural settings to validate some of the claims the theory makes. However, its contribution to the study and application of motivational factors is far outreaching including for the case of this study, in football teams for getting the maximum productivity in players.

# 2.4.1.3 McClelland's Achievement Motivation Theory

David McClelland came up with his theory developed from the earlier Abraham Maslow's hierarchy of needs theory. He expanded to state that people are motivated with the need to achieve something hence the 'Need to Achievement Theory.' He emphasised that most individuals base their drive on need for achievement, affiliation and power. To explain the three set of drives he went on to elaborate that:

- Achievement the need depends on one individual to the other as some people like to achieve risky adventures whilst others are content to take on easier challenges. The theory states that most people stand in between the two extremes.
- Affiliation researchers have argued that every human being thrives to gain recognition through association with other people. This researcher read somewhere that countries where you have mentally challenged people left loose (not confined to for instance hospitals or mental treatment institutions) to wander around in the community, they would mostly be found in markets or where many people congregate for the fact that they are trying to seek recognition as human beings at such places where they can find most people. It is not known in football especially at stadiums with big capacities whether indeed such is a motivating factor for the football players. Good football managers acknowledge the role supporters play in motivation of the team on match days and encourage therefore good patronage on those days.
- Power Everyone at some point yearn for the ability to be able to influence
  others in the group that they belong to. McClelland identified power as one
  of the attributes that motivates individuals. It might be attainment of the
  power or the desire to acquire that would drive them to work towards goals.

The study by McClelland identified that managers have a high level of achievement, high level need of power but in most cases have a low need for affiliation although modern management practices encourage managers to develop skills of networking in order to enhance their reach for knowledge and likeminded associates.

As Milner (2005) wrote,

"In McClelland' s view, all motives are learned, becoming arranged in a hierarchy of potential for influencing behavior that varies from individual to individual. As people develop, they learn to associate positive and negative feelings with certain things that happen to and around them. Thus, achievement situations such as a challenging task may elicit feelings of pleasure, and ultimately a person may be characterized by strong achievement motivation. For such a person, achievement is directed toward the top of the motive hierarchy; it takes only minimal achievement cues to activate the expectation of pleasure and thus increase the likelihood of achievement striving. Under such circumstances, weaker motives are likely to give way to the achievement motive and assume a distinct secondary role in influencing behavior. Thus, if one asks such people to tell stories about a picture that contains potential achievement cues, their achievement motivations will be aroused, just as hunger was in the subjects deprived of food, and their stories will reflect what is on their minds— achievement."

Most writers who have wrote and expounded on McClelland's theory have gone far to state that it is founded on the foundations built in those who are supposed to be moved for instance on the higher achievement or need for power. In other words they argue that most of these elements are learned in the youth development of individuals who may be seen to be driven by these. McClelland himself rather admitted that the elements were not as simple to assign to individuals as their motivational factors, for instance he stated that a salesman with higher need for achievement may not necessarily make a good salesperson. (McClelland, 1975).

The theory's important contribution is the fact that it acknowledges that the three; achievement, affiliation and power can be learned which is why other authors have called it the 'Learned Needs Theory.' In fact where they are low in individuals they can be reinforced. Thus, McClelland and Winter (1969) in emphasizing the idea stated that motives that are important for business development and effective continued operation from the theory, such as achievement needs and the socialized power motive, are said to be subject to the effects of appropriate educational processes. Moreover they advanced that what is proposed is that

these motives can be moved to a more dominant position in the individual motive hierarchy and thus exert a more pervasive influence on behavior. For practical reasons, they extended their idea in saying educational efforts of this kind are considered most likely to "work" under certain circumstances which they gave as:

- 1. When the person has numerous reasons to believe that he can, will, or should develop the motive;
- 2. When developing the motive appears to be rational in light of career and life situation considerations;
- 3. When the individual understands the meaning and various aspects of the motive;
- 4. When this understanding of the motive is linked to actions and behavior;
- 5. When the understanding is closely tied to everyday events;
- 6. When the motive is viewed positively as contributing to an improved self-image;
- 7. When the motive is viewed as consistent with prevailing cultural values;
- 8. When the individual commits himself to achieving concrete goals that are related to the motive:
- 9. When the individual maintains progress toward attaining these goals;
- 10. When the environment in which change occurs is one in which the person feels supported and respected as an individual who can guide his own future;
- 11. When the environment dramatizes the importance of self-study and makes it an important value of the group involved in the change effort; and

12. When the motive is viewed as an indication of membership in a new reference group.

Again the list above is worth looking at by managers including those in the football industry when considering application of motivation theories and as a basis of continual development by their wards and perhaps themselves.

Some of the shortfalls highlighted for this theory is its generalist approach especially in identifying only three factors as motivators. Apparently in later studies McClelland added various attribute such as the fear of failure and fear of success as being some of the tributaries of these motivational factors that could influence people to put in extra performance towards achievement of goals. Another criticism of the theorem is based on the fact that the research leading to its conclusion was conducted in a western environment and therefore there was no evidence at the time to suggest that the behaviors tenants to the theory can be said to be true in all cultures. Nevertheless, the theory contributes important factors for consideration when managers have the desire for strategies to motivate their wards.

# 2.4.1.4 Argyle's Drivers of Motivation Theory

Argyle (1973), identified what he called motivational 'drivers'; biological, dependency, affiliation, dominance, sex, aggression, self-esteem and other additional drivers. He suggested that different individual would be affected differently by each one of them and sometimes may be not at all. These can be described as follows:

- Biological drives these would affect social behaviour for instance hunger and thirsty.
- Dependency any changes in circumstances at work can cause or give rise
  to dependency on people who have the relevant information. They will then
  seek assistance, guidance and counselling from the people in power.

- Affiliation need if overdone the need for social interaction can cause important aspects to be neglected in order to satisfy the need for closer relations. Work can be then relegated as a secondary thing.
- Dominance this springs from the desire to achieve influence and to control
  other people's action. Most people with such a drive in meetings would be
  the most talkative, dominating all proceedings.
- **Sex** the drive is generally directed to people of the opposite sex.
- Aggression this is normally in form of verbal expression to cause harm or disruption to others.
- **Self-esteem** this varies from one individual to the other dependent on desires.
- Additional drives this include needs for achievement and money, those
  who especially rank highly on the two according to the theory, tend to be
  those concerned with their work.

Of special interest to this research is the driver of 'dependency,' does it entail in football management dependency of the players on the manager for assistance, guidance and counselling which would of course then be motivational. Most good manager are known to embrace that role by exercising some degree of pastoral care to their players.

Some may argue that this theory does not bring anything new that others have not suggested for instance Abraham Maslow's Hierachy of Needs and or McClellands Achievement Motivation Theory. Perhaps it may be defended as having an emphasis in that regard of what the other researchers came up with by also suggesting additional 'needs or drives.' Nevertheless, it is a useful motivation theory that football managers need to be aware of and realize that different individuals are driven by different elements inside them or external.

# 2.4.1.5 Murray's System of Needs

This developed as an extension to Abraham Maslow's Hierarchy of Needs but concentrated on looking at the personality of individuals as the total sum derived from the needs to initiate one taking desirable actions as they seek to realign themselves on the better side or to reduce tension. This concept was developed by Henry A. Murray in 1938 as part of his personality theory which he called 'Personology.' As a psychologist Murray was more interested in makeup of the personality driven by needs rather than more on the motivation part.

For this reason a number of critics have stated that as a motivation theory his Systems of Needs is too broad to be termed such. Also some of his categorization of the needs has some overlap and practically some of the needs may be important to one person but totally unimportant to another.

Contribution of this theory though was the stated tension that builds up in individuals whether externally influenced or intrinsic. This is now used in wider fields such as marketing in trying to infuse a need driven purchase in people.

Football would be an ideal area where techniques to create dis-equilibrium in players' mind especially a feeling of deficit on poor performance or results could lead to an improved showing in the next phase of the game or in the next game one plays. The other contribution was the acceptance that individuals have different needs that shape their personality, in football managers have to realize that a team consists of individuals whose goal may be one but they may have different personalities which might require a varied approach in motivating them.

A major difference to Maslow's Hierarchy of needs is the fact the Murray did not attempt to press the needs in any order of importance or prioritization. To Murray, basic needs apply to all people in the same way although they may be perceived differently by individuals. This author is certain that this would be another of the theorems that modern managers in football need to be aware of. Some of the ideas the theory suggests are universal applicable to different work environment.

#### 2.4.2 Process Theories of Motivation

The process theories particularly look at the end results a person is trying to achieve, in other words the goal or expectancy and the process by which workers are therefore motivated in reaching such goals whilst satisfying the organisational objectives. Whilst content theories emphasize on needs, process theories of motivation look at the rewards. There are two popular process theories of motivation that have been examined below; equity theory and the Vroom Expectancy model.

## 2.4.2.1 Equity Theory

This focuses on fairness as to how a worker feels he is being treated in comparison to other workers with same status. The study around this theory has discovered that people who feel overpaid, 'feel positive inequity' are seen to increase the amount and quality of their work. Those who feel underpaid on the other hand, 'feel negative inequity' are seen to decrease their effort to work. This theory was propounded by Stacey Adams in 1963 who proposed that negative or positive inequities are motivational forces. (Pritchard, 1969).

The major proponent by Adams equity theory is that individuals seek a fair balance between what they put into a job and what they get out of it, Adams called these input and output.

Input are such things as effort, commitment, skill, ability, flexibility, enthusiasm, trust in our boss and superiors, support of colleagues and subordinates and personal sacrifice. While 'Outputs' are such things as financial rewards in its different forms; salary, bonus, paid expenses, commissions, pension benefits, associated benefits, also recognition, reputation, responsibility, promotion, paid travel, achievements and training. We form a perception of fairness or equity by balancing up our inputs and outputs compared to work colleagues or by looking outside to people in similar positions from other organisations.

Adams argues that inequity arises whenever people have a feeling that the rewards received for effort expounded are unequal to those received by others.

This could lead to the negative inequity or positive inequity explained above. When people feel a sense of inequity they may resort to some actions to remove the discomfort such as:

- Changing the level of effort, work input
- Trying to change the rewards received
- Running away or leaving the situation
- Shifting or changing the comparison / reference points
- Psychologically distorting the comparisons.

Of much importance on this theory is to realize that the perceived inequality is often a personal view point when individuals compare themselves with others around them. In that sense others have argued that such things like gossip and lack of proper communication at the work place may affect how other people perceive themselves against their peers. Managers can control this if they are much aware of this aspect that the theory suggests.

It is interesting to note how for instance elite football league managers handle variations of salaries amongst their players as published information show that mostly those players playing as strikers or mid-fielders receive more than others. In most clubs the least paid players are goalkeepers. For national teams such as Malawi National Football Team, pay in form of allowances was seen to be equal for all players at the time of writing this thesis and therefore disparities issues may not arise. It is also important to note that variations in output for football players may not necessarily only be on pay but other elements as well such as recognition as suggested by other theories.

Managers' understanding of Equity Theory and especially the fact that it is dependent on perceived environment one finds themselves in or imagines they are in, might help them to appreciate that while improving one person's terms and conditions (output) can resolve that individual's demands for a while, but if other people feel the change is in detriment of their own or to upset the Equity of their own situations, then the remedy can easily generate far more people who are demotivated than the one individual it was trying to motivate. Equity Theory reminds us that people see themselves not in isolation to their surrounding but as part of that environment and often demand to be managed equally like the others around them and treated accordingly.

Also in line with the studies about the Equity Theory of Motivation, people respond to a feeling of inequity in different ways. In most cases the extent of demotivation is proportional to the perceived disparity with other people or inequity. However, for some people just the smallest indication of negative disparity in their comparison with others around them is enough to cause a feeling of considerable injustice and massive disappointment, resulting in demotivation sometimes exhibited through open hostility. For some they may reduce effort and application and at the same time becoming inwardly disgruntled, or outwardly difficult, or in the worst case scenario even disruptive. Others put in this situation they perceive as an inequity situation; they may seek to improve the outputs through at times making claims or demands for more reward, or as the situation may be looking for an alternative job.

Shortfalls of the Equity theory according to this researcher may border on language used for example where recognizable output is given as reward or recognition, these are too broad in context as it may mean a lot of things to different people. It is therefore not specific on its prescription as a motivation theory for application purposes. The other aspect is what was highlighted earlier above, the fact that the inequity is an individual's perspective gives a dilemma to managers wanting to adopt the theory to application in that they may then need to find solutions in motivation that are individualistic which in itself may cause more in balance perhaps to others around them. This later argument would be truer for a manager of a football team who would have problems in treating each of the players differently which in itself could cause inequity in others.

Reviews of the theory such as the one by Pritchard (1969) points out that while it deals with one factor in a negative or positive way, it does not give the resultant effects of each, for example it views underpayment as to be a cause for inequity in a person but does not say what the effects would be for those who may feel they have been overpaid. However, the Equity theory is still a useful one for managers to know and adopt some of its principles for application with other aspects or theories of motivation all the time not losing the limit of their managerial functions.

# 2.4.2.2 The Vroom Expectancy Theory

Similar to Adams above, Vroom suggested that people will be motivated to reach a goal if they believe in the worthy or usefulness in their lives of that goal and if they can see that effort exerted will assist in achieving the goal.

There has been development of other more similar theories to Vroom's which the researcher has not outlined here because most are not concerned with management sciences though they are inspired by the models mentioned above. For example some touch on how patients can be motivated to respond to treatment, such theories may not necessarily align properly with the spectrum of this study.

According to Isaac et al (2001), Vroom's theory of motivation believes that people will be motivated to do work to reach a goal if they believe in the associated value, worthy of that goal and if they can perceive that what they do will assist in achieving that goal. Vroom's theory of motivation may be represented as:

#### Force = Valence X Expectancy

Where Force is the strength of a person's motivation, Valence is the strength of an individual's preference for an outcome, and Expectancy is the probability that a particular action will lead to a desired outcome.

The indicative conclusion to the theory was that, when a person is uncertain about achieving a certain goal, a valence of zero occurs. Where also the expectancy was a zero, an individual will not be motivated to achieve a goal. Therefore the motivation or force to do something according to this theory depends on both valence and expectancy. In coming up with this model, Vroom believed that human beings are so complex as to be aligned to motivational theories of needs such as ones proposed by Maslow and or Herzberg.

Based on the underlying factors above the work of such researcher as Porter and Hackman (1968) has expanded on the earlier work of Vroom. Expectancy theory constitutes a very important model in trying to influence behaviour of human beings in different areas.

In relation to this study, the writer is of the view that football being a game of numbers, this theory is important both at an individual level and for the team at the group level. On an individual level expectancy may be aligned to what individuals may expect as their compensation or reward for particular performance in the game. While at the team level, its application may touch on the expected results and or rewards the whole team conceives is on the line if and when they win a game. That in both cases may be motivating and influence the players to put up a higher performance to achieve positive results.

Although Vroom's Expectancy Theory received much attention leading to other further studies for instance, The Porters and Lawler's Expectancy Theory, its opponents such as Heneman and Schwab (1972) had this to say,

"Expectancy theory differs in several promising respects from much previous theorizing about the determinants of employee performance. Campbell et al. (1970), for example, pointed out that the concept of force to perform focuses on the major classes of variables (valence, instrumentality, and expectancy) that determine motivated behavior. This is in direct contrast to other industrial motivation theories (e.g., Herzberg et al., 1959; Maslow, 1965) that tend to emphasize only identification of second-level outcomes. Expectancy theory

additionally includes ability and role perceptions as potential performance determinants. This multivariate approach seemingly has potential for increasing the proportion of explained variance in employee performance. Finally, interactions among independent variables are explicitly hypothesized, and presumably these interactions will account for significantly greater performance variance than additive formulations alone. .......

Unfortunately, these potential theoretical improvements have not been adequately reflected in the research. First, in only one study was a measure of force to perform developed according to its theoretical definition. Second, in only one study were measures of all three independent variables (force, ability, and role perceptions) included. The predictive power of the total theory is thus essentially unknown. Finally, while various interactions were supposedly computed in all of the studies, in only two was the contribution of the interactions to explained performance variance beyond additive effects, appropriately computed. A minimum requirement for future research is thus that it avoid replication of these three general inadequacies in past research."

Clearly, one of the challenges for managers trying to adopt the theory for application would be problems in determining weightings to assign to the variables that make it. In fact it is unconceivable that football managers would sit down and try to calculate the force of each player using Vroom's formula suffice to say perhaps it can be applied by isolating only those that need to be motivated to improve their performance.

# 2.4.2.3 The Porters and Lawler's Expectancy Theory

A number of writers developed their own Expectancy theories based on the initial one by Vroom. Some are as a result of criticisms of the earlier Vroom's Theory, others are an extension of that work while some are simply different in use of the terminology. One such development and or new work on Expectancy theory came about by Porter and Lawler (1967) followed by similar work Porter and Lawler (1968).

Of significance to earlier and later researchers, Porter and Lawler (1967) added in what they termed 'Role Perception' as the kind of behavior which individuals working in an organization feel they should exert in order to perform their job effectively. Generally the Theory just like Vrooms contends that motivation of individuals is as a result of their expectations and that as that expectation increases so does the effort and outcome of the task being performed.

Several writers have argued though that the variables on which the Porter and Lawler Expectancy theory is based just like Vrooms have not been tested fully and that there may be as a result different variations of outcomes in any given situation. As Lawler and Suttle (1973) elaborated saying,

"despite the fact that at least eighteen studies have tried to test the expectancy theory approach to explaining job behavior, a number of crucial aspects of the theory remain untested and a number of important questions remain unanswered. ............. a majority of the studies have tried to test the relative validity of different forms of the expectancy model. That is, they have tried to determine such things as whether or not multiplying expectancy attitudes times valence attitudes lead to improved prediction of behavior. Unfortunately, few studies have measured all the different kinds of attitudes that are necessary for a complete test, and as a result, the tests so far have been inadequate. At this point it simply is not clear whether the kind of expectancies that are specified in models like those of Vroom and LaMer do in fact combine to influence motivation in the way the models argue they should. Based upon the models, seven conceptually different variables, some of which are multiplicative interactions of expectancies and valences, can be defined on an a priori basis."

However, the Expectancy theories in football management are very important as they point to the fact that in order for the players to perform better there must be a 'carrot' dangled for their reach, which is the expectation. It is the duty of the coach and or manager how he makes sure that the expectations are pitched higher in order to motivate the players. Although people's behavior in given circumstances cannot be predicted with finesse, the theory gives managers a

foundation from which to start from as they apply one of their managerial function that of motivation. It may be that then if any methods applied in line with this theory of Expectancy, the managers with knowledge can try other strategies using some other known motivation theories.

### 2.4.2.4 Reversal Theory

Although the literature did not explicitly state that this theory fall under the process theory, the researcher upon studying it felt that like the three theories above the Reversal theory falls ideally into this band. In some writings it has been aligned to motivation in sports therefore it is of higher interest to football which is the focus of this thesis.

Reversal Theory suggests that people can gravitate between two states of positivity and or negativity. Most important point the author learnt and would like to share from the theory was the fact that it is possible to switch off a negative experience and instead view or approach it with positivity which would certainly ignite a positive end results. In case of football, a team losing a match still in play might want not to concentrate on that fact that they are losing, but instead switch to thinking about the glories that winning the game would bring.

The Reversal Theory was developed in the mid-1970s by a British psychologist Dr. Michael J. Apter. According to Sit and Lindner (2006) there are four strands of the Reversal Theory in the understanding of how people are motivated. These are termed dyads of metamotivational states as: (telic-paratelic, conformist-negativistic, autic-alloic, and mastery-sympathy) and individuals may prefer to be in one rather than the other of a dyad of states in a specific context such as sport participation (i.e. situational state balances). The dyads are ably explained as 'The four pairs (or domains)', as devised by Smith, K.C.P. & Apter, M.J. (1975) which are explained as follows:

 Means-Ends - The two states in the first pair are called "Telic" (or "Serious") and "Paratelic" (or "Playful") and refer to whether one is motivated by achievement and future goals, or the enjoyment of a process in the moment.

- Rules The next two states are called "Conforming" and "Rebellious" (or "Negativistic") and refer to whether one enjoys operating within rules and expectations; or whether one wishes to be free and push against these structures in other words against the rules.
- Transactions The next two states are called "Mastery" and "Sympathy" and relate to whether one is motivated by transacting power and control; or by care and compassion.
- Relationships The final two states are called "Autic" (or "Self") and "Alloic" (or "Other") and refer to whether one is motivated by self-interests (personal accountability and responsibility) or by the interests of others (altruism and transcendence) thus putting others first before self.

Most critics of the Reversal Theory (RT) for instance Hudson, Males and Kerr (2016) have pointed out that the development of the theory from its original state over the years perhaps occasioned by emerging literature, has made it to be complicated and therefore perhaps harder for adoption and understanding by practitioners who are generally not academics. The other criticism which relates to this thesis is that it was developed by the originator not solely for sports but other areas such as in the clinical treatment of patients. Despite the criticisms the author contended that the Reversal Theory would be of much interest for application in football management especially as it promotes positive thinking, belief and courage.

# 2.4.3 Other 'Hybrid' Theories of motivation

The 'hybrid' theories of motivation are those which mostly developed out of the need to expand on earlier content and process theories of motivation in management studies. Most of these developed motivational factors through giving new meanings or expanding on existing ones. Here below are some of these theories:

# 2.4.3.1 Handy's Psychological Contracts Theory

Handy (1993), came up with what he termed, 'Psychological Contract.' He argued that psychological contracts exist between individuals and organisations to which they belong which normally take the form of implied and unstated expectations. The needs can be met in return for people's energy and talent. He further contended that people will generally have a set of results that they expect from organisations, results that will satisfy certain of their needs. Similarly organisations have sets of expectations of individuals from performing their duties and its list of payments and outcomes to be given to them.

An individual that has work in more than one organisation will have more than one psychological contract. Only if these contract are viewed separately by all parties then this will avoid any conflict arising.

According to the theory, these psychological contracts can be classified as follows:

Coercive contracts - in these a small group exercise control by rule and punishment and usually are not freely entered into. Mostly found in prisons and other custodial institutions, coercive contracts exist also in such entities as schools and factories.

Calculative contracts - where control is retained by management and is expressed in terms of their ability to give the worker what he desires such as money, responsibilities and social opportunities. Most workers of industrial organisations (traditional organisations) enter into such contracts especially at the lower levels of their staff structures.

Co-operative contracts - may be viewed as win - win contracts, where the individual tends to identify with the goals of the organisation and try his best to attain them. The organisation in return give the worker fair rewards, recognition and involvement, help in attainment of goals. Such contracts are better when

negotiated by both parties rather than being imposed by one party on the other in which case they become coercive.

The problem with the theory arises as a result of modern views to work life. The start of the twenty first century witnessed the experimentation of various forms of job arrangements and in some cases ones that do not tie an employer to his employee. For instance some form of zero hour contracts have meant organization not having a hold on their employees or promising any form of job security to their employees.

In terms of motivation therefore, as the theory suggests it may mean having employees with multiple contracts or having them with contracts that have no meaning. As a historical referent theory on the spirit of work for instance during the industrial revolution perhaps up to the early 1990s, it makes sense and perhaps reminds those who are not taking seriously their responsibility as employers to reconsider their stance as that has implications on employee motivation.

For the football industry it has implications in that football players want some form of assurance for them to be at ease in playing the game to a higher standard. Such for a team like the Malawi National Football team might be for instance an assurance that their medical needs will be met by the state if injured whilst playing for the team. So the 'cooperative contract' as a classification from the theory would perhaps be the most ideal for football players.

Although the theory may be taken as outdated some authors have argued that it is more relevant for modern pattern of work and has potential to be expanded further for instances on balance of power in employment and employer responsibilities. According to Guest (1999) he states that the decline of collective arrangements at work and the consequent individualizing of the employment relationship and the related inequality in power relationships require a new language. To which he then suggests that the psychological contract provides a potentially useful framework around which to organize thinking and research.

Although he identified that the psychological contract is beset with conceptual problems which requires that it has to establish itself as a useful and valid psychological theory. He concludes that the Handy's Psychological Contract motivation theory may be very useful for experts in organizational behaviour, particularly those with an interdisciplinary perspective. This researcher as a result argues for more research that would expand the studies by Handy more especially to align the suggested classification of contracts to particular types of organisations.

# 2.4.3.2 McGregors Theory X and Theory Y

In trying to understand management motivation Douglas McGregor came up with two sets of opposite assumptions which he felt managers could make in a given organisational situation about how they perceive people in the organisation. He termed these views as Theory X and Theory Y and suggested the two to be in opposite end of a continuum.

Theory X assumptions are that:

- Workers generally dislike their job and responsibility
- Workers have to be forced, controlled, directed and or threatened with punishment to get them to make an effort towards work and achieving organisational objectives.
- Most workers would avoid responsibility, are inherently not ambitious and desire security above all.

On the other side, Theory Y assumptions are that:

- physical and mental effort in work is as natural as play or rest.
- the average human being does not dislike work as it can be a source of personal satisfaction.
- people can exercise self-direction and control to achieve objectives to which they are committed.
- people can learn to enjoy and seek responsibility.

Based on the two sets of assumptions, managers will seek to adopt a management style that would be effective in motivating his subordinates. For instance:

If a manager believes he has Theory X workers, he would adopt a more tight authoritarian or dictatorial style of management thereby trying to overcome the challenges in motivating these type of workers.

For manager who believe he has Theory Y workers, he would be more flexible by adopting a much participative style of leadership with a view of encouraging and empowering his subordinates to achieve more.

McGregors' idea was for more managers to adopt a Theory Y stance rather than assuming that they have Theory X workers which most do to the detriment of organisations. (Carson, 2005).

There are some basic assumptions among scholars that the two theory Y and X can be used in alternative depending on the analysis of the manager of the level of experience in his subordinates. For instance Theory X style of management could be used for new starters who it is assumed will most likely need a lot of guidance. Another level could be in a situation that is perceived as a crisis, perhaps in football that's why when a team is losing managers are seen shouting at the players perhaps taking a stance as if they assume their wards to be Theory X.

However, the theory X may not be suitable when the people you are managing are experts. This if we again consider football may be a difficult proposition if we refer back to the Equity Theory earlier looked at in this study literature review. Does it mean if a football manager has star players he should at no time exhibit Theory X traits on them? Perhaps this should be the case as these star players may be considered as experts who through their talent can create innovative moves to change the game. It is thought that experts are used to working under their own initiative, therefore need little direction. However, both theories have their

challenges. The restrictive nature of Theory X, for instance, could cause people to become demotivated and non-cooperative if your approach were too strict. This may lead to high staff turnover and could damage your reputation in the long term.

But there has to be a balance in management of people as sometimes adopting a Theory Y approach may give staff too much freedom, in some cases making them lose focus of the organisation or task objectives. Also if you have demotivated individuals they may take advantage of this more relaxed working atmosphere by reducing their output. A good manager will realise this quickly and aim to take back some control to ensure that people in the organisation are working towards the objectives set. This is however, an important theory that contributes to strategies in managing organizational behavior.

#### 2.4.3.3 Schein's View of Employee Behaviour in Motivation

Edger Schein the one who came up with this theory believed that if a manager was to motivate his subordinates successfully, then there must be a match between the way that the workers behave and the way that the manager think that they behave. He came up with four groups on what he felt were management ideas of how people behave in the work place:

Rational - Econonic Man - this view denotes that man is naturally selfish and that where ever possible will try to promote self-interest first over any other considerations. Managers have to recognise this and make sure the reward system is based on methods of recognition of superior individual performance, perhaps in same way as equity or fairness.

Social Man - studies have shown that as interpersonal links increase in the workplace, workers become more motivated. This gives rise to the idea that organisation and management must therefore deliberately promote the growth of the informal organisation within formal structures. The view suggests that people are more driven by the need to belong or social needs.

Self-actualised Man - This was extended from the Abraham's hierarchy of need highest level. The idea is that having satisfied the basic needs every worker then aims for higher level needs and therefore organisations must realise this by giving promotions, allowing more worker independence, greater responsibility, high level of involvement and very open communication. This will ensure workers are kept motivated.

Complex man - the view see human beings as being complex beings and variable than the other views. The skills manager have to acquire are of being able to diagnose the various motives that may be at work within their subordinates.

This theory is very important as it contributes to understanding how different people go about making decisions. It pin points the basis for ones' drive to choose a particular path over the disregard of others. The importance of the informal organizational is also highlighted such as in the concept of 'social Man' which compliments other studies that proved where people feel comfortable working with others they will try to put more efforts on their job. Clearly the latter is quite relevant in a football team for promotion of working as a group towards objectives whether it be winning a game or playing defense to consolidate team victory.

#### 2.4.3.4 John Adair's Action-Centred Leadership Model

Adair (2006), came up with the idea developed in the late 1970s that the role of the manager in team building is to satisfy task, group/team and individual needs. He termed this the 'Action-centred leadership model.' This theory states that the manager of a team has to strive constantly to achieve these three major goals while also being seeing as an effective leader.

Task Needs - the manager must ensure that the purpose or objective of the task is fulfilled. It starts by defining at the beginning what the objectives, aims and goals of the task are. After which standards and organisation of the tasks can be planned in advance of performing it. In order to be fulfilled effectively, It usually requires input of other skills such as; problem solving, negotiation, conflict management and decision making.

Team / Group Needs - entails consideration of the needs of the team as a whole and thus the manager has to ensure that the group is working in harmony towards the objectives set for the task. He has to make sure that effort of all members is harmonized. Skills required to achieve this include; motivational, team building, building of morale, clear communication and developing interdependence links.

Individual Needs - managers has to consider and shape the motives, develop and support the individuals. It is apparent that each member of a group would have their own individual needs that the manager must find out and move towards satisfying then in consideration of the team needs and the needs of the task.

From this researcher's point of view the Action Centred leadership model is too simplistic as a motivational theory. It lacks depth in pin pointing on the three areas which elements could be seen as pivotal in management motivation and thus it is more useful on the application of the other management functions rather than motivation. In football there are times when managers adore individual skills and brilliance and in some instances encourage such so that they can build the whole team around one particular player.

In such cases it might be said the needs that are being given attention in the first instance are those of an individual rather than looking at all three at the same time. Therefore the theory should have been extended to capture such scenario which may not only apply to football but does also appear in management of workers for traditional organizations.

In addition it can be argued that the model is more management focused for their practice rather than giving more attention to the results of such application on the recipients or subordinates in terms of their motivation. Others may also say it is more towards encouraging managers to develop skills for managing individuals, groups and the task under them rather than the motivational aspects of their job.

According to one academic discussion by Anon. (1999), they pointed out that one major criticism of Action Centred Leadership is that it takes little account of the flat

structures that are now generally advocated as the best organizational form in modern management practice. They went further to say that Action Centred Leadership is also criticized for being too `authoritarian', applicable in a rigid, formal, military-type environment, but less relevant to the modern workplace, where the leadership emphasis is on transformational leadership and fostering of innovativeness in managers.

On the other hand in the criticism discussion above, Anon. (1999), alluded that the strengths of the concept are that it is timeless and is independent of situation or organisational culture which means it may be possible to apply it universally as suggested. Additionally a further strength of the concept is that it can help a leader to identify where he or she may be losing touch with the real needs of the group or situation. The latter goes back to what this researcher pointed out above about the model focusing more on management skills.

Accordingly Adair believed that there are eight functions that ought to be performed and developed by managers or the leader in order to fulfil the three aspects of leadership (task, team and individual) as proposed by the Action Centred Leadership model to achieve success. Going back to Anon. (1999) as quoted, they gave these as:

- "Defining the task: Individuals and teams need to have the task distilled into a clear objective that is SMART (Specific, Measurable, Achievable, Realistic and Time Constrained).
- 2. Planning: Planning requires a search for alternatives and this is best done with others in an open-minded, positive and creative way. Contingencies should be planned for and plans should be tested.
- 3. Briefing: Team briefing is viewed as a basic leadership function that is essential in order to create the right atmosphere, promote teamwork, and motivate each individual.

- 4. Controlling: Adair wrote in The Skills of Leadership that excellent leaders get maximum results with the minimum of resources. To achieve this leaders need self-control, good control systems in place and effective delegation and monitoring skills.
- 5. Evaluating: Leaders need to be good at assessing consequences, evaluating team performance, appraising and training individuals, and judging people.
- 6. Motivating: Adair distinguishes six principles for motivating others in his book Effective Motivation: be motivated yourself; select people who are highly motivated; set realistic and challenging targets; remember that progress motivates; provide fair rewards; and give recognition.
- 7. Organising: Good leaders have to be able to organise themselves, their team and the organisation (including structures and processes). Leading change requires a clear purpose and effective organisation to achieve results.
- 8. Setting an example: Leaders need to set an example both to individuals and to the team as a whole. Since a bad example is noticed more than a good one, setting a good example is something that must be worked at constantly".

The inventor of the Action Centred Leadership John Adair believed that in order to be effective these leadership functions need to be developed, given attention, time and again so that the manager's or leaders output be successful.

Managers striving for success must ensure that all the three needs are satisfied, making sure that none dominate the others. This is very important in football management especially where the manager has high skilled popular or star players in which case if they have needs outside the team he has to make sure these do not negate the other needs of the team and task.

# John Adair's Action-Centered Leadership Model

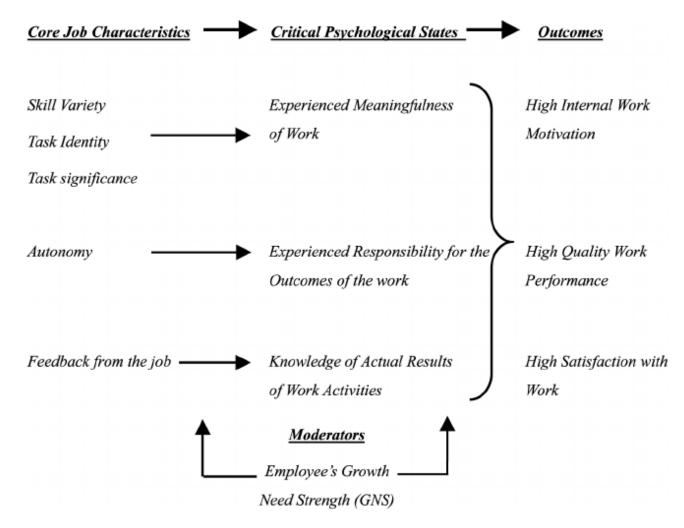


**Figure 4;** source: http://www.slideshare.net/oeconsulting/leadership-theories-by-operational-excellence-consulting based on the book: Adair, J.E. (2006). Leadership and motivation: the fifty-fifty rule and the eight key principles of motivating others. Kogan Page Publishers.

#### 2.4.3.5 Job Characteristic Theory

The Job Characteristic Theory was devised from the back ground of earlier scientific management premise of simplifying jobs to single tasks. This was seen as having an effect on employee motivation negatively because doing one job and only one task of that job repetitively overtime made them dissatisfied with the work. As such the theory suggested a model of five core characteristics that could change such situation to motivate the employees which were; skill variety, task identity, task significance, autonomy and feedback. These five through three psychological states of experienced meaningfulness, experienced responsibility and knowledge of results affect other five work related outcomes; motivation, satisfaction, performance, absenteeism and turnover.

The Job Characteristic Theory (JCT) was first developed by Greg R. Oldman and J. Richard Hackman in 1975. The two called their study of the characteristics the Job Diagnostic Survey (JDS) as they carried the research as shown in figure 5 below. (Oldman and Hackman, 1975).



**Figure 5 – Development of the Job Characteristic Theory** through the **Job Diagnostic Survey research (Oldman and Hackman, 1975)**. Above diagram - A theoretical model relating the core job dimensions, the critical psychological states, and on-the-job outcomes (as moderated by employee growth need strength).

The critics of the Job Characteristic Theory point to the fact that most of its tenets have not been extensively tested and verified on a wider scale. For instance according to O'brien (1982), he stated that results obtained from studies designed to test the theory showed that the propositions related to job satisfaction and intrinsic motivation were weakly supported, so were propositions relating to productivity. He also stated about the theory overstating the moderating effects of 'growth need strength' on the relationships between job characteristics and

outcome measures. The model also failed to consider skill-utilization, skill variety as an important determinant of job outcomes and made unwarranted assumptions about the strength of association between perceived and objective job characteristics. The overall results of the analysis on this theory as a negative factor were these deficiencies in the model for job design as briefly discussed.

#### 2.4.3.6 Ben Franklin Effect

In explaining the Ben Franklin Effect as a motivation theory, an Anonymous writer (2011) had this to say, "Rivals, adversaries, foes say bad things to others behind their back and act passive-aggressively by ignoring them. The quickest way to get one of these opponents to like you is to get him to do you a small favor. When people do someone a favor (the behavior), they tend to like him or her more as a result the (attitude). This phenomenon is also known as "the Ben Franklin effect." Franklin said in his autobiography, enemies who do you one favor will want to do more. Below is the Ben Franklin method that individual employees and managers can use to get their rivals to like them: 1. Identify your foe. 2. Ask for a small favor. 3. Proceed as though you are no longer opponents."

The author above in trying to explain the theory further stated that when we do someone a favor (the behavior), we tend to like him or her more as a result (the attitude). This phenomenon is also known as "the Ben Franklin effect." Franklin said in his autobiography, "Enemies who do you one favor will want to do more." This whole theory came about when a political opponent in the Pennsylvania state legislature was annoying Franklin, and he set out to win him over. Franklin upon careful thought asked this adversary if he could borrow a rare book in his library. According to Franklin, when they next met, the adversary spoke to him for the first time "with great civility." Franklin added that they eventually became great friends. In relation to this study, the Ben Franklin Effect is important as all football team players need cooperation from each other and with the managers or coaches In order to succeed by producing better performance. This requires tolerance and respect, without which they won't receive the cooperation they need from the others to work as a team and to be effective.

Managers and coaches in football need to be aware of this theory so that it should be one of their tools that can promote the importance of teamwork. They must also stress the need for tolerance and respect among team members in order to work together effectively in the field of play. The lesson from Ben Franklin and cognitive dissonance theory is learning that If your work adversaries are making it difficult for you, ask them for a favor. This is a sure way to win then to your side and for a team that's important for building a stronger force.

In critically looking at this theory this author or researcher would like to point out that it may not practically be used in football especially against opponents. Trying to win over the other football team players either by the manager of the opposite team or players may be interpreted in various negative ways which in some cases may border around attempting game fixing. As such any attempt of trying to win over opponents in football may be unethical.

However, the theory may be applied within the same team in trying to build trust amongst team members. It is natural for football players to exhibit higher competitive behavior some of which may cause conflict within their team so for the team to work effectively as a unit there may be need for individuals to be brought together working in unison. In that regard some of the tenets of the Franklin Effect as a motivational theory may be applicable.

Furthermore, the down side of adopting this theory for both management and football player with their peers is based on ethical issue. Some favor or asking for it may be construed as bribery and it may back fire not produce the desired effect. Knowing the proportion of what may be taken as a hearty favor and or request for one would be a challenge. It therefore requires careful thought and understanding perhaps to all parties involved.

#### 2.4.4 Motivational Theories Developed from Studies in Football Management

Most of the attempts to develop motivational theories relevant to football management only are based on recognition of team working. To understand the aspects of a team we need to define the term first. It is only by doing this that we

will understand why most researchers on football management have gone to focus on team working in explaining motivation in this area.

A team is a small number of people with complementary skills who are committed to common purpose, performance, goals and approach for which they hold themselves basically accountable. (Katzenbach and Smith, 1993).

In other definitions it is stated that, a team is a formal group it has a leader and distinct culture and is geared towards a final result. An effective team can be described as, 'any group of people who must significantly relate with each other in order to accomplish shared objectives'. and it goes on to show the following as characteristics of a team (Mathieu et al., 2006):

- Shared Common goal; meaning all team members have an understanding of what the goals, aims and objective of the team are.
- Harmony; team members enjoy working together and are aware of the interdependency inherent in the group therefore support each other.
- Variety of skills; members have distinctive skills not necessarily at the same levels or of the same kind but are aware of the benefits of combining the diverse skills to work towards a common goal.
- Commitment; individuals in the team are committed towards making their individual contribution to the greater effort towards group objectives.
- Loyalty; most important that the team members buy in to the greater objective of the group, are loyal and respectful to the team leader, team objectives and have confidence including belief in what the team is trying to achieve.
- Team spirit; the members are aware of the need to work with others in the team and therefore maintain high team morale ensuring that the group is being effective in working towards the team objectives.

In trying to explain about motivation in sports, the website teachpe.com distinguishes between two types of motivational drives; intrinsic motivation and extrinsic motivation.

It explains that the intrinsic motivation can be described as the desire from within for a player or a person in general to perform at a high standard in the game that they are participating. This is driven by:

- Desire to overcome the problem or task.
- Desire to develop skills and habits to overcome that problem.
- Desire for perfection, rehearsal of successful habits until they are perfect.
- A feeling of pride and enjoyment as you perform the task or the skill.
- Want of progression, that is repeated goal, objective or standard setting in order to go the next level.

Extrinsic motivation drives are those that come from a source outside the player. Generally the aspects that encourage the player to perform can be categorised into two:

Tangible Rewards; these would be physical rewards such as medals and monetary benefits, money. The website referred to above warns that these should be used sparingly for young players to avoid a situation where winning a prize is more important than putting up a good competition.

Intangible Rewards; are the non-physical rewards that players receive such as praise, recognition and achievement. It has been stated that these should be used on a regular basis to encourage the player to repeat the behaviour which earned the praise.

The above two sets of rewards for players are very significant in this study because of the cultural context for the principal subject in this research, the Malawi National Football Team. Generally, the culture in Malawi at the time of producing the thesis was that people are reserved in giving praise. It would be interesting if a study were conducted solely on the subject of withholding praise for instance to find out if this is one of the strategies that organization like the Malawi National Football Team management use and whether it has an effect for the players.

The thesis now looks at some of the motivational theories that are associated with sports and football in particular. These that the researcher discovered are:

# 2.4.4.1 Hulls Drive Theory

One of the emergent conclusions about motivation in sports like football states that, motivation is related to the intensity and direction of behaviour. That is, the level of arousal and the way in which we behave affect our motivation and hence performance. The Hulls Drive Theory is one of the models that expresses that conclusion. The other similar one which is outlined subsequently is the Inverted U Law.

To understand the Hull's Drive Theory, it basically states that; Low Arousal equates to Low performance. It thus demonstrates a linear relationship between performance and arousal. This means at low levels of arousal, performance is low and performance increases in line with an increase in arousal. The relationship described here is shown in the graph below. (www.teachpe.com).

# The Hulls Drive Theory

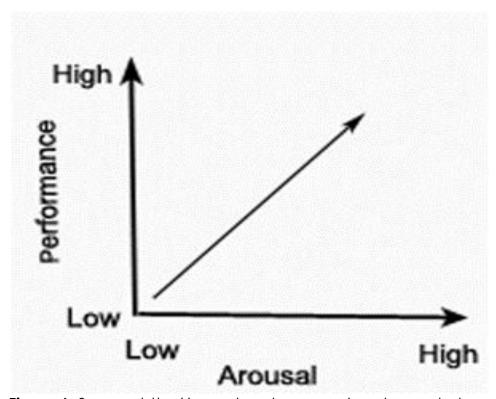


Figure 6; Source: http://www.teachpe.com/sports\_psychology/motivation.php

The theory is important as it highlights the importance of adopting good habits in sports which in the case of this research is football. It explains that much inexperienced players or low skilled players to the sports do not perform well under pressure and their skills level drops or decreases due to poor habits and ill-learned techniques. Habits are described as the performance which is dominant within each person. Experienced players tend to increase their performance under pressure due to their superior skills and the use of stress management techniques that would have been learned and practiced. (www.teachpe.com).

The last statement reminded this researcher of the Manchester United Football Team under the management of Sir Alex Ferguson when it was known that underpressure and losing in the last minute of a game they would perform magnificently and most often overturned their deficit. This theory, the Hull's Drive Theory according to the website referred to in the diagram above can be expressed using an equation as follows:

# Performance = Habit X Drive (Arousal)

In relation to the theory for football it is important for managers to understand the variables in the equation above and the elements that contribute to maximization or minimizing them. For instance looking at 'habit', the manager has to be aware of techniques that can be used on and off the field of play to re-enforce habits.

In some cases this may also involve the managers understanding different cultures especially if their team is made up of diverse individuals coming from different cultural background which may be true even of a national team such as the Malawi national Football team if the players making it are from across the different regions that make up the country since cultures in these areas are different. It has also to be decided by the manager as to whether he wants to take on the role of disciplinarian outright or that he wants to delegate it down the hierarchy for the enforcement of acceptable habits on the football players.

For the 'Drive or Arousal' as well, managers need to be aware of the techniques that can help them gauge how the different players manage situations and more especially what drive them towards a better performance. Learning of these aspects of their football players may involve not only concentrating on field activities but also observing them on their behavior outside the field of play.

In reviewing of the theory and by reading various publications, this researcher is of the view that this particular theory may be too sophisticated for most football team managers and since it is represented by an equation most of them may be put off in understanding of the variables and the application. It may also be argued that the various elements making up the formula although they can be mathematically calculated or represented, they are too broad as to gain a precise level for maximization of performance. More so the representation of performance as a multiple of habits and arousal/ drive is too simplistic since there are so many other elements that may be contributing factors but are not included in the formula for instance habit may be affected by one's physical health on a particular day especially if one is ill this may affect the way they may behave on the day. Also, it is difficult to find acceptable weights for the variables in a simple manner to make the calculation of the formula meaningful. However, generally this is a very useful theory for football managers to understand so as to appreciate the various elements that contribute to ones' performance.

#### 2.4.4.2 Inverted U Law

To improve on the Hull Drive theory, another theory was developed as a law. This law states that arousal improves performance up to an optimal point (highest point). This researcher upon studying the theory would like to point out that on reading this law, it appears this optimal point would be different from one individual to the other. Furthermore, the law states that past this optimal point, performance begins to decrease. It is an inverted U law since when drawn on a graph as below, this model appears as an upside down 'U' shape. (www.teachpe.com). There are three rules which surround this theory which according to the website; www.teachpe.com are:

Activity: Some sports are better performed at low arousal mainly those which require small, precision movements and control for example shooting.

Skill Level: Beginners to a sport require all their attention to be focused on the task in hand and so do not cope as well with over-arousal. Highly skilled individuals have the skills well practiced and so do not require such high levels of concentration meaning they can deal better with the arousal level.

Personality: Extroverts perform better in high-pressure, high-arousal situations. Introverts tend to do better in a state of low arousal. This is thought to be connected to the part of the brain called the RAS (Reticular Activity System). This controls the level of arousal. Introverts have a highly stimulated RAS and so avoid stressful situations, whereas extroverts need high arousal situations to stimulate the RAS.

# An illustration Graph of the Inverted U Law in Motivation

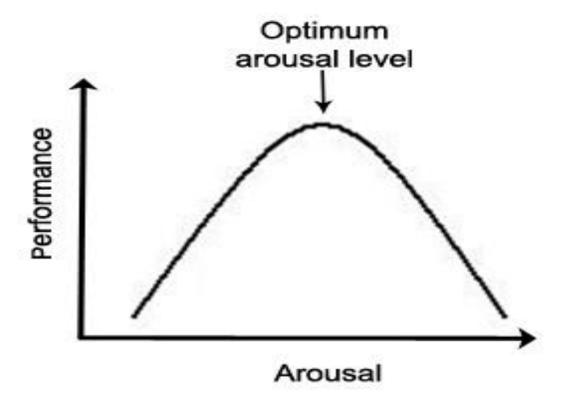


Figure 7; Source: http://www.teachpe.com/sports\_psychology/motivation.php

In reviewing the Inverted U Law theory, it has similar short falls like the one before it in this thesis, the Hull Drive. It is too simplistic and therefore cannot explain some of the claims. Also it fails to take account of other factors including external factors that may be at play as the influence of arousal in the subjects. Where it suggests an optimal level of performance, this is subject to further tests as it could be that it may shift with personality and perhaps based on type of sports including for football the position a player is allocated in the field of play.

Still this is an ideal theory for sports management an awareness of which may contribute to effective management of players by football managers. It also lays foundation which opens up need for the manager to be taking a holistic approach to management of football players that include an awareness of psychological factors as an aspect that has a part in higher performance in football and other sports. It thus points to the fact that managers should be taking into consideration the mental state of players when making team selection. Also that in some cases where possible professional behavioral scientists such as psychologists should be engaged to help with supporting and determining the required care for different personality types within a team.

#### 2.4.5 Motivational Theories of Interest for Football Management

The categorisations of the motivation theories below as done by this researcher in this section upon studying them were clearly seen to be of interest to football management. However, it was seen that just like the Hull Drive and Inverted Law theories, they can generally easily be adopted to other sports management systems.

Evidently, the researcher did not come across any literature that has precisely bundled these theories together as being of interest to football management. Therefore the categorization was his creation from analysis of the theories. Clearly it was of high interest to ascertain from the data collected on this thesis tying up some of the theories concepts to the practice by managers of the Malawi

National Football Team if at all that were proved to be the case as will be seen later in the thesis findings and analysis.

# 2.4.5.1 Goal Setting Theory

It was in Edwin Locke who in the 1960s devised the Goal Setting Theory. His premise was that good performance at work or in any undertaking is done effectively if proper goals are set on achieving it. Not only are the goals to be set but that there has also to be a system put in place where feedback on performance is captured and analysed as people work towards them.

Apart from giving direction to the worker, Locke's emphasis was that having goals is a motivation in itself for people to work towards their attainment. This is one of the simple basic theories of motivation that can easily be understood as it relates to every day human practices where each day no matter in what field one has to set goals for the day.

Some goal can be set as a group whilst others are set individually. It is also possible to carry on goals set by others or from remote areas. On the other spectrum some goals are set subconsciously, emerging goals whilst others are done with full knowledge. (Locke and Latham, 2006).

The disadvantages of the goal setting as a motivation theory springs from the fact that fulfillment of goals require individuals who have self-belief in achieving them; otherwise some people may give up easily or do a cosmetic job in order to appear as if they are working towards them.

There is also no evidence that goal setting leads to greater job satisfaction since the task of setting goal may require people who are skilled and have good analytical knowledge. It has also been proved that where there are conflicts in goals for instance between departments of an organization. This could have a detrimental effect on the performance of the entire organization.

All in all this theory would be very useful in football management as the game is about results which are goals in themselves when articulated. It would be motivational for football teams to have goals at all levels; short, medium and long term which are shared to all involved.

### 2.4.5.2 Self-Determination Theory

The Self-Determination Theory is based on research carried out which concluded that use of control excessively has negative impact to motivation as opposed to use of remote control through empowerment of those under your responsibility. The research was mostly carried on children through the work of Deci and Ryan (1985) which examined the control of parents on their children.

The researchers who have looked at the determination of study have looked at it based on studies in a family setting which they have suggested that parents' use of control has negative effects on children's motivation, which may lead to decrements in children's performance and development. On the other hand, parents' use of autonomy support in other words leaving their children to have some authority in decision making about some aspects of their life appears to have positive effects. The study proved that these results are more largely been attributed to the possibility that parents' use of control undermines children's feelings of autonomy and competence, whereas parents' use of autonomy support enhances such feelings thereby enhancing their confidence. In most cases where parents attempt to control their children, in such occasions the parents may be depriving the children of feeling that they are independent individuals capable of naturally reacting as seen fit to their environment happenings, thus leading the children to disengage from their surroundings as they would have slowly lost their natural acting instinct. However, when parents are much flexible about their children by allowing them some autonomy, this promotes self-esteem allowing the children to take initiative, thereby fostering a more confident approach to how the children deal with issues in their environment; in turn such feelings heighten children's intrinsic interest, leading them to take a bigger interest and with what is happening around them. (Deci and Ryan, 2002)

The parent to children analogy above can perhaps be likened to the manager or coach to player relationship in terms of application of motivational strategies that can be used to enhance performance. Most people have argued, thus similar to parents giving freedom to their children in decision making, for the case where a coach or football manager give his players freedom to express themselves in the field of play as having a greater effect on their motivation. Care though has to be exercised since it is very difficult to measure with certainty in football whether such an approach is good for the whole team or just individual players.

In introducing the theory as one of the motivational tools for sports, Frederick-Recascino (2002) points out that Self Determination starts with the premise that there are three psychological needs that motivate human behavior across most areas requiring higher performance which are; autonomy, competence and relatedness to others. The author went on to state that, "when individuals are in a state of intrinsic motivation, they experience choicefulness in their behavior, thereby fulfilling their need for autonomy. Additionally, they are at a level of optimal challenge, which fulfills their competence need. A state of intrinsic motivation is associated with feelings of satisfaction, enjoyment, competence, and the desire to persist at the activity. Sports and exercise for many individuals provide domains in which intrinsic motivation is frequently present."

Critics of the theory may point to the fact that sometimes leaving ones wards to find their own ways in this case in the football field to find a suitable playing strategy could be costly if control is totally left to them. A contingency approach may be a comfortable compromise to many which would mean that such release of control is done in some cases as the manager or coach sees fit but not in all games as a universal strategy.

On the positive side, the theory promotes the need for managers to empower those under their charge. From the above, the subject of empowerment has received much attention in management as a tool of motivation particularly coming away from the scientific management era. It is said, a fact that has been detailed in the content motivation grouping, that giving employees or

subordinates responsibility with some authority has the effect of motivating them to work rigorously towards achievement of objectives.

# 2.4.5.3 Three-Dimensional Theory of Attribution

The Theory was devised by B. Weiner who did his research on 233 college students. He proposes a theory of motivation and emotion in which causal ascriptions play a key role. According to research there is evidence indicating that in achievement-related contexts there are a few dominant causal perceptions, and it is suggested that the perceived causes of success and failure share the Three common properties of locus, stability, and controllability, with intentionality and globality as other possible causal structures. In this case the perceived stability of causes influences changes in expectancy of success; all 3 dimensions of causality affect a variety of common emotional experiences, including anger, gratitude, guilt, hopelessness, pity, pride, and shame. Expectancy and affect, in turn, are presumed to guide how one gets motivated in their behaviour. The Three-Dimensional Theory therefore relates the structure of thinking to the dynamics of feeling and action. (Weiner, 1985).

Attribution Theory explains how individuals attach meaning to their own, and other people's, behaviour. Bernard Weiner's Three-Dimensional theory of attribution assumes that people will always try to determine why they do what they do. According to this theory the reasons people attribute to their behaviour can influence how they behave in the future. For instance a student who fails an exam could attribute their failure to a number of factors and it is these reasons or attribution which will be what will affect their motivation in the future.

According to Weiner, there are three main characteristics of attributions that can be said might affect future motivation.

1. Stability – this relates to how stable the attribution is? As an example, if a student believes they failed the exam because they were not smart enough, this is can be taken as a stable factor. According to Weiner, stable attributions for successful achievements, for instance passing exams, can lead to positive expectations, and thus higher motivation, leading to success in the future. But negative situations in the example for a student, failing the exam, as stable attributions can lead to lowering of expectations for the future.

On the other hand with the same example of a student failing exams, an unstable factor is less permanent, such as being ill as the cause of failure.

**2. Locus of control –** was what caused the event an internal or an external factor within the student?

For example, if the student believes they failed as result of their own fault because they believed are not smart enough (an internal cause), in future the student may be less motivated. If they believed an external factor was to blame, perhaps giving a reason of poor teaching, the student may not experience a significant drop in their motivation.

**3. Controllability –** this is how one feels they are in control of the situation? If a person believes they could have performed better, they may be less motivated to try again in the future than another person who believes they failed as a result of factors outside of their control.

In relation to this thesis, The Three-Dimensional theory of attribution has very useful implications for feedback in football management especially to players.

Football managers must make sure to give their players specific feedback, letting them know that they can improve and how they can go about it. This, according to this theory, will help prevent them from attributing their failure to an innate lack of skill and letting them see that success is controllable if they work harder or use different strategies in training and on the field of play in games.

The theory also encourages managers that they should praise their players for showing an improvement, even if the outcome was still not the desired one. For instance the managers might praise someone for using the correct techniques even though the results were not what were planned. This lets the players know and encourages them to attribute the failure to controllable factors. (Malle, 2006)

Critics as this author might agree with, would state the fact that the theory has not been tested to wider areas so although some of its elements may be useful to for example football management, this perhaps would be effective as a coaching technique and not for practical training or physical training.

# 2.4.5.4 Motivation Crowding Theory

The theory is most prominently explained by Lepper et al. (1973), who stated that people recognize the presence of a significant extrinsic incentive towards their performance, attribute their motivation for doing the rewarded activity to the reward itself, and consequently lower their feelings of intrinsic motivation toward that activity. Therefore they may feel that, if effort for engaging in a task becomes too burdensome or if an extrinsic reward is removed, people may as a result feel less internally motivated to engage in the task compared to those who were never offered any reward for doing the task.

In relation to this study, Motivation Crowding Theory which describes the observation that providing extrinsic incentives for certain kinds of behavior for example promising monetary rewards, a point that has been raised for the practice of corporate companies in Malawi for doing that closer to match days of the Malawi National football team, for accomplishing a task in this case higher performance in the game, can sometimes undermine intrinsic motivation for doing that behavior. Extrinsic and Intrinsic motivation have been well explained in the Herzberg 'Two Factors Motivation Theory' that was outlined in an earlier section of this chapter.

In the observation of this theory above, the result of lowered motivation, opposite the predictions of more basic motivational theories, could mean an overall decrease in the total amount of that behaviour produced. For example, one research for collectors of donations, found that paying people to collect charitable donations actually caused them to collect fewer donations.

It has been known for many years in the social sciences that, under specific conditions, pay-for-performance *crowds out* employees' intrinsic motivation. For good practice, conditions require that workers at the outset, to some extent are motivated intrinsically, and that they perceive the outside intervention to be controlling.

The intrinsic motivation thus is no longer needed to perform the work. It is therefore substituted by the extrinsic motivation in order to gain a higher income. This effect works on the premise that there exists an intrinsic work motivation at the outset as a natural conditioning of human beings. Moreover, the recipients have to perceive the monetary intervention to be controlling thus being outside them.

The crowding-out effect is an empirically testable effect, research acclaimed conclusion, based on a theory of human behavior, which takes preferences not to be fixed as in basic Standard Theory but to be variable and endogenous. This is to mean, the crowding effect can under specific conditions bolster extrinsic motivation. According to the study, this is the case if the outside intervention acknowledges and praises the work done for extrinsic reasons. An outside intervention meeting this condition is handing out awards. Prizes are publicly given in a formal ceremony where the existing work motivation of the recipient is explicitly praised (Frey and Gallus 2014, 2017).

The term "crowding out" was coined by Frey (1997), but the idea itself was first introduced into this area of study much earlier for instance by Richard Titmuss (cited in Mellström and Johannesson (2008)), who in 1970 argued through his book that offering financial incentives for blood donation could counterintuitively lead to a drop in the total amount of blood donated. While the empirical evidence supporting crowding out for blood donation has been mixed, there has since been a long line of psychological and economic exploration by a number of researchers going up to the time this thesis was being written, supporting the basic phenomenon of crowding out.

In later years research, Bruno Frey (Frey, 2017) had this clarity to say about the Motivation Crowding Theory,

"Crowding Theory is part of Behavioral Economics; it takes into account that human beings are motivated by both extrinsic and intrinsic motivation. In contrast, pay-for-performance intends to raise performance determined ex ante by relying on extrinsic motivation. Yet, empirical evidence demonstrates that pay-for-

performance under identifiable conditions leads to undesired worker performance. As a policy consequence, the government in the public sector, as well as charitable and humanitarian organizations relying on volunteers should be very careful to institute pay-for-performance schemes due to the risk of crowding-out intrinsic motivation. Using pay-for-performance in such activities is in most cases incompatible and inconsistent with the organizations' goals and tends to lead to poor or at least unsatisfactory work activities by making compensation dependent on the performance."

Quite interestingly most national football team players including those for Malawi National Football Team consider their playing for the country as volunteer services. In that case it can be assumed they do not set monetary rewards as of being paramount in motivating them for higher performance. Yet as has been stated elsewhere above in this thesis, there were times individuals and or organization have soak to employ the pay per performance motivation method by promising monetary bonuses to the whole team or individual goal scorer.

In agreement to this according to Gallus (2016), he contends that by definition volunteers do not engage themselves to earn money but rather to be part of an enterprise they believe in. A strong intrinsic motivation is a very necessary to such type of career. For humanitarian tasks some amount of sympathy and understanding is required. Using pay-for-performance in such activities is incompatible and inconsistent with the organizations' goals in the first place and is most likely to strongly affect in a negative way the intrinsic motivation of the persons involved.

For academic purposes but perhaps not necessary connected specifically to this research, Gallus (2016) in justifying the need to know that some type of work are not compatible to a pay-per-performance motivation scheme, continues to say that in a Similar way, considerations apply to some extent to the private sector at least as far as unregulated and innovative activities are concerned. Most entrepreneurs or business people in general, engage in building up their organisations because they see it as something they care for. Therefore, the

monetary benefits they later reap, often in large scale, are seen as something going with it, but not as an incentive in the first place which would have led them to start the business.

Some critics of the Motivation Crowding Theory have pointed to the fact that it may be effective according to the class of individuals concerned. For example, Mellström and Johannesson (2008) tried to argue in their paper that there may be differences on how the crowding out of motivation may work based on gender differences.

However, the author has dwelt much on this theory as it is of interest to this study since preliminary information had shown some pay per performance methods being done by the Malawi National Football team management or its stakeholders. However, it does in a way wade off the simplistic assumption that most football players are motivated by money which then emphasizes the importance of this study in highlighting other factors that may be the motivators especially with the Malawi National Football team as a case in point.

# 2.4.5.5 Regulatory Focus Theory

To understand the Regulatory Focus Theory (RFT) as a motivation theory, it may be ideal to look at previous theory and research which have shown that people have two distinct self-regulatory foci. For instance when promotion focused, people are motivated by growth and development needs in which they attempt to bring their actual selves (their behaviors and self-conceptions) in alignment with their ideal selves (self-standards based on wishes and aspirations of how they would like to be).

On the other spectrum when prevention focused, people are responsive to security needs in which they try to match their actual selves with their ought selves (self-standards based on felt duties and responsibilities). More importantly and strategically, eagerness or ensuring gains predominate for promotion-focused persons, whereas vigilance or ensuring none losses predominate for prevention-focused persons.

Thus, people's regulatory focus influences the nature and magnitude of their emotional experience. Promotion-focused people's emotions vary along a cheerful-dejected dimension, whereas prevention-focused people's emotions vary along a quiescent-agitated dimension. We consider the implications of the relationship between regulatory focus and emotions for such topics as person/organization fit, goal-setting theory, expectancy-valence theory, behavioral decision theory, and employee resistance to organizational change. (Brockner and Higgins, 2001).

To understand the RFT as a motivation theory, according to Lockwood, Jordan and Kunda (2002) in their three studies, they demonstrated that individuals are motivated by role models who encourage strategies that fit their regulatory concerns: Promotion-focused individuals, who favor a strategy of pursuing desirable outcomes, are most inspired by positive role models, who highlight strategies for achieving success; prevention-focused individuals, who favor a strategy of avoiding undesirable outcomes, are most motivated by negative role models, who highlight strategies for avoiding failure.

In Studies 1 and 2, the authors primed promotion and prevention goals and then examined the impact of role models on motivation. Participants' academic motivation was increased by goal-congruent role models but decreased by goal-incongruent role models. The authors went on to state that in Study 3, participants were more likely to generate real-life role models that matched their chronic goals.

This theory is important as most football players start their career influenced by admiration of a prominent player at either local or international level. This fact is true not only for young upcoming players but also established players have been known to mention another great football player who they admire as a role model. In certain cases especially during the start or infancy of one's football career it is possible to manipulate the young player by mentioning the role models one want the player to admire.

Sometimes this is achieved, the deliberate manipulation of football player to admire an identified more talented football player, by mentioning to the player that their style is similar to the intended or desired role model.

Having studied the theory, this researcher felt as its shortfall, that the theory is too simplicity and does not fully include all the dynamisms involved in management of an entity for instance as for this study a football team. Also from experience individuals sometimes turn to switch from one regulatory focus to the other perhaps to suit other environmental factors. For instance there may be some players with multiple role models of different statues, the theory does not explicitly say how this can pan out especially if the models are of opposite foci. In all as a motivation theory it is important and one that this author considered of higher relevance to football management motivation.

### 2.4.5.6 Mortality Salience

This theory was developed out of the human general fear which almost everyone experience which is the fear of death. People will do everything they can to avoid or postpone their death although most know that the inevitable cannot be escaped as it is the nature of how God arranged things for mankind and animals.

As explained by Harmon-Jones et al. (1997),

"The mortality salience hypothesis states that to the extent that a psychological structure (worldview faith or self-esteem) provides protection against death concerns, reminding individuals of death should increase their need for that structure. Thus, reminders of mortality should increase the need for the protection provided by faith in the cultural worldview and therefore affect evaluations of people whose behavior, beliefs, or mere existence impinges on that worldview, because an enhanced positive evaluation of those who support the worldview and an enhanced negative evaluation of those who deviate from the worldview maintain or increase one's faith in the worldview.

Therefore, mortality salience (MS) should amplify preferences for worldview-supporting others over worldview-challenging others; we have termed these preferences worldview defense. In support of this hypothesis, experiments have shown that after participants briefly ponder their own mortality, by responding to open-ended questions about their thoughts and feelings about death or by expressing their level of agreement with statements concerning their beliefs about death, they evaluate people who uphold the worldview more positively and those who challenge it more negatively. For example, MS has led to harsher recommended punishments for moral transgressors (Burris & Harmon-Jones, 1996; Ochsmann & Reichelt, 1994; Rosenblatt, Greenberg, Solomon, Pyszczynski, & Lyon, 1989), increased preference for people who praise their country over those who criticize it (Greenbe~g et al., 1990), increased preference for in-group members over out-group members in a minimal group paradigm."

The concept might be relevant to football management as often people have been heard to use the phrase 'die for your team.' This usually means play with all your energy for your team. In other spheres players might be encouraged to play their best to avoid being in physical threat orchestrated by supporters or as it happened with some national teams, to avoid arrest by their government when they lose games. In September 2016 a German team goalkeeper, Mark Kwiotek was arrested after his team lost 43-0 in a match that he played badly. (www.thesun.co.uk).

In 2017 an Italian Coach coaching a team in Spain, Filippo di Pierro, the boss of Spanish third division side Eldense, was arrested after his side's 12-0 defeat by Barcelona's B team. Although reason of arrest may have been suspect match fixing according to witnesses, this is one example where bad results in the field of play led to an arrest of a football official. (www.bbc.co.uk).

After the invasion of 2003 in Iraqi by allied forces, stories emerged how the national football team chairman, son to the state president Uday Hussein used to give motivational talks to the country's national team that included threats of imprisonment, torture and or loss of body parts if they ever lost a match. Just to

prove this was not hearsay, one of the national team players; Abbas Rahim Zair was sent to prison for having missed a penalty in a match against the United Arab Emirates in Jordan. It was a qualifying match and at full time Iraq was drawing three-all. Arab League rules called for a penalty shoot-out. This was but just one example of football players being imprisoned for on field results or and mistakes as such would also be imposed on occasion for instance when one received a red card. (www.theguardian.com).

It could be interesting to see how coaches can use the theory in a more creative or novelty way thereby enhancing their team's motivation. Otherwise, use of threats as for example in the cases presented above has had no positive impact otherwise teams like Iraq would have won the World Cup. In the case of the German team the imprisonment was more a reactive action rather than one to induce motivation. It was more applied as a control in the laws of the game. If used with good strategy, the theory can be an ideal motivational tool for teams struggling for more productivity and success.

We now turn to other pertinent literature for subjects and issues around the topic of this research.

### 2.5 Abraham Maslow's As Thesis Theoretical Base

Having looked at the various motivational management theories by a vast number of authors and the definitions as outlined in table 4, section 2.4; the researcher elected to point out the theory that formed the basis of current management practices in the Malawi National Football Team. Abraham Maslow's Hierarchy of Needs appeared to strongly form the theoretical basis in management motivation practices of the team upon which this thesis developed.

The theory has been defined with background information and critics using relevant references in section 2.4.1.1 under the Content Motivational Theories type. Generally this means the theory pinpoints 'what' motivates.

The conclusion above was reached on analysis of current management practices in the Malawi National Football Team such as rewarding players monetarily, provision of shelter (housing to players) and some form of praise to players for good performance. These aligned appropriately with Abraham Maslow's lower needs so called the 'Physiological, Safety and perhaps the Affiliation and Self-Esteem Needs.'

Adair (2009) contents that as a theoretical base, when considering the Abraham Maslow's Hierarchy of Needs one has to be aware that the order of needs can be changed for instance Love Needs could easily replace Safety Needs as the Second Level Needs. For this study this may make life easier for managers of the Malawi National Football Team since Love unlike Safety does not require use of many resources in practical terms.

The theory argues that motivation cannot take place without the satisfaction of Lower Level needs which are physiological in nature. Only when these are satisfied do people aim for the more psychological needs such as self-esteem and self-actualization at the top (Rouse, 2004). For the Malawi National Football Team perhaps this is why the theory is important since as the study established there was application of some of the lower level factors, the managers can maximize this with aim of developing strategies for making the players aiming higher.

According to Rogers (1986), Maslow placed some limit in numbers of potential people for example in a team or group that could actually achieve the higher level need of Self-Actualization. He put the percentage only at Two percent. In applying motivational strategies with the theory as the basis, the managers have to take such statistics into account and perhaps therefore aim for a multi-disciplinary approach.

Schwartz (1983) asserted that the applicability of the theory need to be reexamined now and again as it is psychodynamic and psychoanalytic. This reenforces the need for managers to constantly examine their stand as to whether they can depend on the theory alone or as is the case take a more multifaceted approach by incorporating other closely similar theories.

Current gaps in the applicability of the theory is primarily to do with pointers as to indicate how people move or have to move from one level to the next, when should that happen.

Frame (1996) points out the confusion there is in the acknowledgement of levels for the two top most levels; self-esteem and self-actualization, arguing they are equally at the same level. He contends that most people actually start with self-actualization before they attain self-esteem. Managers need to take this account when applying the factors using the theory.

Sackett (1998) argues as a gap of the theory applicability that some people seem to be self-actualized without first meeting the lower needs of the theory which highlights another challenge on the process people take as they move through the hierarchy since originally it was depicted as straight forward. He concludes,

"Self-actualization may be a process itself, not necessarily an end state. Perhaps the process of becoming self-actualized and having peak experiences causes one to advance from need to need. If this is true, is self-actualization the terminal need in the hierarchy or a mechanism for traversing through the hierarchy? Maslow's final works did not clearly state his beliefs on this issue."

As a theoretical base for the thesis the theory fits well because of its simplicity and the fact that current practices in the Malawi National Football Team suggested that even without literal reference most of the theory factors were being applied.

# 2.6 Transferability of Skills in Management

One of the research aims is to identify those aspects outside the traditional motivational theories that may explain how the Malawi national team continues to be motivated despite the inadequacy of resources. If so, the idea when this

researcher set on this study was that after conclusion and identification of the factors, it would be interesting to see if such can be transferred to traditional work organisations. This is based on the fact that most motivational theories, a good number of which have been highlighted in this study, are more in context and application designed for pure traditional work organisations.

However, the research does not aim to go on and test the discovered new motivational factors instructed on from the study of the Malawi National Football Team, if any, on work organisations as this would be a remit for separate future research. In other words, in this research the transferability of such factors would be in form of proposal or at best recommendations for future research as would be highlighted in the conclusion to the research section later on in the thesis. It should be clear therefore that the transferability of the motivational factors test never happened within this thesis as that is outside its scope.

Perry (2000) suggests that managerial practices and skills in football, including attitudes, aptitudes and roles, provide a metaphorical vehicle as a catalyst for debate and exchange of ideas for exploring entrepreneurship. Thus between football team management and traditional work organisation management, we can exchange those practices that enhance performance either way.

Social sciences practices have always learned from each other. It has been at times by solving problems in one area that discoveries have been made of practices that have then been applied to new areas where in most cases such have proven helpful. Human behaviour sciences are like that in that one behaviour in a totally alien subject have contributed to efficiencies in measures never thought of before in other areas. Take for example the contribution of engineering to the study of management in such areas as time motions that have contributed to practices like job specialisation or in its more crude definition of 'division of labour.'

Another example is practices in the military (army) that have contributed to the study called strategic management and basics in management practices such as discipline and order.

It is therefore no surprise that most former football players are used as marketers and strategists after retiring from the game. In Malawi a notable examples are the legendary Malawi National Football Team goalkeeper, Boniface Maganga who was for quite a long time the Sales and Marketing Manager of the global Peugeot motor vehicles company; Stansfield Motors Malawi Limited. Another one being Kelvin M'mangisa also a former Malawi National Football Team player, who upon retirement has had been corporate manager for various organisations both private and public. And of course the incumbent president of many years for the Football Association of Malawi (FAM), the time this thesis was written, Walter Nyamilandu who after retiring from active playing has had been for many years the Marketing Manager of Malawian London Stock Exchange listed company Illovo Sugar (Malawi) PLC as his day job aside the role in football.

It is therefore the belief of this researcher that this thesis produced factors and some aspects in management motivation practices in the football arena that could be imported to other areas for their betterment. The researcher has thus coined a new phrase for such transfer of practices from one area to another as, 'Importation of Skills,' referring to where a practice is studied or observed in a particular area in this case, football and upon analysis with studying, then transferred to new areas for application where they have never been used.

### 2.7 Information about Malawi Football

The Malawi National Football Team history dated back to the 1950s. The game of football was brought to the country by the British who had colonized the country from the late 1800s until the middle of 1960s. According to Jangale (2014) in an article in one of the Malawi local newspapers, Daily Times, he stated that,

"the team dates back to 1957 when it was formed and was called the Nyasaland National Football Team featuring mostly Europeans. The team played its first full international match in the same year against Northern Rhodesia, as Zambia was called then, which they lost 0-5. In 1962 the team suffered its heaviest defeat to Gold Coast, now Ghana losing, 12 to Nil. Yet it registered its biggest win in 1968 beating Botswana 8-1, a feat that was repeated 40 year later on 31 May 2008 when it beat Djibouti in a 2010 FIFA World Cup and Africa Cup of Nations qualifier."

Officially according to the Football Association of Malawi (FAM), the organisation itself Football Association of Malawi (FAM) was founded in 1966 as the governing body of football in Malawi and got affiliated to FIFA the world football governing body in 1967, to the Confederation of African Football (CAF) in 1968 and later on to the Council of Southern Africa Football Associations (COSAFA) in 1997.

FAM was established in accordance with the Malawi National Council of Sports Act: Chapter 30.10 of the Laws of Malawi. The Malawi National Council of Sports has been the overseer of all types of sports activities in the country and it got its mandate from government as expressed above. Before 1966 the team Malawi National Football team was known as Nyasaland National Football team. (www.fam.mw).

Over the years, the Malawi National Football Team's success could be pointed on three occasions: the 1978, 1979 and 1988 for wins in the cup final of regional trophy, The Central African Challenge Cup (CECAFA). The CECAFA trophy had been the oldest football tournament in Africa having been founded in 1926. Other notable achievements for the team on the international arena were the 1984 qualification and the 2010 qualification to the Africa Cup of Nations. This translated into five glorious years over a period of nearly 60 years to date of writing this thesis.

It was worth pointing out that on the two occasions the team participated in the Africa Cup of Nations it was eliminated in the preliminary rounds with only one win against a highly rated Algeria national team in the 2010 edition. This win received a lot of international publicity for the team with, as the writer recalled, the BBC

(British Broadcasting Corporation) commentators at the event praising the flair and its style of play as being unique. The team had never qualified for the World Cup finals at the time of producing the thesis throughout its history, although it kept participating in this global trophy's qualifying rounds albeit with being always eliminated at the earliest stages.

Up until 1974, the Malawi National football team did not enter to participate in the World Cup and or Africa Cup of Nations. There were also some years that it withdraw after entering for instance in 1994 when it withdrew from the World Cup tournament. As for games won as this thesis was being written, the team had a record of most wins against the Kenya National Football team, registering 19 wins against 9. Whilst it had a worst record against Zambia, losing to them 43 times compared to 19 wins. On the positive side as to notable players, Kinnah Phiri stood out having scored a record 71 goals for the Malawi National Team in his playing career between the years 1973 – 1981 in 115 games, putting him among the highest football scorers in the world. (www.fam.mw).

It was in more ways based on these statistics and background that one would wonder why the team continued to participate in tournaments when considering that they always lacked basic resources year on year. Thus the basis of this research was therefore to find out what really motivates the team especially its football players to continue playing competitively despite the setbacks.

As with any form of motivation in organization which is applied to register success, part of the reason as stated in Chapter one of this study was, upon finding out the motivational factors to then propose ways on how such can help in the achievements of the team for success.

Evidently, it was felt that although the team continued to participate passionately in various tournaments, except for the five occasions mentioned above, it had not been doing well on the international stage in recent years close to and up to the time of writing of this thesis.

The definition of motivation by Huczynski and Buchanan (2004) states, "motivation is a decision making process through which the individual chooses desired outcomes and sets in motion the behaviour appropriate to acquire them." This is as a reflection on the literature review from this study.

The Malawi National Football team also known as the 'FLAMES,' enjoyed support from the Malawi public despite being unsuccessful in past years to 2019. People could be seen wearing the national flag of Red, Black and Green attires whenever the team was playing at home. In whichever city in the country the match was, it would always be followed by scores of people going in to watch the match unlike as noticed in contrast for match day game patronage, when local clubs were playing. Usually on such instances when the national team has a game, there would be motivational messages from the government in most cases by the country's head of state, the president.

A number of state presidents over the years reportedly promised monitory rewards for a win to the team especially on occasions when the team was playing competitive matches for instance leading to qualification for major tournaments such as the FIFA World Cup Finals and or the African Cup of Nations finals. The same gesture like the one shown by the head of state was seen also been expressed by big corporate organisations and wealth personalities in the country, promising the team and individual players stated monitory rewards for a win.

On 20th December, 2018 a local bank, First Discount House (FDH) announced and signed a 180 Million Malawi Kwacha sponsorship three year deal with the Football Association of Malawi (FAM) part of which was to go to the Malawi Football National teams' game engagements. Although the bank earlier in that year had intended terminating their existing previous contract of half the amount above citing incidences of alleged theft particularly of gate collection funds, they had reversed that decision which resulted in the renewal of the contract. FDH Bank had initially partnered FAM with a K90 million (Malawi Kwacha) three-year sponsorship in 2016. Part of it went towards meeting Malawi Football National

Team's Belgian expatriate coach, Ronny van Geneugden's salary. (www.mwnation.com).

Mchombo (2006) highlights in his article the contribution of football to national development and recognition with emphasis of the case in Malawi and Africa as a whole. He cites an example of George Weah the current president of Liberia as this thesis was being written, as having derived his recognition and potential through his international football success. Thus, emphasizing the popularity of football in general perhaps throughout the world.

### 2.8 What Success Means in football

Success in football means attainment of different attributes depending on the country in question and the competitiveness of its national league structures. It can thus be said what might be deemed as success in one country may not necessarily be true in another country.

This apply to football clubs in different countries as well as clubs in the same country in different league levels and teams in the same league but with different resources. Some would argue that legacy also play a part as for example teams that have a history of success in their national league normally have all their plans aligned in making sure they maintain that.

It is with the aforesaid that we will examine what success means at different levels; club level, national team level, players' and football managers level. The idea is that from this research when examining the proposed success parameters for the Malawi National football team, it should be done realistically in allowing the notion that success may mean different things to different national teams. This would be done with the basis that the team, Malawi has had no adequate resources therefore it might not be perhaps ideal to put forward their success measures and strategies the same as teams with more resources.

Prior to the 2018 Wold Cup finals tournament held in Russia, a group of researchers came up with a model to be used in predicting the potential in each of the teams participating to become winners of the cup. Writing in The Economist they built this statistical model to identify what made a country good at football. Their aim was not to predict the winner in Russia, which could be done best by looking at a team's most recent results or the calibre of its squad. Instead they wanted to discover the underlying sporting and economic factors that determine a country's footballing potential-and to work out why some countries exceed expectations or improve rapidly. The researchers took the results of all international games since 1990 and examined which variables were correlated with the goal difference between teams. Variables used included individual country's Gross Domestic Product (GDP), Olympic Medals won nationally, football popularity in the country and Grass-root football development. What the model managed to establish perhaps was that success in football depended on so many factors most of which might be outside the control of football managers and administrators. (The Economist, 2018).

Nevertheless, there is need to define and explain the different stages and or what success means for the different levels in the football hierarchy of club, country and individual players in the context of this study.

### 2.8.1 Football Club Success

In Africa, the most successful country with club football at the time of writing was Egypt with teams Al Ahly and Zamalek which had won the most continental trophies in this part of the world. Relatively the Egyptian National team was the most successful team from the continent.

The above may be interpreted as; countries where there are football clubs doing well in their continental ratings would produce successful national teams. There are so many examples to substantiate this premise, for instance in the years 2010 to 2016, Spain where Real Madrid and Barcelona clubs did well in European continental trophies such as the UEFA Champions League and therefore

contributed to the success of the national football team culminating in the national team winning of the World Cup in 2010.

Malawian clubs had not done well in regional tournaments. In fact they had not been active participants of regional club tournaments since the 1980s. It might be worthy pointing out on the concluding sections after analysis and conclusions to revisit this aspect which has been included as a recommendation for better success to the national team. This is a contributory aspect as has been outlined for the objectives of the thesis that one was to find those attributes that can aid in the success of the team. However, the main focus of this research was to pin down what motivated the Malawi National football team players to continue playing for the team despite its constant plight of inadequate resources.

### 2.8.2 Football National Team Success

National team success is determined by the rankings given by the world football governing body FIFA. At the time of writing this thesis as at 8th June 2019, the Malawi National football team was ranked at number 128 on the world stage and number 34 in Africa, in 2016 was number 103 world and 30 in Africa. Belgium claimed the world's number one national football teams while Senegal were at the top in the African continent as at the same date above in 2019. On both the team had registered a drop from the preceding ranking. According to the FIFA rankings, Malawi National Football team was at their highest in 1993 claiming position 67 in the world, their lowest being position 138 for 2007/2008. (www.fifa.com).

From such statistics it can be concluded that although the Malawi National Football team continued to play with other national teams it had not moved far with its performance and success. As a team, these were perhaps indications it had still a long wait to go before proper recognition at the world stage as a formidable team.

It was observed from the rankings that dramatic changes for teams was possible both at world and continental stages. For instance Belgium as stated above was the number one team in the world but a few years back had been nowhere near that spot.

The same was for the African national number one team as outlined above, Senegal who were also not anywhere near the spot just a few years back. With good strategic plans, the researcher felt teams could do better and aim for success. With proper goals it could mean a lot as both players and management work to attain them in which case motivation would play a big part.

### 2.8.3 Football Player's Success - Club/ National

Just like with the other measures, success of players is a subjective matter with differences in perception depending on where one is plying his trade. To some playing for bigger clubs in elite leagues is a good measure of being a successful player. To others they would go on to look at wages received by the player apart from the calibre of the team, what wage amount they are getting from the team, could define a player's success.

To others, success may mean playing for one's country which in some countries then drive up a player's wage bill at their local club or on the transfer market although such was not the case for most players of the Malawi National Football Team who were most of them playing at local clubs.

Malawi registered success in individual talented football players around the 1980 to 1990s as some of them played in elite leagues such as in Belgium and Russia. For instance players like the Malunga brothers; Holman and Kennedy played for top Belgium league clubs; Cercle Brugge K.S.V. and Kortrijk. Ernest Mtawali who played in France and Argentina for top clubs; Toulouse and Newells Old Boys respectively. Another player, Esau Kanyenda played for CSKA Moscow a top flight team in Russia.

At the time of writing the thesis there were no players playing in such top flight leagues especially in Europe but a few had contracts with lower level South African league clubs. Could this have contributed to dwindling success

performance of the Malawi National Football Team? The findings section and analysis, conclusions section has more highlight on that. Perhaps these successful Malawian players mentioned above brought pride and were a motivating factor for upcoming players in the country.

A measure of success could be a player contributing to the uplift of his national side if selected for the team. It is therefore doubtful since Malawi had not had any registered success on the international world scene whether it could be stated that the mentioned Malawian export players had success. On the other hand it can be argued that they brought success as during their time was when Malawi National Football team won regional trophies. (Chirwa, 2014).

In their study based on research for national football team players participating at the 2006 FIFA World Cup in Germany, Baur and Lehmann (2007) concluded that a national team's success does not only depend on players it exports but both local based ones and those playing for clubs in foreign big clubs. However, they also concluded that importing countries benefit a lot from such exchange as local players learn talent and skills from the foreign players who have moved into their country.

### 2.8.4 Football Managers Success - Club/ National

An interesting debate is whether football team managers who are successful at club level make good football national team managers. In other words can they be able to transfer success from their club performance to the national team if appointed in that capacity.

In April 2016 the Professional Football Association (PFA) Player of the year Riyad Mahrez talking to the Mirror Newspaper sports website revealed why he felt his Leicester City Football Club manager, Claudio Ranieri was successful in winning that year's English Premier League. He said,

"The manager lets us get on with it," Mahrez said. "Except once at half-time against Newcastle. Then he shouted at us. Otherwise, he likes to laugh.

"In training, he has fun all the time. Less on match days. Then he is concentrated on the job. I try to joke with him, tell him he is late, laugh at his shoes, but even if he smiles, he says to me: 'Oh, oh, concentrate on the match.'

"His thing is to tell us: 'Be smart, you are foxes'. In Algeria we have the fennec fox as our national emblem. You have to be cunning." (www.mirror.co.uk).

The above gives insight as to what it means for players to have a successful team manager which might be a motivating factor in itself.

It is difficult to measure success of a football team manager as this might mean different set of outcomes for different set of managers and teams whether club or national. Football teams' success are more defined at the club level than they are at the national level. Clubs have always winning of trophies and first position in the league as their objectives for success at the beginning of the year. This is however not true of all teams within a league, some may have as an objective survival in the league so such clubs may not be thriving for the top spot in the league.

There had been a tradition at least in the English premier league that the top positions were a reserve for only a select few teams most of which had huge resources and a big fan base. At least that changed in the 2015/2016 season where a lesser team, Leicester City Club not within the defined regular league winners won the title. That to a degree negates the basis of having only a few teams as predictable winners of the league.

For national teams, more often success could mean qualification into regional trophies or the world cup finals. This measure is what most national teams put in place and winning trophies come secondary after qualifications. For the Malawi national team, it had been more on the measure of qualification into major trophies as a measure of success.

On that basis the team had not been that successful since in its history it had only qualified for the continental African cup of nations twice; 1984 and 2010 losing both in the preliminary rounds. It had never qualified for the world cup. The best performance of the Malawi National team was in 1987 when it won a bronze medal in the All African Games and on three occasions; 1978, 1979 and 1988 when it won the Central and Eastern Africa Challenge Cup.

Another parameter that is associated with success in football is finance. Managers have to balance between success in the field and financial management. It should be stated in the Malawi national football team which is the main focus of the research, the manager was not involved in management of finance which assumedly proved the case in almost all national teams as they were not involved in player transfer fees or purchasing of players arrangements. In this subject the researcher scrolled various sources for related literature but failed to find any specific on Malawi football managers' success.

For the Malawi National Football team, the successful managers were the ones who won trophies in 1978, 1979, 1987, 1988 and the African Cup of Nations Finals Qualifications of 1984 and 2010.

The Malawi National Football team at the time of writing in the year 2019 had failed to qualify for any of the tournaments; the 2018 World Cup Finals and or the Africa Cup of Nations 2017 and 2019. The manager's success for the national team would be measured by qualification in such tournaments.

## 2.9 Contemporary Issues in Football

Football at all levels have had encompassed more than the sports elements since it has now been built and influenced around more areas; social, political, economical and more recently technological. For instance in the United Kingdom, football is one of the areas that attract a lot of tourists visiting places like the Manchester United Old Trafford stadium.

"It is today widely understood that sport mega-events are complex affairs which originate from specific sets of economic objectives but which have political and social corollaries that usually extend far beyond the event itself. Sport mega-events are generally initiated and driven by cadres of societal (ie, political and corporate) elites and are aimed at satisfying development goals or ambitions around projection, competitiveness or growth targets. In the planning, implementation and execution of events, however, cultural, social and other imprints are left that can have enduring impacts on the society. Further, the economy of sport mega-events has developed to such an extent internationally, that events have gained a self-perpetuating dynamic of their own, characterized by distinct coagulations of interests and the predominance of certain corporate actors." (Cornelissen and Swart, 2006)

However, football seemed to be facing its own challenges if we were to consider it as an industry. Chadwick and Hamil (2010) pointed out that while there were certain aspects of management that all industries activities share for instance, managing of scarce resources; football faced some key challenges that others did not. These included issues of competition structure, the particular nature of fandom and the debt levels facing many clubs at the time.

Another emerging issue in football had been, at the writing of this thesis, the management of what the media usually call the 'Dressing Room Powers.' By large most clubs have had problems in dealing with conflicts between players and their football managers or head coach, as to which they should consider as of paramount importance to the team or club. Usually it has had been the coach or manager who have been laid off in such conflicts, thereby to some giving the impression that perhaps as a resource player are of superior importance more than their manager or coach.

A case in point for instance would be the relationship and conflicts between Jose Mourinho (manager) and Paul Pogba (player) at the English premiership club, Manchester United that led to the sacking of the manager on 18<sup>th</sup> December, 2018 having lost 1-3 to Liverpool Football team the previous 16<sup>th</sup> December, 2018.

The manager had put the player considered one of the world's talented and gifted, on the bench the entire match perhaps because of their difficult relationship and conflict. This was not the first time for Mourinho to be treated as such and be done by what some call football players power especially in elite leagues. He had also experienced the same in 2015 as manager with Chelsea Football club another elite football club in the English Premier League, where according to the BBC News Online publication (2015), claimed had sour relationship with several senior Chelsea team players notably evidenced with a big dip in their performance that led to his eventual sacking at the club. This had to this researcher some implications on the studies of manager or coach motivation practices to players.

Related to the issue of dressing room power is the issue of whether older players have a role in inspiring younger players. A pilot test interview by this researcher for this study came up with the assertions where some people observed older players in a team are a lynch pin if treated appropriately.

Although there was concern that at times for the case of the Malawi National Football team, the older players sometimes bring disruptions or negative influence to the team and younger players, most of those who spoke on the subject still felt that they had a big role and at least one or two of such players if available have to be included on the call-up list of the national team. Therefore it was not surprising towards the end of the year 2018 that the English national team manager included in one of their match a recall of the older player, Wayne Rooney who at the time was the record holder for most goals scored for the English National team. Although to some it was a farewell game to him for his contribution to the national team, it was evident that his inclusion brought some euphoria in the fans and inspiration to the younger players in the team.

On the 16<sup>th</sup> January 2019, Frank Lampard impressed many when as manager of Derby Football Club, a championship league side they managed to beat Southampton Football club, a team in the Premiership league above them. As if the celebrations of the remarkable win was not enough, the following day it was

announced that Lampard was due to sign one of the veteran and talented football player he had played with both at national and club level of England, Ashley Cole who was 38 at the time, apparently considered as an older player. It may be Frank Lampard realized the importance of including an older player in a team to inspire the younger ones. (www.uk.sports.yahoo.com).

In most areas people learn from those who have been there before, acquired experience and perhaps retire after a successful tenure. Football as a trade has also some resemblance of such transfer of skills and experience where benefit can be derived by those learning in observing others more experienced than them. Some renowned teams including those in elite club leagues and in certain instances national teams have used this technique, albeit to say, perhaps subconsciously without any scientific backing. It is however possible to formalise it through a research such as this one.

The learning of skills by observing others more experienced than you is sometimes referred to as, 'Sitting Next to Nellie.' In most trades this is the best way of imparting what would be difficult to explain in theory for example in a classroom setting. Football by its nature requires a more practical approach in its impartation of knowledge and skills. Thus, therefore another way for players to acquire skills is to observe the more experienced 'older' players on how they handle issues inside and outside the field of play. However, in most football teams this is impossible as mostly older players get released to make room for the newer younger ones. In some cases, individual managers or coaches have policies whether documented or assumed in which they restrict themselves to specific age limits for their squad selection.

As Turner and Huemman (2000) pointed out, they stated that both formal education and experience are essential parts of the learning (competence development) of any trade or profession. In their paper they further suggest that experiential learning should take place under the guidance of a skilled practitioner, ("sitting next to Nellie"), and often learning of the science (formal

education) should take place after the experiential learning, (post-experience learning), so the science provides a framework for experience.

This argument supports the assertion that older talented players should be used by their football teams to impart useful skills and experience on effective game management apart from how to play for a win. How and which players should be identified for this would be dependent on the coach or manager but it would be prudent to use the older experienced players who have had a decorated career and have still some energy in them so as to play competitively for part of the team's games.

These are some of the contemporary issues that would be considered in the background of football managers thinking as they go about executing their duty. Whilst it was a simple task in the past in today's world, modern football management demand a holistic approach in understanding some contemporary issues that influence football matters on and outside the field of play.

In his paper Szymanski (1998) argues that football is now a large industry that it is worthy studying as a business in its own right just like the computer and tourism industry have been over the recent years. He contends that we can learn a lot about business strategy from football because competition in football is highly structured and the results of its competition nature are clearly measurable. Outcomes are measurable not just in financial terms, but in terms of success on the pitch, number of followers, through games won and lost, league positions achieved.

### 2.9.1 Culture

Duke (2002) contends that in England and around the world football is being transformed in a process he related to McDonaldisation and Disneyisation. He describes the two as.

"McDonaldisation refers to the process by which the principles of the fast food restaurant are increasingly applied to other sectors of society. Disneyisation

suggests that the principles of the Disney theme parks are becoming more dominant in other sectors of society. The 1990s concepts of McDonaldisation and Disneyisation are located in the previous literature on the globalisation and Americanisation of sport. The nature of traditional football fan culture in England is explained both in terms of its current structure and its historical origin. There is a lack of fit between traditional fan culture and the more profit oriented model of sport. The central core of the article presents considerable evidence that some of the processes encompassed by the concepts of McDonaldisation and Disneyisation have infiltrated English professional football in the late twentieth century."

The above writer concludes his work by pointing out that Football fans have not remained passive, however, and therefore there is evidence of resistance to the McDonaldisation and Disneyisation of English professional football.

As stated above the need to standardise football has not only been in one part, this is evident in most developed countries where the sport is at an advanced stage. Developing nations in the sports have also adopted mostly encouraged by involvement of consultants and in some cases through foreign football managers, to acceptance reforms which at best can be described as being nearer to the concepts mentioned above of McDonaldisation and Disneyisation.

Football to could be concluded, follow the cultures prevalent in a particular nation. For instant, although in Malawi football has been always viewed as an exciting game, there had always been a resistance to encourage the youth to see it as a career. More so as this research was being conducted the sport had not yet been fully commercialised in the country, Malawi. This had meant most people in the country viewed it as a risky undertaking since it did not promise a concrete profession to upcoming players. The world over, football career had been seen as having a short career span, so much that examples of individuals who had been high earners at one time and bankrupt the next time was a common story in football players.

With this in mind parents in Malawi especially around the time this researcher grew up discouraged their children from advancing in playing football in favour of education. At one point in the country religion had played a part in discouraging the youth to vie for a football playing career as it was viewed as a form of idolisation of individuals with talent which lent such people to extravagancy including promiscuity. These attitudes might have soften at the time of writing the thesis, influenced by the notion of globalisation and presence of football games through television in many countries including Malawi where people then have been able to see the benefits that the game had brought not only to individuals but national economies as well in certain countries.

In Malawi, football as a professional game is more centrallised to the urban centres. In the 1970s to 1990s, major urban local teams including the national team managers had in place football talent identification programs that involved them moving in to villages to scout for potential players who would be brought into the urban city teams freely when identified. The program involved then relocating the talented players to the urban city centres where accommodation, school fees and pocket money was organised for them. It should be mentioned that with this system no agents were involved and no transfer fees, or talent development fees were paid to anyone.

The players benefited by the relocation into towns that had superior amenities compared to the villages they came from and the promise to play football in a popular team with the likelihood of earning money at some point. For the national team managers, the process was that when a player had been identified, they would recommend such a player to one of the big clubs with a view of nurturing the skills for future inclusion in the national team.

As this thesis was been drafted, on 9<sup>th</sup> March 2019 the Football Association of Malawi (FAM) launched a junior's football academy in the commercial city of Blantyre, Malawi as part of youth talent development at the grassroot level. According to the association's website, <a href="www.fam.mw">www.fam.mw</a>, this was a pioneer project that if successful was planned to be extended to other regions of the country's

urban centres of Lilongwe, the capital city of the country and Mzuzu the centre of trade and commerce in the northern region of the country. This academy took on under 15s junior players from the schools around the city of Blantyre with the coaching panel comprising former Malawi National Football team players namely Clement Kafwafwa and Sherry Msuku again as at the time of compiling this thesis.

Such a development was a more welcome direction in Malawi football for the reasons that those Malawi National Football team's squad which had registered success as documented elsewhere in this thesis for example in the East and Central Africa Challenge cups of 1978 and 1979 composed of most players who had been developed having been identified and horned through their development from the grassroot football levels at primary and or secondary school level. To add value on the academy, FAM had plans to include academic sessions within the training facilities so that the children should not need to travel from their schools to the training but instead, to be within the site which would also mean careful monitoring of the other aspects of their developments outside the field of play.

In line with culture, the researcher was faced with the prospect of using Hofstede's comparative cultural differences referred to as "Hofstede Cultural Dimensions", to explain and enhance its analysis. But this route was not taken as it would have involved studying parameters as suggested by Hofstede for other countries apart from Malawi. This would have meant taking a totally different direction with its own challenges with the researcher's available minimal resources. (Hofstede, 2009)

### 2.9.2 Beliefs; including Religious and Magic (witchcraft)

In relations to motivation in the field of play for African teams including national teams, this thesis would have been incomplete without mentioning the role of magic practices. Quite often such magic is practiced on match day as for example according to the BBC news (2002) happened with the Cameroon goalkeeping coach Thomas Nkono who was arrested by riot police for allegedly using "black magic" prior to their 2002 African Cup of Nations semi-final with Mali. This had happened when Cameroon coach Winfried Schafer and Nkono who was

then goalkeeping assistant coach stepped onto the pitch some 90 minutes before kick-off of the game against host nation Mali.

The two Cameroon coaches had only gone a few feet onto the playing field at the stadium when a sizeable number of riot police ran after them onto the pitch and began pushing and jostling Thomas Nkono. When the Cameroon assistant coach tried to resist more riot police came in some of whom knocked the former international goalkeeper, (Nkono) to the ground and dragged him on to the adjacent running track. Schafer implored the media; journalists photographers to record the incident as his assistant was handcuffed and led away down the players tunnel. For those who witnessed this, they reported that later one of the policemen ran back onto the pitch and appeared to retrieve an object from the ground where Schafer and his assistant had been standing, which sent up roars of applause from the home Mali fans who were inside the stadium. Local journalists afterwards speculated the object was a black-magic charm aimed at helping Cameroon's cause, although this was never corroborated by neither the police nor the tournament officials or organisers at the time. Suffice to say Nkono was sooner released when the Cameroon side threatened to boycott the tournament entirely if he was still to be kept in custody.

In a report extended for the above incident, a South African news website; the IOL (2002) of 7th February 2002 reported that previous to this at the last African Nations Cup in 2000 a similar controversy erupted in the quarterfinal match between Nigeria and Senegal over the alleged use of witchcraft or black magic as it is sometimes called. It outlined that with Senegal leading 1-0 and with only minutes left to the end of the game, a member of the Nigerian delegation ran onto the field of play and going past several astonished players before seemingly snatching what was perceived as an object from the Senegalese goal. However, this official was later banned by the Confederation for African Football (CAF) but was revered as a hero in Nigeria for supposedly neutralising what many believed was a powerful charm placed in the Senegalese goal to prevent the Nigerians from scoring any goals against them.

The above highlights some of the beliefs prevalent in the game of football in Africa for most countries. In Malawi rumours and speculations are mostly rife for club and rural league football circles. For instance on Malawi24 News website (www.malawi24.com) carried the following report:

"The belief in juju practices in football is not partying ways with Malawian teams. Juju practices have characterized the game with teams undertaking hilarious actions in the sole belief magic will hand them wins. Such scenes were yet again witnessed today prior to a TNM Super League match involving Azam Tigers and rookies TN Stars at Kasungu Stadium. Tigers players were today seen jumping the fence into the stadium ahead of kic-koff in what was rumoured as not taking chances on feared charms their opponents had cast across the dressing room paths.

It is said that the Blantyre based side was tipped off by some people at Kasungu that the newcomers TN Stars planned to charm them as they pass through the main fence into the stadium and as such they avoided taking that path. In a trending video, the players, both those selected in the first eleven and those meant to share the cold at the bench were seen jumping the fence- an action that drew mixed reactions from the stands.

Some people held the view juju works while others opposed arguing there is nothing vital in football than a proper coordination and having skilled and committed players as well as a smoothly executed game plan.

In February this year during a game between Nyasa Big Bullets and Karonga United, such scenes also came alive. Bullets players refused to enter the dressing room over juju fears opting instead to change in their team bus. Actions that teams take such as ferrying their team buses into the stadiums, jumping fences and casting of fetish materials on the pitch are causing a great harm to the facilities."

None so far of any belief or practice of magic had been associated with the Malawi National football team at the time of compiling this thesis. Even at the club

level these remained just wild beliefs perhaps more practiced by individuals rather that their teams as a corporate entity.

So far as this thesis was being written, what was evident and perhaps as a new phenomenon in the Malawi football at all levels including the national team was the infusion of charismatic religious prayers before and during games. At one point the team travelled to an international assignment in the company of an evangelical pastor (religious minister) to offer prayers during training and on match day. Whether these beliefs have had any effect on motivation of the football players was one the factors and aspects that this study analysed.

As Times London (2010) pointed out in a paper during the 2010 World Cup in South Africa, it stated that after Brazil had defeated the United States in the final of the Confederations Cup the previous year, the team indulged in a curious celebration-they got down on their knees in a huddle to pray, giving thanks to the Great Dribbler in the sky. Kaka removed his shirt to reveal his familiar "I belong to Jesus" slogan and a number of team-mates revealed vests with similar evangelical messages.

It was reported that it is not just the Brazilians who liked to display their religious inclinations since at one time English international star player, Wayne Rooney did that by wearing a crucifix and rosary beads around his neck which had caused a stir in the build-up to England's game against the United States of America. In the 2010 World Cup perhaps like no other as seen before saw an astonishing prevalence of more expressions of religious symbolism mostly through religious body language.

For instance in the opening match between South Africa and Mexico, South African player Steven Pienaar was witnessed to have blessed himself twice before the whistle indicating start of the match. Mostly in so many instances other players were seen to have done everything from praying whilst looking up to heaven to some clasping their hands in prayer.

These few examples especially taken from the highest stage in world football indicated the growing trend and acceptance of faith and or religion as part of the game. The paper concluded by saying that belief in God could be considered to give an athlete in this case football players, a team, a crucial edge in the cauldron of competition, where success and failure are measured in fractions. It may also be seen to give hope and belief in times of a downward trend for the team for those who practice it.

### 2.9.3 Governance - FIFA

Power, political, government involvement has been a mark in football which is unavoidable since in most countries the state funds the national teams. The FIFA statues stated that football should be devoid of political and state influence. This had seen some national football teams being suspended because of not adhering to this statue. In 2014 the Nigerian National Football Team became an example of such suspensions as it was suspended because of government interference in the administration of the team.

FIFA itself has had governance issues that spans from inconsistencies in voting of officials, allegedly unfairness in the awarding of tournament such as the World Cup and corruption. The matter of corruption that came to prominence in 2015 was dealt with through suspension and arresting of prominent FIFA officials including the forced resignation of its president Sepp Blatter.

In April 2016, FIFA published a report by human rights expert and Havard Kennedy School Professor, John Ruggie on improving the issue of human rights in its statues as part of policies reforms. These reforms amongst others recommended the need to monitoring discrimination at all FIFA recognised football matches, enhance the need to monitor and inspect ethical standards including issues to deal with child labour, forced labour and working conditions to all FIFA related works or projects. It also included vigilance in making sure that there were decent working conditions at FIFA World Cup construction sites such as in countries like Russia and Qatar, and a program to promote gender equality in football. (www.fifa.com).

Chadwick and Hamil (2010) observed that nowadays football requires increasingly a future which dictates that people involved in or associated with the sport adopt a professional, strategic and sometimes commercially focused approach to the administration of the institutions that make up what they described as the football industry. As Mchombo (2006) noted,

"Football defeats can crush a country's hopes and self-image. When Argentina's economy crashed in 2001, many observers hoped that a win in the 2002 World Cup could restore national pride and dignity. When their team was eliminated in the first round, it was insult on top of injury: the two blows – economic and athletic – were inextricably linked in the national imagination."

### 2.9.4 Politics

By politics in football the researcher had looked at it on two levels. There was the influence of governing body and its own politics based on power bases. This is both at international and national levels. Then there was the influence of the state in whatever country was in question as the authority for all its people, for this study it was Malawi.

The politics in FIFA more especially on power bases had meant that certain parts of the world benefit in influencing decisions by the governing body. It had always been the suspicion of other non-western countries that FIFA had always been pressured to make hosting of major tournaments a dominant of western countries for their economical gains. The belief was fuelled more by smear campaigns and bad press waged against any countries that would be selected for the hosting of the FIFA World Cup Finals if it was a 'non-European' nation.

The fall out of FIFA President, Sepp Blatter in 2015, with other high profile officials of the organisation meant that worldwide the game was affected with negative publicity and brought to the attention of people who had no interest in sports. The officials were allegedly booted out of the organisation on corruption charges which commentators expressed had been an ongoing thing in the ranks and file of the organisations more especially by the perpetrators wanting to secure their

political power and influence. Developing countries like Malawi saw the departure of the former FIFA President Sepp Blatter as a loss, since in his years of duty he had made a lot of contribution to poorer national football associations to develop the sports.

Notable in Malawi was the implementation of the FIFA Goal Project, a football infrastructure development and improvement program that was initiated under his guide. He also treated associations fairly notably by not bugging to bigger countries in the hosting of tournaments like the FIFA World Cup. Africa as a whole benefitted from his presidency and the hosting of the first ever FIFA World Cup in Africa, South Africa 2010 is one of the things credited to him. This in the thesis was not to discredit and or negate the work of his successor, Gianni Infantino elected on 26th February 2016 whose initiatives for developing FIFA affiliates countries was yet to be seen as this thesis went to bed.

The political will in China to develop football from glass root level could not be ignored during the period of the study. The president of China was said to have stated that he wanted the country to be a powerhouse in football locally and not only through watching it on Television where most of it was on western leagues such as the La liga or the English Premiership. It was not only the government but big Chinese corporations that had taken an interest to develop the sports especially football.

In Malawi the big financier of the National football team turned to be government. Every year it put in the state budget an allocation for the Malawi National Football Team to finance all its engagements locally and abroad. This showed the political will was there from the government top officials to see the team succeed. However, caution had always been exercised not to align the national team with any political party operating in the country. Though quite often the team had been used on national events more so as a unifying symbol of national-hood and patriotism, it was always on neutral terms.

What was surprising however, was that every year this allocation from government did not last the length of time required and usually by the third month of the year the team would be begging from well-wishers to bail it out so that it could fulfil all its engagement. The reason being given had been that the government allocated inadequate funds for the team to fulfil all its games. Of course resources everywhere admittedly are never seen as enough, by nature they are limited and it is management of such that is crucial in making sure there are no dire instances of panic.

The other thing that perhaps this research had also analysed was the fact that usually the Football Association of Malawi which was supposed to manage the national team wholly did not plan fully the team's requirement so much that every announced game fixture was almost always followed by a panicky call for help in financing the team. Yet with all these problems the football players seemed not to be moved as they gave their unwavering support to the team, as mentioned which is the focus of the study.

Politics in the management of the game in Malawi would not be something that could be ignored. Like in many countries where at times football was used as a political tool the same was said as true for the Malawi organisation. It has to be mentioned though that instances of misappropriation of funds and or corruption in the game were not much that pronounced or at least reported. To that end there was considerably good management of the game in the country at national level for the minimal resources available. Perhaps this would have been a contributing factor to the motivation that was well spelt in the Malawi national football team players who despite inadequacy of resources in the team they continued to show unwavering sportsmanship and were always eager to play for the team.

### 2.9.5 Football as a Tool for other Issues

Since time in memorial football has had been used as a tool for unifying people, promotion of various initiatives, communication of important messages and Corporate branding. It had also been used by countries to show their prowess or

indeed financial capabilities. Football had been used in addition for fundraising campaigns towards charitable causes.

An example of unifying people was in the Ivory Coast where the country's national team led by their star player Didier Drogba advocated for cease fire on the back of their qualification to the 2006 FIFA World Cup Finals. There was civil strife with armament and resultant loss of lives in the country where some groups fought to dethrone the government. The opposing fighting sides conceded and peace returned to the country. (www.biography.com). There had been many examples of star football players being appointed by international organisations such as the United Nations to advocate for peace in warring nations.

On that basis football could be viewed as a sport that has been used for unifying opposing sides. This extended to local tribes as well as clans where teams or clubs from two different strongholds have been used to bring about harmony amongst people.

As a tool to communication, football had been replete with being seen as an opportunity to reach the masses with messages more especially in recent times escalated with the advent of high numbers of televised games. The opportunities are twofold whether the message is delivered in the playing field or it is delivered as a secondary message through breaks on the televised matches to viewers at home or elsewhere not necessarily present at the game. In November 2014, FIFA using star players such as Cristian Ronaldo, Brazilian Neymar Jr, Gareth Bale, Jay-Jay Okocha initiated a football match whose purpose was to bring awareness of the disease 'Ebola' and ways to combat it, that had devastated a number of African countries. (www.fifa.com)

For corporate branding and promotion, football's major sponsors and beneficiary have been companies like Coca-Cola International, Emirates Airline and more others like Nike and Adidas. Local companies in the various nations have also benefited for their brand promotions campaigns with penetration dependent on the lucrativeness of related leagues for example in English leagues it had been

difficulty for local organisations to compete with established international organisation to promote their brands using football clubs nearer to them or the national team.

In Malawi because the football industry had not yet been professionally commercialised it had been only a few corporate organisations who have signed agreements with the local teams and the national team to promote their brands, at least during the period of this study. Carlsberg and Airtel Malawi, a telecommunications company are examples that have done that. (www.fam.mw).

Additionally, there had also been deliberate initiatives for the participation of companies on grassroots football development similar to the ones of the 1970s to 1990s primary school national tournament sponsored by one of the defunct parastatal organisations, Malawi Book Services. This company did a lot in promotion of grassroots football in Malawi that resulted in identification of talent some of which went on to play for the Malawi National Football Team that became a success in the late 1970s.

For charitable causes, in England the Charity Shield was seen as an example of such initiative, a trophy that was still competed once a year just before the start of a new Premiership football season between two teams, the winners of the Football Association Cup (FA cup) and the English Premier League Champions. All proceeds for the game were reportedly donated to charitable causes and community based initiatives around the United Kingdom (UK). (www.thefa.com).

The Football Association of Malawi (FAM) announced in January 2016 that they would be introducing a FAM Charity Shield Trophy to be competed for annually. This was modelled around the English league equivalent trophy. In the Malawian case the two competing teams were to be the highest league of the country champions (Malawi Super League Champions) to play against the winners of the National Cup (Malawi FAM Cup) in the previous season for both. At the inception

of the cup, the following press release was issued according to the Football Association of Malawi website, (www.fam.mw):

"At its first meeting of 2016 on 9th January 2016, the Football Association of Malawi (FAM) Executive Committee resolved that FAM should introduce an annual Charity Shield which will be part of the official Football calendar for elite football. The main aim of the Charity Shield is to engage, mobilize and inspire the football fans and supporters towards charitable cause of national importance. The Shield is to be played a week before the kick-off of the new season. The Shield will be a one day event involving two teams who shall be the Champions of the Super League and the Winners of the National Cup from the previous Seasons. The objective of the FAM Charity Shield was to raise awareness of the importance of blood donation; to mobilize and encourage football fans, supporters and Malawians of good will to donate blood to ease critical shortage of blood in our hospitals and to raise resources through gate takings for buying medical supplies particularly patient trolleys for Kamuzu Central Hospital."

Not only is the football in Malawi used for charity purposes but it was also found out that faith groups and religious organisations had benefited on how it was organised to include tools and communication to propel their messages or ideologies quickly to the masses in Malawi; spectators, TV watchers of live games and radio listeners. Because of its historical background as a country founded by the British who first brought religion, commerce and sports, these foundations have had influenced on how the sport had been managed in Malawi. (Hokkanen, 2005).

### 2.9.6 Emerging National Football Power House

There had been questions about the power of China in football. Whether this was going to have an influence in global football trends was thought as something to be seen in years coming. It appeared the country at the time of this study had big ambitions, with hosting and qualifying for the World Cup finals and subsequently winning it, listed as long-term goals. The Chinese authorities with the state president and prime minister in the forefront, had planned to substantially increase the

number of young people playing football, with the number of special "soccer schools or academies" raised to 20,000 after five years from 2015 and to 50,000 in a decade, thus by 2025. (Gibson, 2015). The effects of this on nations like Malawi was not clear but something yet to be realized whether with positive or negative impact.

Another football power house developing at the time of writing was the United States of America (USA) as evidenced by a number of English Premiership former players trekking there to help its national league clubs and enhance football's fan base in the country. David Beckham an elite English premiership player who was for several years captain of the English national side, was one of the high profile players that moved to the USA to play for a local clubs there, LA Galaxy.

Others that followed were Thierry Henry, the former Arsenal (English club) player joining the New York Red Bulls, Frank Lampard, former Chelsea player controversial move to a USA team – New York City, Jermain Defoe, former Tottenham Hotspurs player who briefly went to Toronto Football Club, just to mention a few. It should be mentioned that the USA had been a football base for a number of years unlike the case with China. It was just that amongst the sports available in the country, it ranked football (soccer) in the form as was played in other nations (not what is called American Football), at number seven which was not bad considering the size of the country. (www.therichest.com).

The benefit of having more power house football nations to add on to countries such as England, France, Italy, Germany, Spain, Belgium, United States of America (USA) and Brazil was that it opened a wider gateway for players' exports. For example China had had prominent players moving there to play in their football league such as Dider Drogba, Ramires, Asamoah Gyan, and Tim Cahill amongst some prominent names. (Conway and Lockwood, 2016).

This in a way was setting the ground for more professional players to be attracted to the Chinese football leagues' clubs. The benefit was seen as mutual, benefitting both the player in terms of money and Chinese nation on football development.

Additionally like mentioned in this thesis elsewhere, for the national teams with a mixture of local and foreign based players seemed to have been doing well. Therefore, where a national team was seen as made up of a mixture of local league and foreign based players, there was a higher degree of a chance it would be successful.

At the time of writing there were no any notable Malawi national football team players playing in the emerging world football country of China. However, in early 2019, one Malawian national football player, Yamikani Chester moved to the USA; North Carolina Football Club on a loan from his Czech Football club; MFK Vyskov as the first Malawian of recent era to do so. Most Malawian national football players plied their trade in the South African league; a league which some commentators stated had gone down from its glory years of 1996 when the country's national football team, Bafana Bafana (South African National Football Team) won the African Cup of Nations as well as hosting it.

### 2.10 Literature Review - KEY ISSUES

A literature review was conducted in this research to find out the general knowledge available around the topic being studied and to ascertain relatedness of various key theories, concepts and issues surrounding the research questions raised.

Key issues that emerged from the literature review were as follows:

- a) That there was a relationship between management motivational practices and their skills and function.
- b) That resources in football which forms the basis of the topic and question in this research could not be looked in isolation of other issues surrounding football such as level of success, politics, governance issues and the context in which the football industry had been viewed at international, national and local levels.

- c) The literature suggested that in general football managers adopted familiar traditional organisations motivational theories in management of their football players. And that in the case of this study where the conditions highlighted seemed different from the norm, some adjustments of the application using these theories appeared to have been used which forms the basis of the gap in knowledge around this research.
- d) The theoretical basis of the thesis was given as the Abraham Maslow's Hierarchy of Needs theory. To justify election of this theory, the researcher engaged in a theoretical debate about its applicability using relevant literature and also highlighted some identified gaps in the theory that should inform its applicability and or suggested other strategies.
- e) That basically in social sciences, different industries or areas has historically learned skills and practices from each other which this researcher called transferability of skills and more customised as, 'Importation of Management Skills.'
- f) That contemporary issues surrounding football and its management were more a part and parcel of the game and its management requiring managers to keep abreast with emerging issues in the area.

The literature review in this study gave direction to the critical issues for consideration in this study. It proved very helpful in the comparison, analysis and synthesis of associated key issues of the study contributing to the built up of relevant bank of knowledge on which to develop more knowledge especially in shaping subsequent chapters concentration.

# **CHAPTER 3**

# **RESEARCH METHODS**

# CHAPTER 3 RESEARCH METHODS

# 3.1 Introduction to Chapter

The chapter outlines the chosen methodology for data collection and analysis of findings on this research. It begins by looking at the research philosophy that had influenced various techniques that were chosen to be used in the study. Various writers on the subject have been referred to so as to back up the choices made having spelt out what the advantages and disadvantages of each option picked were. The writer appreciated that, It was only by examining a concepts strengths and weaknesses that a strong workable strategy could be arrived at for a successful credible thesis. In this regard the chapter also looks at the issue of credibility, validity and ethical considerations for the study.

# 3.2 Research Philosophy

An awareness of research philosophy one is pursuing helps in recognizing the design, strategy and techniques to be employed. The philosophical choice helped the researcher to adopt a design that would bring complete bonding between the data collection process and analysis of the findings leading which led to successful conclusion of the study.

This thesis can be classified as **interpretivist** which shaped the research since part of the study was to gain understanding of the issues that emerged. Saunders and Lewis (2012) state that interpretivism relates to the study of social phenomena in their natural environment with a view to understand what is going on in for instance, the particular organization. While Somekh and Lewin (2011), defines it as research in the hermeneutic tradition that looks to uncover meaning, interpretation and understanding the deeper implications revealed in data about people. This therefore assisted well with this research and its design which sought to determine what had been going on in the Malawi National Football Team despite inadequacy of resources in terms of the players' being motivated regardless.

Other writers have called the above philosophy as **phenomenological**. In describing this paradigm, Collis and Hussey (2003) said that the philosophy is concerned with the understanding of human behaviour prompting a smooth transition with the researcher's own frame of reference. They continue to say this is normally associated with the qualitative approach, one upon which this thesis was based.

As such the research had to take as a majority approach on the process of induction. Induction is a process whereby we observe certain phenomena and arrive at certain conclusions. In this case, the researcher began with detailed observations of the world through the data collected in the case of this study and moves towards more theoretical generalisations and ideas. (Myers, 2013). However, the researcher could not avoid employing the deductive approach in some instances particularly with reference to the themes emerging from the literature review as referred to in the conceptual framework, later illustrated in this Chapter.

Easterby Smith et. al. (1991) suggest that the understanding of philosophical issues is very useful for the researcher because of the following reasons:

- It can assist in the planning and designing of the research.
- It can assist in the choice of a better working plan for the research thereby helping in identifying a design that is ideal.
- It can assist in getting rid of some bias or subjectivity by the research based on prior experience and perhaps knowledge of the subjects.
- It can more importantly assist in the quality of the research to achieve high standards.

# 3.3 Research Strategy

Methodology choice is important in any research thesis as it informs the backbone of the thesis and affects the credibility of the entire work. The choice has to be made therefore by carefully aligning research objectives to the desired results, so

the methodology becomes a vehicle in this trip to take us to the research conclusion.

There are three types of research methods: qualitative, quantitative and mixed, also known as Triangulation. According to Binsardi (2008), triangulation is also known as methodological pluralism in the literature. The researcher realised that it was prudent to be aware of the various types of research methods so that when choosing a suitable analysis the one that would give a good examination of the data elements is chosen. Each of the three methods outlined above has its strengths and weaknesses.

For this thesis, the researcher chose to apply the **qualitative method**. This was chosen foremost since this thesis was seen like a case study concentrating on looking at data sets from one institution, the Football Association of Malawi with focus on the Malawi National Football Team. Also the research subjects' population was considered smaller and therefore not suited to the quantitative method which required a larger population of respondents to produce valid, credible results. Secondly, this study was viewed as based on social studies about the behaviour of football players in given circumstance and conditions for this study from the Malawi National Football Team. As such, as proven by scientists this eliminated the quantitative approach since it was concluded decisively that human behaviour cannot be accurately quantified.

Modern researchers have come to accept qualitative research as a credible approach in the social and behavioral areas unlike before when more empirical methods were the only ones admissible. This had come about because of the fact that most researchers had begun to focus on subjective experience, diversity and historical context. Thus quantitative approach with its emphasis on stringent variables, structural statistical analysis and generalizability was judged as may be not well suited for the behavioral based studies. Qualitative approach was therefore found well suited to this thesis since it was like stated above, a social and behavioral based research. It as a result uses method which allows a study to proceed without having to test a hypothesis. Moreover, as has been stated

elsewhere that this was seen as a new research area for the Malawi case, as such the researcher did not have enough knowledge to be used for coming up with hypotheses. (Auerbach and Silverstein, 2003).

As far as this researcher was made aware through the literature search and review, there had never been any similar research conducted in Malawi as this study progressed and was being concluded. In that case the only proven method that could be applied for untested elements was found to be through the qualitative method. The other approach, the quantitative method, usually requires predetermined and structured measurement.

According to Binsardi (2008), "In undertaking a quantitative analysis, you are required to prove and disprove a hypothetical proposition." This was absent in this research as there was no evidence of a similar past thesis on the same topic, therefore as a result made the argument to adopt a qualitative approach even stronger.

In summary the qualitative method was considered to have the following strengths and weaknesses:

## Strengths

- 1. It takes on a holistic approach rather than basing the data collected on a few variables which is the case with a quantitative approach.
- 2. Subjects normally people are able to describe their experience which naturally enables answers to relevant issues to be answered rather than be limited to mathematical models.
- 3. The qualitative method normally helps develop deep understanding and trust since it has a humane approach.
- 4. Has the ability to employ in support other methods for example with face to face interview, visual aids can be used to explain elements of the study and or question.
- 5. Patterns in answers to questions asked can be easily seen and therefore conclusions easily drawn as to the recurrent issues.
- 6. It is more suited to the research where the majority approach is inductive.

#### Weaknesses

- It renders itself to potential for researcher bias which can most often come in by use of leading questions, loaded questions, oversimplified interpretation of responses.
- 2. Qualitative inquiry relies heavily on anecdotal evidence, sometimes difficult to prove.
- 3. The approach is difficult to test across similar settings arguably with same conditions as it may be based on subjectivity.
- 4. There is the danger that researcher can generate too much data which may lead to difficulties in research analysis.

And as stated above with supporting facts, the researcher found the strengths for choosing a qualitative method far much outweighed the weaknesses.

# 3.4 Data Gathering Techniques

The researcher chose to use one technique; **interviews**, for this study in collection of data from the relevant respondents. The reason behind the choice of this as the main technique and why other methods were considered but not taken has been explained below.

### 3.4.1 Interviews

The case of why the researcher settled for the interview as the main technique is well defended by looking at the argument according to Denzin and Lincoln (2018) who stated that,

"There are several reasons why qualitative interviewing has become such a popular approach to knowledge production today. Some of these reasons are no doubt internal to research practice with an increasing number of researchers across the social sciences recognizing that when the object is human experience in a postmodern conversational world, then interviews often represent the most adequate means of knowledge production. Yet, there might as well be some reasons external to research practice that can explain the current boom in interviewing. Brinkmann and Kvale (2005) argued that the cultural change from

industrial society with harsh objectifying means of control and power, to consumer society and its softer seductive forms of power through dialogue, empathy, and intimacy, may help explain the current popularity of qualitative inquiry, particularly interviews."

This research was conducted to explore human experience and it also was considered to be in the social sciences categorization which clearly justified the adoption of the interview as a technique. Exploring human experience requires the use of interpersonal channels where the respondent feels more connected in regurgitating their story and interviews as a method allow that.

The plan was made to interview thirty individuals associated with the Football Association of Malawi (FAM) and its affiliated bodies that are primary stakeholders of the Malawi National Football team. This included those who were involved in management and resource allocation for the team. It also involved government representatives on sports, the team's players current and past, interested individual such as national team media reporters and several supporters. The respondents to the research therefore were from the roles as follows:

- 1) Those in Management role = Eight (8)
- 2) Practitioners; national team players (current and former) = Fourteen (14)
- 3) Other Stakeholders (Sports Analysers, supporters, sports reporters) = Eight (8)

The total number of individuals approached from the various groups was fifty (50) with the view to reach the targeted number of thirty as stated above. It was perceived that there would be several no shows, drop-outs at the last minute and generally those who out of fear might pull out at the eleventh hour. In this case out of the fifty although it was not easy, the researcher managed to reach his planned number of total respondents of thirty as given above.

The interviews were designed as semi-structured and conducted on a one-to-one (face to face) basis between the researcher and respondents mostly to bring credibility and independence of thoughts. After the interview was identified as the major method of data collection in the thesis, tools were developed and bought to aid in the exercise such as a recorder. To further aid in the process of the interview a questionnaire was prepared that was used by the interviewer in order not to go off the limit and scope, but stay within the aims of this study. (See appendix A).

Selection of players for the interviews was done randomly in order to avoid bias. The names selected cut across several decades of the Malawi National team squads as such it was not all the entire squad of the Malawi National Team players from any particular year or group who were involved and interviewed to contribute in this research.

It had been planned, since all the research subjects were assumed to be based in Malawi, for the researcher to visit the country for the data collection with subsequent follow ups if necessary to be made using other tools such as through telephone calls or skype platform. In cases of gaps in responses, some of the data was gathered through emails and or where possible telephone interviews.

Another technique that was planned at the start of the study for the data collection with the same research subjects as respondents was; Focus groups. This however, was not carried out for the reasons as have been explained in the next section under a relative heading below.

### 3.4.2 Focus Groups as a Potential Additional Method

Another method that was considered but not taken and employed in the gathering of data for this research was focus groups. In the focus groups, the same subjects mentioned as respondents above for the face-to-face interviews were to be combined randomly as a mix up in groups of five people each where the researcher was to moderate the discussions. The plan was that a minimum of at

least four meetings would be organised and, depending on data saturation indicators, additional meetings were to be arranged. However this was dropped as feasibility investigations indicated it required massive financial resources to bring in the various research subjects together. On the outset those approached indicated clearly that for them to attend such a forum they would need to be compensated financially.

Another consideration was to form focus groups by dividing the thirty respondents into two groups. The plan would have been one group of fifteen to be interviewed individually and the other group of another fifteen to participate in the focus group discussions. However, such a format for this type of research was deemed unnecessary again considering economical aspects as well as the practicability of particularly bringing people across the country together for the focus group meetings. This was one of the reasons after careful analysis that influenced the researcher to drop out the focus group as an additional technique for data collection in the study. Moreover it was concluded that with the same subjects involved the data collected may not be different from the one collected through interviews.

The advantage of focus groups as a method was seen as that it generates a variety of opinions at the same instance which may provide a rich data set and generate the necessary key themes. It is a relatively stringent way of data collection since several people are scheduled for a meeting with the researcher at the same time. However where employed, care has to be taken to mitigate the disadvantages of such a method one of which is the danger of having influential members dominate the discussions.

Morgan (1997) as cited in Cavana et. al. (2001), points out that the differences between the interview and focus group highlights the role needed to be played by the facilitator who in this case is certainly the researcher. He contends that the focus group method provides direct and immediate evidence about similarities and differences in participants' opinions and experience, as opposed to just reaching conclusions based on separate interviews.

However the writer states as a disadvantage the fact that the information from focus groups does not produce better or more quality information than individual interviews. At most answers given may be duplicates of those obtained already using the interview technique more especially since the respondents were to be the same. As such although this technique could have brought another depth in data, such would not have been in conclusion far off from the data collected using the interview technique.

Moreover to support the use of interviews as the only technique in this study, it was felt as a common belief that interviews are conversation where meanings are not only conveyed but cooperatively built up, received, interpreted and recorded in the way as planned by the interviewer. (Weinberg, 2002). And to reach a conclusion with more insight for interviews as a method of choice for qualitative research, Atkinson and Silverman (1997) contents that interviewing is in our modern day currently the central resource through which contemporary social science engages with issues that concerns it. From the above arguments, the researcher was strongly convinced to use only the interview as a technique for data collection in this study.

### 3.4.3 Sample Choice

As Kumar (2005) pointed out that in a qualitative research as opposed to quantitative research, the main aim is to explore diversity, so therefore sample size and sampling strategy do not play any significant role in the selection of the sample. It is usually left for the researcher to ascertain a population which will be sufficient enough for the conduct of the research to produce credible results.

To establish credibility of the findings from this research, five independent people conversant with the subject area were approached to verify the conclusions drawn. Such individuals' opinion should be sufficient to ascertain the findings and validate the entire research credibility which was important as for the reasons outlined in the section 4.5 below.

# 3.5 Establishing Research Credibility

Establishing reliability and validity in qualitative research are important criteria for assessing the quality of the research. Yin (2009), came up with four criteria for judging the quality of research designs; construct validity, internal validity, external validity and reliability. Construct validity talks about identifying the correct operational measures for the concept being studied in the research thesis. (Yin, 2009). Remenyi et al., (1998), defined Internal validity as the concern on all causal and explanatory studies of the relationship between different events. And external validity which is also referred to as generalisability as concerned with the application of the research results to people or situations beyond those examined in the study. (Collis and Hussey, 2003). Reliability entails that the evidence and the measures used should be consistent and stable.

Easterby-Smith, et al. (2008), states that the meaning of terms used in establishing quality from one philosophical approach to another differ. Remenyi et al. (1998) also contends on the same view, that criteria used to assess the quality of positivist studies should not be directly transposed when judging non-positivist studies. Qualitative research imposes challenges in establishment of overall credibility of the research. With this in mind still the researcher has to ensure that the research is credible and acceptable which is done by employing research strategies that are well tested.

Cavana et.al. (2001), acknowledges the use of various tests in establishing validity which are divided into four broad headings: face validity, content validity, criterion-related validity and construct validity. Face validity is a basic one requiring perhaps getting reassurance about items to be measured are clear and understandable. Content validity looks at whether the measure adequately measure the concept as based on relevant literature, previous research or the opinion of experts. It ensures that the measures are adequate in that they include items that will ignite the base of the concepts under study.

Criterion-related validity is one that has support of either concurrent validity or predictive validity in that it is established when the measure differentiates individuals on the criterion it is expected to predict. (Cavana et, al., 2001). The author describes concurrent validity as being established when the scale discriminates between individuals who are known to be different, thus they should score differently on the instrument. While predictive validity indicates the ability of the measuring instrument to differentiate among individuals on a future criterion.

Finally construct validity testifies to how well the results obtained from the use of the measure fit the theories around which the test is designed. The two forms that it can take are convergent and discriminant validity. In this case convergent validity when the scores obtained by two different instruments measuring the same concept are highly correlated. Discriminant validity is established when based on theory, two variables are predicted to be uncorrelated, and the scores obtained by measuring them are indeed empirically found to be so. (Cavana et. al., 2001).

# 3.6 Ethical Consideration for the Research

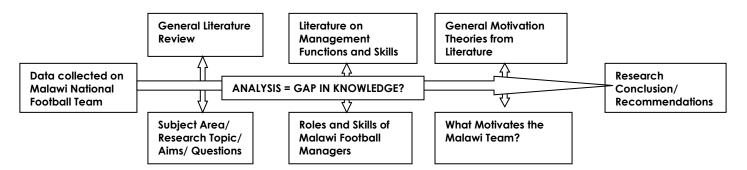
Before data was collected the researcher made sure that he got permission from the university research ethics committee who approved the methodology and the questionnaire that was used in this study. The application also contained an assurance and process on how the data collected including personal details of the respondents were to be used in the most acceptable and professional way.

The introductory letter to respondents contained elements on how the data was to be used which every respondent and or participant in the study received. At the beginning of each interview conducted the respondents were reminded about the contents of the ethical handling of data within the thesis. They were in addition assured that their personal identities were to be securely treated in storage of data as well as by use of codes as opposed to personal names. As pointed out by Sommer and Sommer (2002),

"two methods used by researchers to protect participants in behavioral studies are confidentiality and anonymity. Confidentiality means that the respondent's identity is known to the investigator but protected from public exposure. The researcher keeps any identifying information out of published reports. Confidentiality is particularly important when people's statements or actions would cause them some embarrassment if they became known. It is best for the researcher to maintain as much confidentiality as possible because it is difficult to predict how people's answers might be interpreted or used by others."

With afore stated, the researcher made sure to handle every process of the study in an ethical manner especially information to deal with respondents and their personal details. This was done through use of proper documentation including asking the respondents to sign interview consent forms as an assurance and to protect the researcher in case of disputes in data management.

# 3.7 Conceptual Framework



(Figure 8 - Thesis Conceptual Framework by Charles Leyman Kachitsa, 2015.)

The above conceptual framework had been developed by this researcher in order to aid the successful completion of the thesis and also to clearly define where a general gap in knowledge in this case on management motivation theories, might be identified on conclusion and completion. Jabareen (2009) defined a conceptual framework as 'a network, or a plane, of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena.' He further said 'the concepts that constitute a conceptual framework support one another, articulate their respective phenomena, and establish a framework-specific philosophy.'

The underlining point was that the framework charted the way the study was going to be conducted. It gave out the path just as you would expect in any thesis in this case highlighting the main sections of the thesis that combined together would give it legitimacy and meaning.

### 3.7.1 Importance of the conceptual framework

The conceptual framework however designed, explains the main key issues within the research either graphically or in a narrative form (Miles and Huberman, 1994). This includes key factors, constructs or variables, and the related connectivity between them. Additionally, the two writers wrote that the conceptual framework may be seen as a series of intellectual 'bins' containing key events and behaviours.

Reichel and Ramey (1987) define a conceptual framework as a set of broad ideas and principles taken from the relevant fields of enquiry and used in structuring a subsequent presentation. Although qualitative research conducted during past years relied on keeping pre-structured designs to a minimum, with time, modern researchers have started to accept more pre-structured qualitative research designs done as further studies have become apparent. This is more expressed by Wolcott (1982 cited in Miles and Huberman, 1994) who stated that it is, 'impossible to embark upon research without some idea of what one is looking for and foolish not to take that quest explicit.'

Similarly, McGaghie et al. (2001) stated that a conceptual framework helps to set the stage. They further mentioned that it identifies research components and clarifies relationships among the different wings. This research since it was studying known theory and judging whether they were applied had a defined path with a view to identifying the gap that may be there in knowledge. The researcher had knowledge of existing theories and therefore was aware of the path to be followed in search of answers to the research questions, it was again obvious where from information that should be used for the data to be collected would be available, and persons to be contacted.

As Patterson (2002) stated, qualitative design is emergent, although researchers may set off with some provisional ideas about research design there may be changes during the research process.

A conceptual framework assists the researcher to connect the research question and facilitates the steps to be taken throughout the thesis to its completion. It acts as a guiding tool that assists in gaining an understanding of what is the different aspects of the research are, how the process of determining useful information should be planned and trying to understand why the subjects and the other aspects acts the way they do in the things being studied.

Miles and Huberman, (1994) further stated that the extent of the pre-structured nature of the research design will depend on time available; how much is already known about the phenomena; the instruments' availability and, the analysis that will be made. In this case the researcher had designed a conceptual framework for the research that was robust and easy to analyse, that should also guide him in the steps to be undertaken in the study.

Critics may argue that having a pre-defined route could limit creativity in expounding other areas that would have been included as any part of the thesis. The writer argues that such plain approach without guidance using a framework would have contrary to the concerns made it particularly difficult to pin point areas of study that needed more insight for a full representation of the topic.

It was planned that all activities for this research were to be completed on schedule except where hindrances have occurred that are way outside the control of the researcher. It was therefore a great achievement to have completed the study successfully as scheduled.

# 3.8 Research Data Analysis

After collection of the full data, a qualitative technique to analyse the data after transcription was employed known as 'Discourse Analysis'. The population of the respondents as already stated was small and not vast because of the nature of the study as it involved a football national team as a focus. It therefore had been planned to use manual method for the data analysis and not any computer aided data analysis systems. The author was however made aware and had attended some workshops on use of software 'Nvivo' which for some larger population study would aid researchers to come up with themes from a qualitative research approach. The researcher contended that use of computer software for analysis would have depended on the richness of the data collected and to a larger scale the population of the research subjects.

As Nigel Fielding cited in May (2002) pointed out, he contends that a dominant concern about qualitative software is that it may somehow be the main focus of the analysis thereby imposing a standard approach and employing alleged concealed assumptions which they have called, 'Frankenstein's monster debate.' They continue to say another downside for using software for qualitative analysis is the fact that the available types do not render themselves as universal, one has to critically analyse their specifications and operative instructions to ascertain whether they are suitable for a specific study with associated data sets.

As has been stated above, the collection of data was done meticulously so as to come up with very good credible results which meant use of Discourse Analysis still produced the desired outcomes. Some authors have called Discourse Analysis as 'Discursive Psychological Perspective' for example Jonathan Potter as a contributor to the book by Silverman (2004).

The researcher had chosen to use the technique of Discourse analysis as opposed to conversation Analysis which to some might appear similar because of the method he had used in the data collection. By using semi-structured interview questionnaire in data collection it meant there were a predefined structure and a

course taken by the data and eventual transcriptions. In Conversational Analysis the assumption is that the data is coming from a pure interaction more specifically with the flow, interruptions and any overlaps. This study had no interest of going to that extent in examining the respondents.

The case for a Discourse approach was also made more prominent because of the language variations which arose as a result of primarily the dissimilar levels in communication by respondents occasioned by differences in English language education levels, professional level differences since as explained in a section above those participating stretched from executive managers to simple Malawi National team players some without any formal education.

Binsardi (2008), contends that, "research methods require an essential coherence between data collection and data analysis. For example, it is necessary that the choice of analysis, whether employing quantitative analysis or grounded Theory, should be suited to the data collected, whether collecting nominal, ordinal, interval or ratio data." He continues to state that the research method selected should ensure that the conclusions arrived at are 'valid', 'reliable' and 'reproducible.'

According to Miles and Huberman, (1994) qualitative analysis involves three activities in stages: data reduction, data display, and conclusion drawing. Data reduction is the process of selecting, focusing, and simplifying the interview transcripts by extracting the most relevant data from all of the responses. When the emerging themes have been identified these then assists in the answering of the research question when analysed.

For easy reference and in keeping with the research ethics promised to the respondents in keeping their details and responses unanimous, a coding scheme was developed in the analysis for use in the presentation of findings. Coding is the process by which responses are classified into meaningful categories and would make it easier for the data analysis presentation of findings. (Fankfort-Nachmias and Nachmias, 2008).

Although there are divisions amongst researchers on the coding of data for qualitative research, progressingly there is agreement that this can be used not necessarily to quantify the data sets as in quantitative research but to make it easy for highlighting of themes for discussion. Saldana (2016) gives out criticisms of coding in qualitative research as follows;

- That coding is an outdated method for qualitative research by pointing out that more and more researchers carrying qualitative analysis have done it recently as a tradition which in some cycles of scholarship is then dismissed and discounted outright as an old-fashioned, positivist approach that does not harmonise with more theory-based analysis.
- Some researchers have gone as far as describing coding in data analysis as 'Dangerous, Violent and Destructive." These the author considers are extreme words perhaps used out of misunderstanding on the purpose and focus of coding as an alternative stage in qualitative data analysis.
- Coding is nothing more than counting is what other critics of the process have given out as their basis of discounting the task in qualitative data analysis. Their point is that the frequency occurrence of data code is not an indication of its significance. This researcher contents that counting and the frequency should matter in the analysis as it may indirectly if not directly point to other directions that an analysis could pursue outside the main research objectives.
- Coding is reductionist, as a criticism this may be very contrary to the agreement in qualitative researchers that the approach in analysis of data for the type of study in qualitative approach can combine both deductive and inductive approaches in coming up with the themes. Therefore, in general the assertion is not true for coding in qualitative data analysis.
- Coding is mechanistic, instrumentalist, and distances you from your data. This can only be true if the researcher does not understand the process which

must be done by reading of the data sets several times before settling on the more credible codes as a representative of the transcribed data.

The researcher however, despite the disadvantages adopted the method for this study's data analysis. In using the technique and trying to find the best fit, he was made aware of the various coding methods that are found in the two recommended stages of First Cycle and Second Cycle Coding.

According to Mile et al. (2014), the First Cycle is associated with three elementary methods which would be foundation approaches to coding and these are: Descriptive, In Vivo and Process coding. Others come into various categories such as: "affective methods, literary and language method, exploratory methods, procedural methods, grammatical methods." While most researcher use Pattern Codes for the Second Cycle coding process. However, Charmaz (2014) proposes additionally as an alternative, use of Focus coding as a method for the Second Cycle stage.

According to Leininger (1994) cited in Collis and Hussey (2003), once a method of analysis has been selected and applied it needs to be evaluated. The author gives six criteria for doing that: credibility, confirmability, transferability, saturation, meaning in context and recurrent patterning. Credibility is achieved by the researcher through choosing carefully the research subjects and is improved if more time is spent on the subject under study to deepen understanding.

Of more importance to this research, transferrability is concerned with whether the findings can be applied to another situation which is sufficiently similar to allow for generalisation. Dependent means the research process has to be systematic, rigorous and well documented. The four are the most popular.

On the basis of the suggested data collection and data analysis was conducted, the author was of the view that all areas as to come up with credible outcomes in line with the research aims was followed. Kumar (2014) states that how a

researcher process and analyse data in qualitative study will depend on how one plan to communicate the findings. He suggests three ways of doing that, all of which involves identification of themes as the ultimate goal. The author went on to say that in order to identify the main themes that emerge from the responses given by interviewees from the transcribed data, a process involving a number of steps as follows has to be followed:

### "Step 1 - Identify the main themes.

You need to go carefully through descriptive responses given by your respondents to each question in order to understand the meaning they communicate. From these responses you develop broad themes that reflect these meanings. You will notice that people use different words and language to express themselves. It is important for you to select the wording of your themes in a way that accurately represents the meaning of the responses categorised under a theme. These themes become the basis for analysing the text of unstructured interviews. Similarly, you need to go through your field notes to identify the main themes.

# Step 2 - Assign codes to the main themes.

Whether or not you assign a code to a main theme is dependent upon whether or not you want to count the number of times a theme has occurred in an interview. If you decide to count these themes you should, at random, select a few responses to an open-ended question or from your observational or discussion notes and identify the main themes. You continue to identify these themes from the same question till you have reached saturation point. Write these themes and assign a code to each of them, using numbers or keywords, otherwise just identify the main themes.

### Step 3 - Classify responses under the main themes.

Having identified the themes, the next step is to go through the transcripts of all your interviews or your notes and classify the responses or contents of the notes under the different themes. You can also use a computer program such as NVivo,

ATLAS.ti or MAXQDA for undertaking this thematic analysis. You will benefit by learning one of these programs if your data is suitable for such analysis.

# Step 4 - Integrate themes and responses into the text of your thesis.

Having identified responses that fall within different themes, the next step is to integrate them into the text of your thesis. How you integrate them into your thesis is mainly your choice. Some people, while discussing the main themes that emerged from their study, use verbatim responses to keep the 'feel' of the responses. There are others who count how frequently a theme has occurred, and then provide a sample of the responses. It entirely depends upon the way you want to communicate the findings to your readers."

# 3.9 Chapter Summary – Research Method

This chapter outlines the research methodology that was pursued in this thesis. In briefing the reader, the researcher has explained the research philosophy chosen that he made at the outset as interpretivist. This was chosen as the study was identified from the inception as leaning on the behavioral classification. Relative to the philosophy the strategy derived for effective implementation of the thesis was qualitative from which it was resolved that as a technique, semi-structured interviews were to be used for data collection.

It explains the data analysis technique of Discourse Analysis that was adopted and used for coming up with the outcomes for discussions and subsequent contribution of knowledge. According to Jonathan Potter as cited in Silverman (2004), he explains that Discourse analysis has an analytic commitment to studying discourse as texts and talks or language in social practices thus by proper examination of language used meanings can be deduced and experiences analysed.

And to align the technique to this study he continues to state that typical Discourse Analysis focuses on transcripts of talk from everyday and or institutional settings on transcripts of open ended interviews which therefore means it is more used in qualitative studies rather than quantitative.

The chapter also explains how research credibility was achieved in the study and what ethical consideration were employed as the researcher engaged with the respondents. It ends with the methods which were to be employed in data analysis so as to extract credible themes emerging from the data. It is explained that the analysis uses coding as a method of data findings extraction to come up with themes. It is important that this chapter was included as it links up and explain how the process of data collection was conducted and what formed the basis for choice of the methods that were employed.

# **CHAPTER 4**

# DATA PRESENTATION, ANALYSIS AND FINDINGS

# **CHAPTER 4**

# DATA PRESENTATION, ANALYSIS AND FINDINGS

# 4.1 Introduction to the chapter

This section presents the findings from a pilot study carried out earlier, and goes on to present the full findings from data collected on the Malawi National Football Team stakeholders using methods and techniques as outlined in the previous chapter of data collection methodology. The main total data collection from Malawi involved the researcher conducting thirty (30) in-depth interviews with officials from the Malawi Sports Council, Football Association of Malawi (FAM), the national team football players and other stakeholders associated with the Malawi National Football team.

However, it is important that a brief background to the exercise be shared through the thesis on the pilot data collection exercise which highlighted some challenges on the exercise culminating into suggested solutions and adjustments that informed on the strategies and approaches adopted for the subsequent data collection exercises in the process. The general subsequent study findings as presented in this chapter is supported by verbatim quotes from the transcripts of the in-depth interviews recordings which have been coded at the end to highlight the emerging themes from this study.

# 4.2 The Pilot Research Data Collection Exercise

# 4.2.1 Background

Based on the authors research topic; 'Identifying Motivational Factors in Malawi National Football team despite perennial inadequacy of resources.' It was identified for the data collection process that interviews be conducted with a few from the groups identified as potential respondents on data collection to the thesis. The pilot data collection was conducted in the first year of this research. Although the thesis was in the first year it was prudent upon advice received that a pilot interview process with the research subjects be conducted since the author was travelling to Malawi in December 2014 to January 2015.

To keep the exercise in context, the respondents as identified in this research thesis were to come from groups representative of officials and football players associated with the Malawi Football Association (FAM), the Malawi ministry of Sports and the national football team players.

# 4.2.2 Objective for Reporting on Pilot Data Collection

The report was primarily written to the author's supervisor for him to get an insight on how the pilot data collection process of interviews were conducted and discuss to agree any adjustments that were to be adopted in light of the challenges faced thereof. The report therefore briefly stated what the limitations on the pilot exercise were, attitudes and level of interest observed of the respondents which as stated above informed on subsequent data collection exercises for the thesis. The researcher had found it useful to include this report of the pilot study here as part of this chapter to pin point some of the aspects of the thesis that might have been considered but dropped in the final plan as the study progressed to the later stages. Also strategies adopted for approaching and conducting of the subsequent interviews.

# 4.2.3 Scope

The interviews at this point were approached as a pilot though the data collected eventually formed part of the main collection for data analysis. It was therefore apparent with this approach that a fully blown data collection exercise was not the target of the exercise. In this regard the author managed to interview three people out of the target total eleven (revised to thirty afterwards to make the research credible).

### 4.2.4 Individual official interviews

The interviews were conducted in a transparent manner and the interviewees were assured of confidentiality. The researcher had since obtained ethical approval from the university office and carried the document with him on to the data collection trip. Research objectives were explained with the title, aims and the research question, before requiring the respondents to answer questions. All the subjects accepted for the interviews to be recorded, thus giving their consent

as participants and for use of their responses in the study should this become necessary since this was only a pilot exercise.

### 4.2.5 Interviews Conducted as Pilot

The three people interviewed apparently constituted a representation which worked to the advantage of rendering the pilot credible. In this regard the three respondents cut across the identified groups to be interviewed for the study. Later the main data collection exercises included interviewing all the target groups of the stakeholders for the Malawi national Football team (FAM).

# a) Interview Questionnaire

The interview questionnaire was prepared and approved for use in advance of the exercise. The respondents were approached for setting up dates to meet them individually for the face-to-face interviews. The researcher followed up the agreements of dates with telephone calls to ascertain availability for the set interviews and to confirm readiness to participate in case some of the respondents wanted to seek authorization from their management. The questions were forwarded to respondents' days before the appointment date.

In total there were twelve questions with various combinations as follow-up questions to be included dependent on the responses. The interviews were conducted on 18th December 2014 in each of the respondents' official offices at the Football Association of Malawi complex in Chiwembe, Blantyre. All the three interactive interviews were captured on a recording gadget with permission sought first to do so from the respondents. Generally they all answered all questions asked with clarity and showed interest on each of the subject matters reflected.

At the start of each of the interviews an explanation to the respondents was made about the research topic, aims & objectives and the research question. The confidentiality clause was also read out to allay any fears of their responses being used for other purposes other than the research. All the respondents agreed to be interviewed and recorded as well as giving consent for the data to be used for the

study including outline of their brief profiles without necessarily attaching any of their answers to any question.

Although only three respondents were reached for the interviews out of eleven (changed to thirty after evaluation), as a pilot the exercise achieved its intended purpose. All respondents indicated eagerly that they were more than willing to be interviewed again should the need arose since they had answered the questions fully as recollected by this author. Most importantly all of them indicated their interest and willingness to supply any needed further information and also to assist should it be necessary in encouraging others to respond to the call for interviews in the subsequent main data collection exercise.

# 4.2.6 Interviews Respondents Excepts from the pilot Data Collection Exercise

It was realized that the pilot exercise achieved more than was first anticipated and that the responses collected were full in contributing to the main data collection exercise. Here below are some of the sample excepts from the recorded and transcribed responses of the three respondents:

# a) Excepts from Respondent One

FAM is affiliated to FIFA, COSAFA and CAF. FAM acts like football agents in Malawi. Government gives the resources but it does not interfere with the control of the game. Only FAM controls it. .....the association is affiliated to the Malawi Sports Council and pay a fee of about k5000 annually. Firstly the council asks for a budget for the whole year. Most times the budget is K500million and above, the council evaluates this. ...... FAM have the congress which is the decision making body. After the congress ..... have the executive body and then the members. There is the President and his vice and the general secretary. The executive comes up with the decisions and the secretariat has to implement. .....have more departments such as the financial team, the administration and the like. General Secretary is the head. Then .... have affiliates which are the delegates of the body. FIFA sources .... salaries per year. Money from FIFA does not go to the national team. It is for the administration and not for the team. Government is the one that sponsor the national team after the executive have approved the budget. (MR2).

we have to accept that there is no short cut to success. Need to concentrate on grass root youth development. First, we must win (AFCO) the African cup of nations. (MR2)

From the pilot data collection exercise, responses for example the above for the study informed on the findings from the angle of learning more about the structures in football especially the Football Association of Malawi and its connection to FIFA. It also helped in preparations for the main data collection exercise.

## b) Excepts from Respondent Two

The researcher realized from the responses given the extent of the challenges faced by the Malawi National Football team in light of the inadequate resources. However, the respondents showed how determined they were to keep on with the team as was explained by respondent two, a sample of which is presented here below:

As I said we are not professionally established. However, the association has full control of how the national coach is performing. So we monitor the national coach trends and follow through what he is doing to ensure that he delivers according to our standards. (MR3).

The great challenge that our national team has is funding from the government. Time immemorial the corporate only come in when the teams are winning so we are saying no that is bad. Let's help them even when they are not doing well. For a team to do well they have to participate in so many competitions, and this is the challenge that we have. (MR3).

The current Malawi national team has to participate in so many activities so that it can test its strength. Go to other countries to play with other teams. (MR3)

### c) Excepts from Respondent Three

Managers are required to be innovative. Part of the initiative that became apparent from the pilot data collection exercise was the skillfulness of the managers to use novelty solutions in sometimes situations or dire needs. This was exemplified from the responses by respondent three. There was again a clear show that some improvement could be made through the adoption of stringent strategic plans. Here below are excepts from respondent three highlighting some of this aspect:

We explain to the players when there are financial problems so that they are not affected when they go out to play in the competitive games. The approach to players should be in such a way that it does not make it worse. Players must be assured that foreign based players will not have any special treatment from the way the local players will be treated. (MR4)

....... When Malawi plays with big African teams like Nigeria we lose but not by much there's a very narrow difference. Our local league has to be developed to be strong and competitive. More of our players need to play football professionally outside the Africa. We need to have academies so that the players are well taught. We need good coaches for the young women and boys so that they teach them well these coaches have to be very good until these young ones find a good top team in Malawi and even be identified by international teams. (MR4)

Need to commercialise, proper planning and make positions competitive. Team training abroad. Introduce rigorous player tests. (MR4)

### 4.2.7 Conclusion on the Pilot Data Collection Exercise

It could be stated with confidence that the pilot interview exercise was a success. It was considered of importance to the study as it informed on improvements to be made in the approach of the thesis in almost in enhancing the final writing for all areas. Considering how the respondents were engaged with much interest, it worked as a tool with which to build a better rapport with the subjects and made it easier for this researcher to approach the other respondents in all subsequent interviews from all target groups mentioned above.

As mentioned above, the pilot exercise made it clear about the importance of a study on this topic of motivation in football management and more so where resources were deemed inadequate. It has to be mentioned that the data collection exercise is important for the study as it is the pinnacle of the research since data collected is what informed the main and sub-sectors of the thesis knowledge contribution.

The pilot data collection exercise helped the researcher to horn in some of the important areas in the study as experienced after interviewing the three individuals. For instance, it helped the researcher to ask a direct question, an

amendment on the initial questionnaire, on what the respondents felt was factors or a factor that motivates them in the Malawi National Football Team setup. It also helped in that the identified limitations were given attention not to impede progress as the researcher went back for the subsequent interviews.

# 4.2.8 Summary of Key issues on the Interviews

The table below summarised the key findings that arose in four areas of focus in the pilot data collection research exercise that were aligned to the research question and literature review from chapters one and two. This all enhanced the final overall research analysis and findings. Here are the key issues arising from the pilot data collection exercise:

Table 5: Key areas of focus from the Pilot data collection.

KEY ISSUES	Motivation	Football	Resources in	Study Location
		management	Football (4Ms)	- Malawi
	Theories	Skills	Manpower	Current status
SUB-SECTS AS ELEMENTS OF	Influence	Function/ Role	Money	Economy
STUDY	Behaviour	Practice	Materials	Location
	Attitudes	Training and Learning	Machine/ equipment	Size/ Population
	Application	Performance		Influences/ Culture

# 4.3 Overall Research Data Presentation

The pilot data collection exercise helped the researcher to progress effectively with the study taking into account areas that needed to be improved. The interviewer therefore, had a successful subsequent data gathering process which provided timely and needed information for analysis. This section explains and summarises the data collection process using the interviews as the main tool.

# 4.3.1 Interview Questionnaire and Responses

Ghauri and Gronhaug's (2002) set out recommendations on how each interview, where this is the research technique adopted is to be tape recorded with advise for need of additional note taking by the interviewer. Such notes taken alongside the recording is done in order to maintain concentration and focus of interviewer, and to support data gathered from the tapes. Following the procedure and the ethical clauses of the study, to ensure participants were comfortable and at ease in giving their responses, the reasons for using a tape recorder were explained, and their permission to use it was sought (Healey and Rawlinson, 1994).

Some of the advantages of recording interviews is the opportunities to re-listen and re-analyze data collected through the responses; and it also allows provision of an accurate and unbiased record which later in the analysis allows direct quotes to be used where necessary. After the interviews were conducted, the content of each individual recording was fully transcribed and accompanied by the supporting notes, was held to be an accurate record of the exercise. (Mason, 2002).

The responses were first transcribed in full before anonymized as in table 2 below (summarized responses). The personal details identifying all research respondents were taken off and replaced by codes only known to the researcher to keep with the credibility of the study. Here are the anonymized and responses shortened as bullets points from the long verbatim written transcriptions of the recorded research interviews as read with the research questionnaire (Q1 –Q11) and research aims and objectives from Chapter one, presented in the table below:

Table 6: Research Anonymized Interview Responses

	RESPON DENTS	OBJECTIVE 1 - To critically analyse and establish if traditional factors such as job satisfaction, recognition, pay and rewards are fully employed in Malawi national football team management and if so whether they are the driving forces behind player motivation.				
		Q3	Q4	Q7	Q11	
1	MR1	-Through Advocacy and lobbying - No welfare policy	- Allowances and bonuses -NOT ENOUGH -Insurance Cover available -Measure of effectiveness – Complaints and satisfaction fans Older players – YES & NO	-I talk to the players -NO KNOWLEDGE OF THEORIES -Player application –measure of my contribution in motivation	-Beauty of game -Potential for popularity -Monetary gains	
2	MR2	-Daily allowances and game bonuses — we top them up from government allowances.  -Built a hotel near FAM offices for players and employ doctors including paying hospital bills (insurance) policy managed by Sports council.  -Hotel has gym, cafeteria as well  - Now need a dietician.  Policy publicised to players 1st day of camp.	-Allowances and bonuses -NOT ENOUGH  Older Players –YES inspire and motivate the young playersProfessional older players stand in for the local/ younger presenting issues to managersProfessionals mostly complain about allowances and are seen to put much effort sometimes as they feel pay is little.	-I make sure president talk to the players — to a greater extent it works.	-I am doing a job which I like, I love to pursue my interestI have a football teaching certificate.	
3	MR3	-Finance department prepares budgets for the national teamMoney is a motivator —we try to give allowancesPlayers are motivated when they play more gamesso FAM arrange friendlies.  Policy are documented —communicated to players once they join camp including insurance policy.	-Allowances and Bonuses Enough –YES and NO -Local players Yes, international players No it is not enough.  Apart from allowances – more hard work on international	-Sometimes proposes indirectly critical resources; manpower eg Dietician, equipment not enough, Money not enough.	-More games to players.	
4	MR4	-Welfare is in the hands of FAM eg Insurance PoliciesThere is NO code of conduct, FAM provides all the toolsResources are NOT adequate; including staff, equipment not sufficient. Eg accommodation and dietician we use volunteers. NOT Sure about written down policies.	-Bonuses -NOT ENOUGH.	-Motivation- we make players feel patriotic that playing for the national team is an honour –self motivation.	-Love of the game.	
5	MR5	-Arranged European trials for 2 players -Arranged Donations for youth development from BelgiumIntroduced extra lessons in English/ etiquetteThere is a policy- Also for retired players.	-Allowances and BonusesNOT ENOUGH as someone from EuropeSurprised team has NO corporate sponsorsMoney not important motivator but Patriotism. Older Players - YES – Assistant coaches are former playersNot necessarily playing in the team -Need to have more players playing abroad.	-Yes I do motivate players – including encouraging religious faithNO KNOWLEDGE of motivation Theories -Motivate them by offering opportunities for trials abroad I observe the players to know my methods are working.	- Making players better.  -MY Own = just playing the ball.	

6	MR6	-Team manager looks after player welfare. Policies – player welfare policy no but a code of conductNot publicised as it is an agreement between player and national team.	-Allowances and Bonuses. – though lowest in southern AfricaNOT ENOUGH –effectiveness- mostly players play as a form of Patriotism – but cannot live on the allowances.  Older players – YES and NO -Yes but sometimes it's a shorter termNO it's better to lose with youth as they learn in the process.	-By my presence as a former playerAttended coaching courses but not on motivationCoaching courses did not include theories of motivation.	-Patriotism, bigger honour to represent your country.
7	MR7	-Difficult situation -No written down policy on welfare.	-AllowancesNOT ENOUGH.  Older Players – Depends on Type and Kind of PlayersSome with age they slow down/ not run with or chase ballSometimes they Disrupt the Team.	-Yes – I have certificate for motivating people struggling. Effectiveness – working relationship and reactions.  -Yes, aware of theorems of motivation – helpful in football.	-It is an inborn thingCompetition between players and availability of heroesRecently Money is a motivator.
8	MR8	-Have a limit as it is admins and not technical departmentNo written down policy – No welfare policy, Only player contract.	-Cash allowances and winning BonusesIt's ENOUGH for Malawi –not compared to other countries.  Older player – It all depends on which Old player; need technically skilful ones.	-Yes by prompting or helping high performance so that they are exposed for them to be seen by clubs abroad I am attending a course on how to motivate players.	-To get my country to a higher level- standard. -As coach – produce great players.
9	PR1	-Welfare through Bonuses – in the past we were given houses No-policy on welfare in existence.	-Allowances and bonuses -NOT ENOUGH Older players – YES it does though direct on the coach- older players should be drafted to help the coach.	N/A	-Wanted to be star.
10	PR2	-N/A	-Game bonuses –Cash or transfers sometimesNOT ENOUGH  Older players – YES it is good –young learn from older, it's big motivationNO, older players are not disruptive, yes sometimes demand higher wagesOlder inform the young on their rights and induct them.	N/A	-It is big achievement to play for national team. Not Money.
11	PR3	-N/A	-Monetary -Not practical can't say not enoughI do not think this works especially promises made for win Proposes incentives like camping abroad on preparations for games.  Older players – YES –only need to use them tactically making sure they are not the weakest link in the gameUse them sparingly e.g. last few minutes at the end of the gameIf not used properly could demotivate the other younger players.	-N/A	-As player –enjoyed playing as we had resourcesAs administrators –to see player grow and doing well.
12	PR4	-N/A	-No incentives –some players given housesMoney – NOT ENOUGH. Yes those with houses. Measure of Effectiveness – How committed the players are. Older Players – YES they motivate young ones.	-N/A	-Winning –wants always to win. Not money.

13	PR5	-N/A	-Allowances – never any incentivesNOT ENOUGH.	-N/A.	-Passion I had.
14	PR6	-N/A	-Allowances and Bonuses -Belief they are adequate	-N/A	-Ambition of aiming higher -Older players motivated me.
15	PR7	-N/A.	-Allowances; travel and internationalNOT ENOUGH.  Older players – YES they motivate young players.	-N/A.	-Looking up to other players and friends -some modern players motivated by money.
16	PR8	-FAM does not look after players wellDon't know if policy is there or if there it is publicised.	-Allowances, houses and employmentNOT ENOUGH Older Players: not answered.	-N/A.	-Love of the game, incentives and money.
17	PR9	-N/A.	-Allowances and game BonusesTraining and game allowances – when you lose you don't receiveNOT ENOUGH –compared with other countries, need enough as it is a short career.  Old Players: -YES, but good performersSometimes supporters insult old players because they have seen them for a long timeEncourage Mentorship- and succession plan needs to be plannedNo player should stop because of old age, or if there is NO replacement.	-N/A.	-Passion -To impress family not disappoint my mom especiallySupporters appreciation and mediaNot money.
18	PR10	-N/A.	-Allowances, we appreciatedTravel, training and accommodationNOT ENOUGH.	-N/A.	-It's a talent that God has given meTo appreciate the talent God has given meFamily influence and to help me. NOT MONEY.
19	PR11	-N/A.	-Allowances include training, game bonus. But need to play your roleNOT ENOUGH.  Older Players: YES, senior players motivate young ones e.g. Ghana team.	-N/A.	-My Dad who was a referee (still is)To play at a higher level for example in Europe.
20	PR12	-N/A.	-Allowance, -NOT ENOUGH.  Older Players: -YES they use their experience.	-N/A.	-Patriotism, dream to play for the countryMoney also play a big role.
21	PR13	-N/A.	-Allowances and Bonuses -Its Adequate for me.  Old Players: YES, help upcoming players, experience is importantOlder players advise us and encourage us to play with high standards.	-N/A.	-Want my performance to be enhanced always and money.

22	PR14	-N/A.	-Allowances; training and Game bonus -ENOUGH, the way the country is.  Old players: YES, they motivate the young. Must be included always.	-N/A.	-Respect attained from representing the countryAnd Patriotism, NOT Money
23	SR1	-N/A.	-Money -NOT ENOUGH, and they don't get in time.	-N/A	-Meeting friends- fellowship. -Keeps me from trouble.
24	SR2	-N/A	-Allowances-training, game B onuses and accommodation. No particular amountNOT ENOUGH- compared to other countries hence no football development.	-N/A	-Patriotism, contribute to countryLove of country and passion, to promote solidarity, NOT Money.
25	SR3	-Through writing about itYes, there are policies available at FAM.	-Allowances; training and travel, Game Bonuses. – My opinion this is a voluntary jobNOT ENOUGH as players always complain, most times are paid latePoint of contention is medical care.  Older Players: YES, very true- young need to learn from the old.	-N/A.	-Football is a religion of its own.
26	SR4	-N/A.	-Game allowances, Bonuses, travel allowances; when serving the national teamNOT ENOUGH but justifiable. Older Players: YES, young are motivated by older players but demotivated if the old are treated the same as young.	-N/A.	-Passion and for want of doing something for pay.
27	SR5	-N/A.	-Training Allowances -NOT ENOUGH – players need to protestThey do not have adequate facilities.  Older Players – YES and NO, can be brought in also in as Training PARTNERS to transfer skills to the young playersSometimes they bring chaos.	-N/A.	-Money –need to include infrastructure.
28	SR6	-N/A.	-Allowances and Bonuses -NOT ENOUGH –it demotivates players.  Older Players – YES, young ones get motivated by the older ones –Inspire them.	-N/A.	-Wanting to put Malawi on the world map.
29	SR7	-N/A.	-Game allowances, not life changingNOT ENOUGH.  Older Player: young not happy, e.g seen one arguing with an older player for captaincy.	-N/A.	-Pride, Patriotism and competition.
30	SR8	-N/A.	-A LOT OF THINGS TO BE SORTEDNo answer.	-N/A.	-Not answered.

	RESPOND ENTS	OBJECTIVE 2 - To critically investigate and ascertain whether general management motivational practices from work organisations can be exported to football, should it be they are not already employed, in the absence of adequate resources as a driving force of motivation.					
		Q5	Q8	Q9			
1	MR1	-NO not in my life time -Need plans for GRASSROOT -Need Proper Incentive Scheme -Qualification – 2030 -No Gant Chart -Success – game by game and FIFA Ranking	- Performance has stagnated, has not improved - Potential is there Changes - Sponsorship and partnerships with corporate organisations - Adequate Finance to employ qualified coach - Fierce competitive national league.	- FAM not council is responsible			
2	-It is everyone's wish –No shortcuts to success -With good GRASSROOT youth development it is possible.  -We nee - We nee - To imp - To imp		-Has gone down Changes -We need tactician - We need players who are experienced and can change a gameTo improve and gain financial independenceTo improve GRASSROOT and youth developmentTo improve welfare including finance, allowances given to players.	-Accept we are responsible as controllers.			
3	MR3	-YES if we develop GRASSROOT football and youth policy to be vibrant.	-It has gone down.	NO I am not responsible – FAM is just an agent, ultimate responsibility is with Government.			
4	MR4	-YES –all teams that have won were like Malawi at some pointWith a strong competitive league –need to improve -More professional football players abroad -Need football academies –well qualified coaches. At GRASSROOT levels good coaches to work with the youthIdentify talent at an early age.	-Performance not Okay –we are not the bestFootball has changed –it's gone commercialSchool is important to modern players.  Changes -Need to commercialise and make positions competitive- planningTeam training abroad – introduce player tests.	-YES and NO –I work hand in hand with the coachesUltimate responsibility with FAM.			
5	MR5	-Not win but Qualify- with good youth developmentQualify World Cup – 2026 -YES I have plans for up to 2026, these are mine.	-Football is growing slowly.	-Yes I am responsible –coach make final decisionsUltimate responsibility – Technical panel.			
6	MR6	-You cannot say NEVER but we are far maybe next 100 yearsQualification to AFCO: 2021, World Cup: 2030 - Gant Chart available  Measure of success: Results, youth drafted in.	-It's Gone down.  Changes -More GRASSROOT, youth development.	-NO- I am learning maybe in 5-7 years from nowUltimate responsibility: Head Coach.			
7	MR7	-Everything is possible with God but need to develop GRASSROOT, youth structuresIt is difficult to qualify because of the aboveNO planning, No Proper Roadmap (Gant chart)Success Measure – Each an every game we reflect to improve next time.	- Dropped in performancePast we had powerful structures including youth GRASSROOT football.  Changes -Administrators, and GRASSROOT football Exposure of players abroad to gain international experience.	-Yes- we are responsibleIf players were motivated by FAM and not only administrators, we could have been better.			
8	MR8	-NO they will never win the world cupqualification realistically 2026.  Measure of success —number of players playing for clubs abroad, number of players sent out.	-Gone down – we are not going out as much Changes -Need to have more players playing in clubs abroad	-Not only me with others- I am not part of thatYes I play a role but not overall responsibility.			

9	PR1	-We can but need to change structure eg have academies – GRASSROOT.  -Qualification to world Cup –Depends on how quick infrastructure is put in place.  -NO Written down plans –medium or long term. But Need structure and academies and football schools (GRASSROOT) for youth development.  -You can't teach basic skills in super league- has to be done at GRASSROOT level.  Success measured: Games won.	-Gone Down –though game of football is the same.  Changes -Player skills and Coaches technical skills.	-Yes, I have failed them because I do not contribute my knowledge to the team.
10	PR2	-YES in future —Need to groom from GRASSROOT young players. Need to set academies2030 may win the World Cup.  Measure of Success: Don't know.	-UP and Down, very bad standard of league has affected this.	-YES -Collective responsibility. But everyone who is involved including management.
11	PR3	-YES it can happen, need to develop GRASSROOT football. Need academies in the country.  -Once we get it right from bottom it may happen any year. We mostly concentrate on Mature players,	-Very difficult 10 year -standing still - NO Progress. Compared to neighbouring countriesGoes back to lack of development at GRASSROOT level. Change: Need to change pace of GRASSROOT development.	-I counsel players, this help players. –Ultimate responsibility is with FAM.  -We need administrators who understand football much better.
12	PR4	-Very possible – By going to old way e.g promote GRASSROOT football like in Primary SchoolsPlayers need to learn a lot. Football down because of ill prepared playersWinning World cup: 2030, Qualification: 2026 if we start preparing now.  Measure of success: being consistent in winning games, being power house of Africa.	-Gone Down Changes -Improve GRASSROOT football developmentInvolve former players in national team training to impart knowledgeChange management and administrative systems and Continuous Professional Development (CPD) for all.	-Yes as a player.
13	PR5	-NO Not possible -NO EVEN Qualification unless there are changesChange needed throughout.	-Gone Down.  Change: Invest in GRASSROOT football.	-NO –Ultimate responsibility with Team Management.
14	PR6	-Cannot win the World Cup -Qualification 2030 based on disbanding the whole team now and concentrate on GRASSROOT developmentNeed a long time for preparationAlso get rid of corruption.  Measure of Success: based on coach and management.	-Gone Down –Partly love of money has destroyed the game.  Changes -Involve former players -GRASSROOT –youth developmentGet rid of corruption in Administrators.	-Yes as a player responsible – As player need disciplineInside and outside the camp you are ambassador.
15	PR7	-NO, Not even qualify. May be 20 years to come.	-Not doing well.  Change: select older players.	-Yes responsible as player.
16	PR8	-Not win but qualify. Can happen if GRASSROOT football is developedQualification: 2026 if preparations start now.  Measure of success: games won and player development	-It is not Steady – Players lack confidence.  Changes  -Get a good coach.  Develop GRASSROOT football, academies.	-Not answered.

17	PR9	-YES it is possible –anything is possible in lifeNeed youth development and infrastructureMost administrators are not experiencedNeed to develop under 17 to bring them up and also use old players to take a role in the national teamFirst we need to qualify for African Cup but again perhaps first COSAFAQualification – will depend on planning –vision of FAM. Often we just participate, no targets.	-Gone downOld players had pride, lack of seriousness in current players.  Changes:  Money and equipment needed.	-NO, Still encourage players.
18	PR10	-YES, can win the World Cup with proper preparation and planningNOT now but in future beyond 2030. Qualification: can happen with good planning -Planning has to involve playersHas to play friendlies and understand benefits.	-Team is improving, better now.	-No one man show but team work, the whole team.
19	PR11	-NO, but possible if you believe and foundation is good. Need enough time for coaches not changing frequently. Support the coach -Also enough preparation, patience, more resources and more sponsorship.  Qualification: possible 2022.	-Not so well, players must take responsibility.	-Yes, players have responsibility.
20	PR12	-It is possible through good incentives and motivationCannot mention any year.	-Gone down.  Change: GRASSROOT development, player to start at this level before playing in senior team.	-It depends on all players. -Total responsibility to Players.
21	PR13	-Not win but qualification -Qualification: 2022 is probable / possible.  Measure of success: Don't know.	-Gone Down.  Changes: Need to improve GRASSROOT football through having academies which are not there in Malawi.	-YES and NO, yes-players are responsible. No there are a lot of stakeholders who play a part e.g. supportersUltimate responsibility: players.
22	PR14	-Possible if players are trusted – Need consistency for players to jellYears not given for qualification or to win the World CupNeed more experienced players and a few young ones	-The team has some glimmer of hope with some good performance.  Change: Consistency in maintaining selected players.	-It is not players or us but leadersUltimate; management of the team (leaders).
23	SR1	-It is possible, if GRASSROOT football is improved, good funding and proper passionate officialsQualification to World Cup: 2026 or 2030 as we are behind over 12 years. Will be biggest moment	-Gone downPast people played for love of the gameNow people care about money. Advances in technology make more of them to compare with other countries.	-NO I am NOT involvedThe NATION as a whole is responsible.
24	SR2	-No cannot – Need to take development program seriously including infrastructureCannot qualify because of lack of resources.	-Gone down, no improvement.  Changes  -Need to have qualified coachesNeed resources and infrastructure, and GRASSROOT youth development with good plans Need to learn from others.	-Indirectly I am. -Head coach is responsible.
25	SR3	-Any team can win, given all resources neededFirst Malawi has to target qualification to AFCO.  Measure of Success: through qualification.	-Gone down – transition not properly managed.  Changes  -Need sponsorship, resources, infrastructure, lucrative league, cup competition and continuous international participation.  -GRASSROOT, junior football development.	-FAM is responsible, government and corporate world can contribute.

26	SR4	-Yes, it will happen one day, with improved resourcesQualification: 2026 more realistic.	-Gone down Changes -Strong leadership and managementImproved GRASSROOT level football.	-Disagree – I have some responsibilityUltimate responsibility: FAM and players.
27	SR5	-YES and NO – may take ages, we lack resourcesWe need to start from GRASSROOT –may be target just to participateQualification: 2030 may be, if preparations start now and with Good planNeed to start at GRASSROOT level; e.g. districts.	-Stagnant – sometimes fit players that are not prepared.  Changes -Plan and vision -GRASSROOT e.g. under20, 17.	-Yes –I know where to take the talent toUpcoming Team –long term.
28	SR6	-NO and YES NO, because there is no capacity at higher levelNeed to develop GRASSROOT level football for instances opening academies. Street football help as well. We don't have infrastructureInspire young players in schools, use old players as ambassadorsQualification: 2022, need investment in skills and resources.	-Inconsistency –Old days it was strongNot sure if they go to win but we need to support football as fans.  Changes -Involve fans -More publicity needed.	-NO I do not have any roleResponsibility is with Team Manager.
29	SR7	-YES, it is possible but not in our life timeQualification to World Cup finals: 2022.	-Gone Down.  Change: Coaching and develop GRASSROOT level.	-No influence -FAM is responsible. Feel coach has much workload.
30	SR8	NO –Only with good preparation, exposure and resources – Start from GRASSROOT level.  Measure of success: winning game or trophies.	-Not answered	-Not answered.

	RESPOND	OBJECTIVE 3 - To identify other areas in sup	port of managerial skills in the Malawi	National Football Team that can be incorp	orated for development of the country's
	ENTS		football at	all levels.	
		Q1	Q2	Q6	Q10
1	MR1	-FAM reports to Sports Council who reports to governmentCoach selects players through Technical committee -Welfare handled by team manager who is team coordinatorOnly coach interfaces with media – sometimes has to be authorisedNO Organisation Chart -Final decision on team made by coach - Long term goal –win trophies, Export players and Commercialisation of footballCurrent emphasis –development of young talent.	-FAM dictates all football matters in MalawiPlayers have to follow -Coach selects but has to agree with Technical Committee - Malawi Sports Council not involved at any point.	Challenges -Finance for game development -Personal initiative-lobby with authority.	-Football is still popular and number One sports in the country.  Barriers -Management capabilities -Lack of resources -Lack of well qualified coaches -Lack of skills in administrators of the game in the country
2	MR2	-FAM affiliated to FIFA, COSAFA and CAFFAM acts like agents of governments who give resources. But FAM control all -SG is the head of FAM, government sponsor FAM through Sports Council3 year Strategic Plan availableProgressive succession plan for team from GRASSROOT availableFinancial Resources dictate implementation of planNational team is property of governmentOrganisation Structure availableHave targets – Get corporate sponsorsFAM losing out for lack of innovation eg TV rights.	-Coach has final say -FAM can suggest player names but up to Technical committee to accept.	Challenges -Financial deficit -Lack of infrastructure e.g. cameras/ TV coveragePressure to implement activities without resources.  Personal initiative -Continuous Professional DevelopmentHonesty and fund raising.  Support from Outside -My networks and other corporate organisations -My relationship with FAM president is good.	-Malawians like the national team. It brings entertainment.  Barriers -Lack of infrastructure and fundingNeed for more exposure of players.
3	MR3	-It's like a piece meal-only when games are nearer -Inconsistency in players called -No permanency in team and coaches. Final decisions –National coach not Finance. Goals – YES there are –GRASSROOT road map done, long and medium. Follow up and monitor –Technical Director –strategic plan for 4 years	-Not professionally established (FAM) - FAM has control through the national coachI am not involved in player selection.	-Biggest challenge – government funding only we need corporate sponsors as wellPlayers are motivated when they play a lot of football.  Personal Initiative -wrote paper to generate funds submitted to FIFA. Suggested to board to employ the marketing manager. SG- looks at overall marketing strategy. Team to improve overall –need to participate in a lot of competition and friendlies.	-Take it as a parents who keep sending a child to school despite him not doing wellOne day he will do well.

4	MR4	-Secretariat do the admin, technical committee technical side coaches and players, both look after resources of the team.  -Work as a team with other departments to mobilise all resources –executive and president approve all.  Long Term goals: yes technical director has much long term plans compared to coaches short term goals.  -Football is centred on technical side – has to be in line with FAM mission / vision.  -I am responsible also for youth development.	- Players must belong to a club – when called, club is informed –in camp is under FAM.	-Time for training national team playersLack of international friendly matches –game best teacherRelease of players from neighbouring countries –Not responded in good timeSupporters, spectators, fans do not understand eg limitations with foreign based players want them always in the team.  Personal initiative -Intervention – communicate with others key – transfer information to players. Improve overall –improve players from GRASSROOTS, use qualified coaches – introduce strong bands according to age. Use of qualified referees.	-One does not give up – Love for the gameStopping is killing the pleasure of many people – have done a lot for the game.
5	MR5	-Good organisation –Let down by lack of financial resources affects team camping and gamesStructure is there- good working environment though infrastructure not new. Long term goals – good pitches, balls Youth developmentNeed to have a well developed league with young players given a chance to have more game time Follow up- Technical panel with coaches from leagues collectively.	-Coordinate with FAM SG for onward communication with executiveNO FAM does not suggest names of players for selectionCoach and Technical panel have final say.	-Building a new teamNo corporate sponsors.  Own initiative — Youth development with others coaches e.g. Super league team coachesNo support from Outside.	-I have belief in current playersWe need patriotism even from the press.  Barriers -Administrators and resources -Teams to give young players more game timeInfrastructure like pitchesPublicity for the team activities.
6	MR6	-There is an organisation Structure –well definedThere are long term plans.	-Relationship is good- everything is done by FAM. -Technical staff and coach – select the players -FAM may suggest names.	-Pressure from supporters – a lot do not understand football thinking we favour certain teams in selectionMedia have their own selections they want us to follow.  Own initiative –use experience. Outside support: those who understand give us support including individuals.	-It is a process, we are building a team though small progress.  Barriers -Funds –need to increase allowancesLack of players playing professionally in professional leagues like in Europe.
7	MR7	-Head coach, 2 assistant coaches and goal keeper trainer and team managerThe structure is not written down.	-Very bad, team less paidAssociation has no influence on players even on player selection.	-incentives , just go there for love  Personal initiative – promote ourselves.  External support –Yes sometime back eg Carlsberg	-We can't stop – need to promote upcoming players.  Barriers -Incompetence of Administrators.
8	MR8	-Administrators interfere with the coaches. Plan – coach has one in place-target to produce international players4 years plan written by coach for the technical panel. FAM –no plan (known to us).	-Favouritism is there – not good if you don't get, good for those favouredTechnical subcommittee –select the players and also coach does –both consult each other. Technical panel has more say.	-Low quality resources –equipment includedAllowances are very littleNo psychologist, official vehicles, dietician for coach and players. No motivation.  Outside help – No outside help.	-Need to produce more high skilled players for them to go and play in clubs abroad.  Barriers -Infrastructure, resources eg uniforms, incentives.

9	PR1	-Linked with FIFA, -FAM coordinate football in MalawiTechnical committee has Final decision for team.	-FAM responsible for national teamFAM links with government through Sports councilHead coach selects players sometimes consults the technical committeeFAM can suggest player names.	-Not interested much in other things but playing football.  External support – coach, other prominent people, football officials used to support me.	-Want them to move to another level.
10	PR2	N/A	-Okay –FAM for player benefit. They have an influence because they watch.	-Players are not consistent  Personal initiative – Focus, work hard, ignore small issues e.g. pay, infrastructureNo support from outside –sometimes money from supporters.	-I can still contribute something to the national team.  NO barriers – just need a bit of luck.
11	PR3	N/A	-FAM do not follow youth player development.  -They don't have any influence –need to fine tune the league.  -FAM don't suggest player names.  -Would have loved a different structure at FAM especially for the Technical Committee.  -Player choice based on technical skills.  -National coach not there to teach skills but to jell or combine player skills.	-How players are treatedLack of preparationIt was difficult to handle and suggest solutions -No support from OutsideTeam has to be interested on players do outside football. Eg life style e.g. diet.	-Still feel we have potential to achieve.  Barriers - We must learn from others.
12	PR4	-N/A	-It has a Good working relationship, Discipline paramountFAM has respect for playersTechnical committee choose players but FAM has input in the selection.	-No motivationNon-payment of allowances.  Personal initiative -Just played with passion. Outside support: some corporate companies giving players their products.	-I love football very much.  Barriers -Most only look at what they are getting out of football.
13	PR5	-N/A	-Relationship when team is in campFAM has no influenceThe coach one who selects playersFAM does not suggest any player names.	-Not enough money for player livelihood.  Outside Support- YES depending on team manager at the time.	-Not answered
14	PR6	-N/A	-Based on professionalism, we need qualified staff at FAM. Those who have been involved in football at one timeFAM has direct influence on players - Technical committeeTechnical committee select players not admins (supports).	-Insufficient fundingThe right coachLack of welfare including wellbeing.  Personal initiative: Working harder and awareness of challenges. Outside support: Well-wishers, businessmen gave funds and moral support.	-Nobody can stop me playing –will continue to play with hope of doing well in future.
15	PR7	-N/A.	-FAM support playersFAM has no influence.	-No challenges.  Outside Support: YES, financial including from some individuals.	-Difficult to answer. <b>Barrier</b> : Finance.

16	PR8	-N/A.	-Not answered	-Player selectionWithholding of information.	-To improve football in Malawi and develop GRASSROOT football. Barriers: lack of infrastructure, systems.
17	PR9	-N/A	-Administrators do not respect players, don't understand footballRelationship not good -No Professional Players AssociationPlayers are sometimes exploited because they have been selected and receive allowancesFAM has influence – sometimes they select players despite coach not wanting the players.	-Favouritism and personal preferences of managersDoctors react slowly to local players compared to professional players playing for clubs abroad. Including in giving medicine – some players are told medicine has run out.  Personal initiative: working hard  Outside help: -My club encourage me -My family also give me support.	-Not answered.
18	PR10	-N/A.	-Everything is well.	-Competition is tough with other players.  Personal initiative:  Extra hard work and doing more.  Outside support: from family.	-It is a dream to represent the nationNo barriers suggested.
19	PR11	-N/A.	-Good relationDon't know if FAM has any influence.	-Lack of resourcesLack of sponsorship e.g. jerseys, stadiumsNeed more infrastructure, more resourcesLacking give fear to players about team sustainability.	-Gift from God.
20	PR12	-N/A.	-It is very good. -Coaches do the selection.	-Preparations Personal Initiative: We must prepare well to build confidence. Outside Support: -Government give money -Corporate companies give cash and products. Motivated a lot of players time we qualified for AFCO.	-To contribute through my experience.  Barrier -Lack of GRASSROOT level football development.
21	PR13	-N/A.	-We play as representative of the country.	-Ground for training.  Personal Initiative: personal, individual training.  Outside support: companies yes they help.	-I am hopeful we will soon be doing well.  Barrier: Administrator conflict with other interested parties.
22	PR14	-N/A.	-Both lack resources, money and infrastructureThe association looks after and encourage players I don't know about influence.	There are challenges, I handle them through faith in God, can't explain them.  Personal initiative: work hard to avoid challenges.  Outside support: people help	-I believe that I should not consider myself failureI believe one day we will do it, it is possible.  Barriers -Team selection, bad management -hatred amongst management.
23	SR1	-N/A.	-Poor communication, FAM has to be more openPlayer welfare is poor.	-N/A.	-N/A

24	SR2	-N/A	-Team is controlled by FAM and	-N/A.	-Football is not Only winning but development.
			government. FAM engages playersFAM guide the coach but has NO say in player selection.		Barriers -lack of resources and technically qualified people running the gameLeague not consistentChange management.
25	SR3	-N/A.	-FAM govern football but players belong to clubsFAM through the national coach hires the playersYes FAM has influence though coach selects the playersFAM can select and suggest the players but final decision is with the coach.	-N/A.	-Still need solidarity and entertainment for fans.  Barriers -Good leadership in football.
26	SR4	-N/A.	-FAM connects with players, manages football in MalawiThey have a role in player selection.	-N/A.	-With recently there is room for change.  Barriers -Don't take sports seriously, -Political will –taking it as a social thingManagement does not consultWelfare of players i.e. salaries and allowances.
27	SR5	-N/A.	-Does not have a Strategy from GRASSROOT and no structure, need to do more. -FAM has influence –they must leave it to technical staff.	-N/A.	-Football is famous – everyone must be able to participate.  Barriers -GRASSROOT structures -Lack of infrastructureNeed to motivate
28	SR6	-N/A.	-Not Democratic -FAM has influence, depending on the coach at the time. Some coaches are favoured.	-N/A.	Barriers -Lack of resources and supportLack of motivational incentives -Lack of GRASSROOT level developmentPoor communication.
29	SR7	-N/A.	-Employer to employee relationshipAdministrators do have player selection influence.	-Lack of exposure, resources, policies and development in infrastructure.  Outside Support: from other countries.	-Feedback helps the team.  Barriers -lack of motivation.
30	SR8	-N/A	-They depend on each otherPlayers spend more time at clubsFAM does not select players.	-Lack of equipment, good communication and other things like uniforms.  Personal initiative –Passion. Outside support –family.	-Not answered.

Q (Q1 – Q11) = Questions from the in-depth interview research questionnaire  $\,$ 

# 4.4 Data Analysis from transcribed Responses

With a qualitative analysis when results have been examined and findings outlined, conducting a repeat research using the same subjects and same questionnaire might not yield similar findings. This is very important to highlight before the data is analysed. Also with qualitative research unlike quantitative analysis, research might be based on a smaller sample size not sometimes admittedly representative of the population. (Binsardi, 2008).

The main objective of data analysis is to ascertain whether research objectives have been achieved. The test of achievement of the objectives in this research is outlined in the next chapter where each objective is tested against the findings. Hennink et al. (2010) pointed out that although grounded theory offers ultimately an inductive approach and so many researchers believe so, what is not made clear especially to those just starting up in the field of research, are the deductive strategies that are used also by researchers in qualitative data analysis. They further drew the conclusion that deductive strategies are unavoidable in qualitative data analysis approach and that the entire process with this methodology involves an interplay between inductive and deduction approaches.

The analysis in this research uses the Grounded Theory to come up with themes that are then examined. This is derived from content analysis which is a process of identifying, coding and categorising the primary patterns in the data. (Patton 1990 as cited in Cavana et. al. 2001). It continues to say this type of analysis allows the themes to emerge from the raw data which describes the main focus of the qualitative analysis. The key when themes are emerging is to make sure each one of these are separate in identity from each other. The themes that are emerging have thus to be compared with those that have been identified before in a process which is referred to as Constant Comparative. (Cavana et al., 2001).

#### 4.4.1 Data coding

Miles et al. (2014) defines codes as the labels that assign symbolic meaning to the descriptive or inferential data, information that is compiled during a study. While Saldana (2013) defines codes as a word or short phrase that symbolically assigns a summative and easy to relate or understand in a specific study. And in trying to explain the meaning of data coding, Charmaz (2001) stated, the process as the "critical link" between data collection and their explanation of meaning. Generally, the process of coding in qualitative data analysis helps the researcher to categorize the data to properly deduce the emerging themes from it.

Coding is foremost a method that is used in the research analysis to categorize similar data sets in order that the researcher should quickly be able to align categories to the research questions or objectives which then feeds properly to the research conclusions drawn. Saunders et. al. (2003) expressed the need to exercise care in coding of the data as being one of the most important features of the process. And Pallant (2001) provided some guidance on the development of coding procedures, highlighting how the grouping of data, the allocation of codes and the categorization of data are to be viewed as important considerations for the coder.

Although not necessary to all studies, most authors recommend doing the coding in two stages; first cycle coding and second cycle coding as this helps in reducing duplication and confusing when the data sets are eventually categorized for themes and theory building. As Charmaz (1995) cited in Silverman (2016) contends, "The language of interviewing (like all other telling) fractures the stories being told. This occurs inevitably within a storyteller's narrative, because stories are always partial and particular tellings of 'what happened' and 'why'. With qualitative interviews the researcher commits further fractures as well. The coding, categorization and typologizing of stories results in telling only parts of stories, rather that presenting their 'wholeness'. This author adopted the two-step coding approach in the analysis of data for this research as presented below. In this first cycle data coding was done using data from and as presented in Table 6:

# a) First Cycle coding of Research Data – Table 7

Interview Questions (Q)	FIRST CODING			
Q3, Q4 & Q7	1	Motivating the Team A. Welfare B. Incentives – Allowances & Bonus C. Older Experienced Players D. Medicals E. Patriotism	F. Faith / Religion G. Don't know Theories H. Playing Abroad I. Talking to Them J. No Formal Education	
	2	Providing Policies (Available) A. Yes B. No	C. Yes & No D. Don't Know	
Q4 & Q7	3	Measuring Incentives  Effectiveness A. Complaints B. Commitment C. Satisfaction D. Results	E. Adequate F. Not Adequate G. Player Application H. Observation I. Player – Manager Relation	
Q11	4	Motivating Self (Individual) A. Money/ Not Money B. Patriotism C. Love , Passion of the Game D. Competition E. Older Experienced Players F. Family & Friends	G. Keep Away from Trouble H. Ambition I. Popularity (Be popular) J. Use Talent Given L. Faith/ Religion N. With Authority	
Q5	5	Winning & Qualifying for Cups A. Win World Cup B. Qualify for World Cup	C. First Local (AFCO) D. Targeted Years	
	6	Measuring Success A. Results B. Consistency C. Players playing Abroad D. Effective Planning	E. Grass Root Development F. Proper Incentives G. Don't Know	
Q8	7	Improving the team A. Measure Performance B. Involve all Stakeholders C. More Sponsorship D. Improve Grass Root E. Involve Older Players	F. Qualified Coach/ management G. Improve Resources H. Competitive Leagues I. Camping Abroad	
Q9	8	Taking Responsibility for performar A. Football Association Body B. Players C. Technical Panel	nce D. Head Coach E. Government F. The Nation	

Q1	9	Team Operations and Administration A. Agent of Government B. Affiliate of FIFA C. Under Sports Council	D. Has Strategy/ plans E. FAM looks after All football F. No influence Player selection
Q2	10	Coordination team and Association A. Bad coordination B. Very Good coordination C. No Strategy for Grass Root	D. Influence Player Selection E. Control the team F. Support services offered
Q6	11	Challenges Faced by Team A. Inadequate Resources B. Lack of More Games C. No Motivation	D. No consistency E. Lack of Preparation
Q6	12	Support for Players A. Self/ Own Initiative B. External Support C. Own Family D. Corporate World	E. Prominent Individuals F. Own Club G. Management
Q10	13	Stop Playing/ getting involved?  A. Hope (still hopes)  B. Love of the Game  C. Patriotism	D. Grass Root Development E. Gift from God F. Entertainment
Q10	14	Barriers to Success A. Inadequate Resources B. Lack of Skills C. No Grass Root Development	D. Bad Local League E. Poor Communication F. Management

After the completion of the First Cycle coding, the researcher went on to analyse the data with reference to the main aims and objectives of the research. The codes derived from the researcher's (first coder) initial analysis of the transcripts which resulted in the First cycle coding were looked at for the Second Cycle coding through indicating the literature upon which the codes were based together with Table 7 as above. Once this had been completed for the Second Cycle codings a summary of results from this was drawn as shown in Table 8.

On this basis, the outcome of Second Cycle coding highlights the prominent issues in this study that needed to be discussed in full. The case for justification to how these codes were arrived at is examined in detail subsequently by associating them to the verbatim quotations from data transcriptions.

#### b) Second Cycle coding of Data

As Saldana (2013) alluded to, the Second Cycle coding as that it is generally derived from the results of the First Cycle codes. He explains further to say that the Second Cycle coding is more of fitting categories one with another so that a 'coherent metasynthesis' of the data in general can be developed (Table 8). In this sense this author categorized the codes in the Second Cycle using a combination of the deductive and inductive process derived through the emerging codes in table 7 which are from the raw data and from the research conceptual framework.

For ease of analysis in the next chapter the codes in Table 8 are put under four headings; Motivation of the team, Availability of Resources and Team Management and Performance. It was discovered through various literature that naturally each successive cycle of codes reduces the number of the codes which might have been there in the previous cycle. Miles et al. (2014) suggests that one of the suitable methods of coding for the Second Cycle is Pattern coding which is a way of grouping summaries from the First Cycle into smaller number of categories, themes or concepts. Thus they wrote that,

"First cycle coding is a way to initially summarize segments of data. Pattern coding, as a Second Cycle method, is a way of grouping those summaries into a smaller number of categories, themes, or constructs. For qualitative researchers, it's an analog to the cluster-analytic and factor-analytic devices used in statistical analysis by our quantitative colleagues. ------- Pattern codes are explanatory or inferential codes, ones that identify an emergent theme, configuration, or explanation. They pull together a lot of material from First Cycle coding into more meaningful and parsimonious units of analysis. They are a sort of meta-code."

Table 8: Second Cycle Coding of Emerging Themes from Responses (Format adopted from Hennink et al. (2010).

CODE	TYPE	1 <sup>st</sup> CYCLE REF.	DESCRIPTION	<b>EXAMPLES</b> from Transcripts see Table 6.	CATEGORY
Incentives	Deductive	1B, 3E-F, 4A, 6F	Compensation given to team players such as allowances and game bonuses.	There is a training allowance and a game bonus. (PR11).	Team and player Motivation
Older Players	Inductive	1C, 4E, 7E	The national players who are older and experienced played for a longer time.	It is very good but they have to be a good example in terms of performance (PR9).	
Patriotism	Inductive	1E, 4B, 13C	This particularly refers to one's dedication and love of one's national country.	It is motivating because it is a big achievement for a player to play for their country (PR2).	
Welfare	Deductive	1A, 1D	Refers to the well-being care that is there for the national team players	they have to help them find things to do outside football to support themselves(SR5).	
Policies	Deductive	2A-D	Documents put in place to advise office holders about work practices.	it is a big responsibility for the team manager because he has to (MR6).	
Faith - Religion	Inductive	1F, 4G, 4J, 4L, 13A, 13E	One's inner belief steaming out of belief in One God; Christian or Moslem, others.	We need to be having faith religious prayers. (MR5).	
Love of Game	Inductive	4C, 4H -I, 13B, 13F	An inner feeling of passion for a thing in this case for playing football.	as a! I always want to be involved because I have more knowledge (PR12).	
Authority	Inductive	11, 4N	Authority in management is positional for organisations, comes with your position.	Management because its motivation that matters most (PR5).	
Good managers	Deductive	3I, 7B, 11C, 12G, 10D-F, 14F	Refers to perception of the people on how they view their managers.	Yes the administrators are the problem because they don't know much about football (MR7).	Team Management
Qualified Managers	Deductive	1G, 1J, 7F, 14B, 14E	Formal qualifications obtained for one's job.	What would you wish had changed? Players' skills and coaches technical skills. (PR1).	
Grassroot Development	Inductive	6E, 7D 10C, 13D,14C	Development of football from young players such as below age 5 to age 16.	We need to improve grassroots football. We should have academies (PR13).	
Good Strategy planning	Deductive	6D, 7D, 9D	Refers to visible shared future plans in the organisation usually more than 5 years.	I have a long term goal for the world cup. Am focusing on the youth development (MR4).	
Clear Organisation Structure	Deductive	9A-F, 10A-B	A clear visible description or diagram on the reporting lines in the organisation.	I think the structure is good and separated enough allowing for independence (MR1).	
Performance Gone Down	Deductive	5A-D, 6A-B, 7A, 11D- E	Refers to game results in football matches played over time.	The performance has gone down. (PR14).	Team Performance
Responsibility for results	Deductive	8A-F	A clear acceptance of being in the driving seat for the team performance.	There is no one man show. But everyone as a team is responsible and not just one (PR10).	
Win Trophies	Deductive	5A-D	Simply, plan and record of official competitions won.	No if we can't qualify for the finals then we can never win. (PR7).	
Good Local League	Inductive	1H, 4D, 6C, 7H, 7I, 14D	The competitiveness and organisation of the national league at all levels.	In Malawi there are only three clubs (SR4).	
Good Resources	Inductive	3A-F,	Refers to all things necessary for the national team to operate.	Given all the necessary resources needed, Malawi can qualify (\$R3).	Team Resources
Adequate Resources	Deductive	7G, 11A, 14A	The measure of the necessary team items including finance and equipment.	They cannot qualify because of lacking resources. (SR2)	
External Support	Deductive	4F, 7C, 12A-F	Any support given to the team apart from the one from mandated bodies.	Yes, well-wishers, business men came to support us monetarily and morally. (PR6).	

Healey and Rawlinson, (1994) explains that the collection and analysis of qualitative interview data produces results in a non-standard format that then would require that it be classified into categories. Such categories can be predetermined categories and specified prior to an analysis of the data, which then form the basis for a template analysis (King, 1998) as has been seen on the section that looked at the data summary from the pilot study thesis carried out.

Liamputtong and Ezzy (2005) cited in Hennink et al. (2010) stated that, "good qualitative research allows chaos. If the problem could be precisely defined, if the meanings of the participants were known completely beforehand, if it were clear that a theory would explain a particular experience, qualitative research would be irrelevant." Thus the coding process, after the second cycle coding had enabled the data to be analysed and the emerging issues as codes highlighted as themes. These are outlined with relative interview transcripts extracts in the section 4.5 that follows.

#### 4.5 Research FINDINGS

For ease of identification and alignment with thesis objectives, the findings are given under four headings, later described as categories for emerging themes.

#### 4.5.1 Team and Player Motivation

This category informed the basis of the thesis since its main objective was finding the factors that kept motivating the Malawi National Football Team despite the perennial inadequacy of resources in their operations. The definition of motivation was adequately covered in Chapter two the literature review through looking at various authors perspective as propounded by Kleinging and Kleinginng (1981). In that chapter a description of what constituted a team was also given. It was important to present the findings starting with the team and player motivation aspects since as explained above they form the backbone of the thesis. Here below were factors and or themes that came out after careful analysis and coding ending in categorization in this case as 'Team and Player motivation category:

#### a) Incentives

The respondents were asked an open ended question about the incentives that are given to the Malawi National Football Team players. Most mentioned allowances and game bonuses as the incentives. A few gave out answers that in addition to the allowances and bonuses given in monetary form, the team management had also given them housing and solicited employment for them as part of their incentives:

Allowances and bonuses, But in the past players were given houses. (PR1)

Allowances, accommodation and employment. (PR8).

Accommodation to be living in with their families............ They are not enough and FAM still owes some retired players some money. (PR4)

It is not enough, they have to do more because they do a lot more work than what they receive. The players need more motivation. There is more needed to be done. (PR11).

#### b) Older Experienced Players

The pilot data collection exercise brought to the fore the assertion that older experienced players who have had a distinguished playing career with the team if called to the team do motive the younger ones. These would be players who are about to retire and most of them already might have been in the retirement phase average age bracket for football players. Majority of respondents indicated that they were convinced that such older experienced players have a great inspirational role and therefore a motivational factor to the entire team:

They learn from the older players whether they have been considered for the subs' bench or not. They try to work hard in order to surpass the older players and when they are matured enough, they replace the older ones—first coming in as a sub and once they make into the First XI they are subbed out by the very senior players they replaced for that game and so on. ....... Eventually, the younger ones take over and the cycle begins. (SR3).

Yes, Older players motivated me as my idols. (PR6).

It is a motivation for the young players as most of them consider the older players as their roles models....... The young ones also learn a lot from the older players. (PR2).

The old players help the upcoming players. The advice and motivation the old players give is good. (PR13).

Others felt that although such older and experienced players have a motivating factor attribute to the team, caution must be exercised in how they are selected and used in the field of play:

It depends to the type and kind of players which are included in the team. It does bring motivation sometimes for the Malawi team when we include some older players it doesn't make such difference because they can't perform like .... (Player's name)... who can't chase to get the ball he only receives the ball. ...... (Player's name)... who only receives the ball and crosses the ball but can't get it from an opponent. ....... Older players sometimes disrupt the team because they feel that they are older and should receive more money. (MR7).

In my time we had .... (Player's name).... he was very quick but as he grew older he was losing that strength but we kept using him because of his experience. We only used him for short time in games because of his strength so it's better to use them for a short time so that you don't end up decreasing the performance of the team since the energy of every player in the team is very important. (PR3)

The answer to this in my view is yes and no and it all depends on the particular older players' effectiveness and whether or not they are indeed more skillful than the young ones............. If they are included on merit and they are well behaved and they deliver, they indeed become a motivation. However if they are just picked and they are no better than the next young player, they actually become a demotivation because the younger ones feel they are just being disregarded because of their age. (MR1)

Yes and No – Yes but sometimes it's on shorter term. No it is better to lose with youth as they will be learning in the process. (MR6).

A few of the respondents while agreeing to the points above for the case that older experienced players bring to the team some motivation, they also pointed out that in some cases there might be accompanying problems that such players bring to the team. One respondent mentioned that management has to be careful in how it handles the older players because if it were seen that they do not respect them, that could demotivate the younger players as they would reminiscent receiving the same treatment however harder they work for the team:

Local players looking at the professional old players they are inspired that they have someone to talk on their behalf. Professionals minimize the questions by locals because they know the old player will talk. The older player then motivates the local players to work hard because he has been exposed to higher standards from other countries and pushes the team to get there. Also the older player does the part of the talking while he pushes the players to do their part of working hard. Sometimes professional players and older players are destructive. (MR2).

Young players are motivated and inspired by older players but it is demotivating to younger players when those older players are treated like the younger ones. (SR4)

YES and NO. Sometimes this brings more chaos and disagreements because younger players may not always understand the purpose of the older players. In other countries the older players come as their personal trainer so that the younger ones are inspired to do better. (SR5).

#### c) Patriotism

The findings indicate that most of the respondents feel patriotism was one of the major factors that motivated them to continue playing or contributing to the Malawi National Football team. In this context Patriotism refers to total support of one's country, being proud of your country and to some degree showing bravery:

Win or lose I have a passion to play for the National team because I believe the talent I have of football is a gift from God so I cannot let it stay idle. Money or no money we play for our flag because we love the country. (PR11).

It is every player's dream to play for their country so it motivates me to be able to play for my country....... Money is also a motivation. (PR12).

We make the player feel that it is an honour to play for the country and they must be passionate about it. (MR4).

Having the opportunity to represent the country and people give you respect. ....... Am not motivated by money but some are. (PR14).

Patriotism, it is a biggest honour to represent your country. (M6).

#### d) Welfare

Welfare was discussed with the respondents as it relates to motivation as for instance has been discussed in the literature review on some of the theories of motivation examined. The respondents had varied answers with most indicating that management was not doing enough:

It is only when they have been called into camp for a particular international assignment that the association has control and influence on the players. And the association does also have control and influence on matters of discipline at club level on or off the pitch if their clubs or leagues fail to discipline them based on gravity of indiscipline............ When it comes to other welfare, the association does not have influence up until the players' services for international duties are needed. (SR3).

..... Through bonuses, mostly players did on their own because of passion. But in the past players were given houses. (PR1).

It is a big responsibility for the team manager because he has to book tickets for planes when they are travelling. It is his duty. (MR6).

#### f) Policies

Only a few respondents stated awareness of documented policies available within the Malawi National team organization. Most of the respondents expressed ignorance of sighting such policies and one respondent mentioned only knowledge alternatively of a code of conduct document which players are made aware of every time they join camp for international duties on the first day. All those respondents who identified themselves as being current and past football players for the national team expressed total ignorance of existence of any policies verbal (informal) or written down (formal).

The few who acknowledged presence of documented policies were asked a further question about how these were publicized to the Malawi National Team players and all other stakeholders. They gave a generalized answer that the policies were outlined to all stakeholders verbally. The researcher pointed out the importance of policies in the motivation of players as per Herzberg's Hygiene factors theory for instance as something that is not necessarily a motivator but that its presence might lead to satisfaction:

Yes, we have policies that the Technical Director implements....... Once the players join the camp they are made aware of these policies so that they follow them through. We have those policies that are communicated to the players once they join the camp. (MR3).

The association takes care of them as parents and sometimes there is a code of conduct. (MR4).

There is a code of conduct and there is an agreement between the players and the association this way they know what they will get and what is expected of them. .......... It is not publicized it is just an agreement between the players and the association so it is confidential including the contents. (MR6).

No there is no policy – I only know of players' contracts. (MR8).

In one case a respondent got the question to mean insurance policy so responded that the policy was available. Whilst this was missed out at the first instance a follow up clarified that there are no written down policy documents guiding general operations of the various systems in the football association and for the team:

Insurance policy including travel managed by sports council.......We are bringing in retiring players to help the team – new policy. (MR2).

#### g) Faith - Religion

Most people in the country of Malawi identify with faith through organized religion. This was reflected in the answers some of those interviewed gave stating that faith or religion was one of the factors that motivated them in other words propelled them to go on with their involvement in the Malawi National Football team despite inadequacy of resources:

It is a gift from God that provides everything for me and my family. Every day people come to ask for things from me. Other peoples influence and appreciation motivates me.................. I am not motivated by money but its appreciation of skills God has given me. (PR10).

Yes I do. The coach is a people manager they have a very important place in everyone's heart. We need to be having faith religious prayers. (MR5)

Football is a religion on its own and win or lose a match, there is always another day. Football brings all of us together despite our political, religious, ethnic and racial differences. We are united as one and that's why Malawians and rest of Africa would always moot for an African team any time it takes a non-African country at the World Cup – solidarity. (\$R3).

#### h) Love of the Game

In Malawi Football has been a major sport that is loved by a lot of people. Since the introduction of the game in the country it has been the most popular game. In the conduct of the interviews for this thesis, most respondents when asked as to what motivate them mentioned the love of the game:

The passion that I had for it. (PR5).

As a player I enjoyed playing ........ Just like how a farmer enjoys farming when he has the resources. I played for a good team ....... I really enjoyed myself. (PR3)

Being able to contribute something to my Country motivates me. ...... The love that players have for their country motivates them. (SR2).

The passion for football......... Being watched by friends and family really pushed me and motivated me. I didn't want to disappoint them especially my mom and dad. ........... I was not motivated by money. ....... The appreciation from supporters and being in newspapers. (PR9).

#### i) Authority

This arose as an inductive issue as the respondents were asked about motivation factors that play a part in their own contribution for the team and for themselves as individuals. Those who felt perhaps in a way powerless to change some things for the team seemed to have attached the ability to motivate someone as only possible and practical if one has authority over the people they want to motivate. Otherwise they could not see a possibility of one motivating someone they do not have authority over:

Management because its motivation that matters most. (PR5).

I make sure to ask the president to talk to them, the players to motivate them. (MR2).

I do not have authority to motivate the players. (MR3).

#### 4.5.2 Team Management

Crucially team management was found to be the pivotal center of all aspects of the Malawi National football team operations. In the context of this thesis, management motivation of the team was construed to be dependent on many parameters to do with team management. From the codes generated after careful analysis of all responses it was clear that these statements are true. The researcher therefore approached the category on that basis. As Jindal-Snape and Snape (2006) pointed out, the role of management in enhancing and maintaining motivation of their work group could not be elaborated further. The category arose from the following outlined themes:

#### a) Good Managers and Qualified Managers

This part mostly referred to the administrators who managed and controlled the Malawi National team allocating resources, arranging for instance travel of the team and managing facilities procurement and maintenance. It also referred to the technical panel which had the head coach of the team which managed the in-field operations, training, selection and physical well-being of the national team players.

A number of respondents mentioned the need to have skillful and qualified coaches as a contributory factor to motivation. Some also stated that they felt those who are administrators of the game need to be qualified and also need to have those who understand the game of football at all levels as managers. In the latter case a few suggested in their responses the need to incorporate former retired national team players as administrators at all levels; in the Football Association of Malawi (FAM) set up and the team's technical panel including positions of the head coach or assistant coach:

There is favoritism; other officials show favouritism to some players. When you are hard-working you receive their favours. (MR8)

Management capabilities of those managing the sport in that they are not able to reverse the current situation and use football as a finance generation vehicle for the further development of the sport. Currently football thrives on hand to mouth resulting in the players not becoming self-

reliant financially. Football is not seen as a lucrative employer and therefore people who could otherwise be very good at the sport tend not to concentrate much of their effort on the sport but rather on other things that would have them live financially well after their sport active lifetime. It remains a casual/social pastime than serious business...... Inadequate finances and facilities for development .......... Insufficient skills in coaches ........ Little education among the practitioners such that it played mostly out of skill than intellect. (MR1).

Need qualified coaches. And good resources include infrastructure...... they need to let coaches to start coaching in primary schools....... they need to check the type of coaches that are in clubs and those that are at National level. ......Malawi has no syllabus which can guide us...... We need good grounds and development programs. ...... We must send our coaches to other more developed countries where football is more developed so that they learn how they do it. (SR2)

It is based on the basics built on professionalism. Administration supposed to have a great experience in motivating players so need people who are experienced in football to have a good impact. Recently failed to perform well because those in administration most of them have never been involved in football previously.......Involve former players....... Youth development starting from grassroots level......... Changes in administration. Get rid of corruption. (PR6).

# b) Grass-root Development

Interestingly, all the respondents felt that one of the strategies that could lead to the Malawi National Football team doing well and scaling higher by winning international trophies would be to invest in grass-root football development. This was expressed as advice to management of the game of football in general as well as the managers of the Malawi National Football team. There was total general agreement on this point from all quarters:

Develop them from the grassroots since you don't compromise development so that they understand why they have their different rules in football. For example importance of sleep. (PR3).

We need to improve grassroots football. We should have academies because the football should be started at a young age not yet there in Malawi. (PR13).

There was some expression by a respondent who stated that just like clubs in more elite leagues around the world for example European league clubs, the Malawi National Football team should have been able to follow upcoming young players

from their development at a tender age, to the time they join professional or club football up to the time they have been called for national team duties:

The association holds the key for the team. The association only looks at the highest ranks of the players in the National team, but they don't follow them up from their youth till they join the team. (PR3).

#### d) Good Strategic Planning

Planning is a pinnacle of an organization fulfilling its objectives. It also involves organization of the resources making sure that these are allocated accordingly. The question about existence of strategic plans was posed to mostly those who are involved in some form of management with the Malawi National Football team. According to the author, most of those who acknowledged existence of strategic plans were in the higher levels of management while middle and lower levels of management were not sure whether such plans existed:

Long term goals are to...'there'... for the team to win major international matches and also through that for Malawi to be able to export players to foreign professional clubs and for Malawi's football to become a competitive industry internationally that is able to employ players and coaches as professionals........... Currently emphasis is on the development of young talent from the under 15 age group and also on creating one philosophy and playing style across board by involving the national coach as a director of football where he trains and supervises young age group team coaches while he is responsible for the senior team. (MR1)

They can qualify with good planning......The plan would have to involve the players and the association on how to get there and the challenges involved. The players have to play more friendlies and understand the benefits. (PR10).

We have a technical panel consisting of coaches from the Super League; collectively we follow up on the plans. (MR5).

However although most of those in management claimed of having good plans for the team going on to the future, some respondents felt it was not clear whether such strategic plans exist:

It differs to some it's the goals, success starts with hard work, discipline and punctuality. The team has no defined parameters of success. (PR2).

They have to believe in players that are selected because every time we lose they change the team which will not take us far. The players don't have time to get to know each other and therefore they cannot build oneness among themselves. So it's hard to say whether we can ever win or no. other countries keep their players for even up to 5years. They should only change a few players at a time. The people leading have to be mature and not just young people only. The young ones should only be given a few minutes to play at games since they are not experienced. (PR14).

#### e) Clear Organisation Structure

Existence of an organization structure in an organization gives it a sense of direction, reporting lines, levels of authority and clear channels of communication. Of all respondents asked about whether there was a clear documented organization structure in the Malawi National Football team set up, only a few less than five stated that they believe there was one. Out of those who indicted knowledge of its existence only one was able to confirm that such an organization structure was documented. Generally for the rest of the respondents they showed ignorance of there being an organization structure for the team and linkages to Football Association of Malawi (FAM) although most were able to identify their reporting lines:

I think the governance structure is good and separated enough allowing for independence and segregation of duties. What matters is for the incumbents to respect the structure and its intended spirit............. Although not in physical written form, there is an existing organizational chart/structure. (MR1).

The FA governs football in Malawi through various leagues and committees. It does not own players. Players belong to teams who in turn belong to leagues and committees. The organisational relationship is that the FA hires a national coach whose job is to select good players for the national team. Once selected, teams are bound to release such players and from that moment, the FA owns the players on all upkeep up to the period they are needed for their particular assignment. After that they go back to their clubs. (SR3).

The structure is not in place from the grassroots...... We need to motivate the players, Follow up activities ........ And build Infrastructure. (SR5).

The secretariat has the chief executive officer who is the general secretary. The general secretary receives correspondences concerning the national

team from international football organizations such as FIFA and CAF. On the technical side we have different people who are involved such as players and coaches. The technical director is then responsible for all these including the equipment. The FAM president is also informed of all the requirements, he is the one who circulate information among his executive members then he takes it to the Malawi Sports Council who are the implementers. Then the information is taken to the Ministry of Sports. (MR4).

#### 4.5.3 Team Performance

The category covered on how competitive the team was with the first theme as a comparative code to other years before the study regarding its performance. Maintenance of a motivating environment has a direct link to team performance and therefore is ideal if the team has to be successful in all its endeavors. (Peterson, 2007: p60-69). Team performance could be related to motivation, however this thesis could not cover the detailed relationship and or measure the co-related influence as this was beyond the scope of the study. But from the resultant collected data analysis some themes emerged that the case for relating the two; motivation and team performance cannot be totally ignored. Under the category therefore the following emerged as the themes as highlighted topical issues:

#### a) Performance Gone Down

It was realized in the thesis that motivation cannot be construed apart from the team performance as in an ideal situation motivated players could lead to high performance in the field of play. However, as the title of the thesis indicated, the correlation of the two; motivation and performance was not from inception the premise for conducting the study as it was looking instead at the motivation in participating in the Malawi National football team despite the inadequacy of resources. But for better understanding of other aspects and to help in other areas of the study, respondents were asked whether they were happy with current performance of the team. Almost all of them stated that the team's performance had gone down in recent years leading to this thesis:

Performance has been very bad and currently it is worse compared to 15 years because the league is not as competitive as it was in the past. In other

countries players get more experience from playing for an international cup therefore boosting the performance of the team. (PR2).

It has been a very difficult 10 years its either we are dropping or we are at the same place not moving. When we compare with other countries its either they are moving fast and we are not making any progress or we are dropping. The pace we are moving is probably slower than others. (PR3).

These days football has gone commercial. The performance is not okay the fact that we haven't qualified for the African cup of nations finals is also an indicator. It goes up and down. Football has now changed it now needs sponsors insurance and players' education. These days we don't send our players outside for camp training. We need to go learn in those places where football is at the highest. (MR4).

#### b) Responsibility for Results

Following the question on the performance of the team which all respondents indicated had gone down, they were asked about their responsibility in the performance of the team and or where that responsibility lies if not within them. Most of the interviewees stated that the overall responsibility would be said to be with the team's technical panel/ committee. A few were more specific by identifying the head coach as the one responsible within the technical committee. Though this was the case there were others who indicated government and or the Football Association of Malawi (FAM) as bearing the most responsibility for the team's performance:

The responsibility falls on everyone who is involved. The management needs to motivate the players by putting incentive to the game which they play. The players just give their best to the game because to them it's like a job. The coaches also have to do their job well. But the performance falls on the players. (PR2).

Yea as a player you are responsible. But need discipline in all areas in camp and outside the camp as you are an ambassador. (PR6).

The team's technical panel...... Publicity is not good but we must always publicise the stories by ourselves to sell our product. (MR5).

Team manager (Head Coach). (SR6).

## c) Win Trophies

A number of issues arose from the question based on the potential for the team to win trophies. More specifically the respondents were asked their opinion about the Malawi National Football Team winning the FIFA World cup in future. Most said they dld not see the team achieving such a tough feat but were able to point out that qualification for the World Cup's finals was more possible in a few years coming. From the responses it was clear that the sport of football has many possibilities and it does always instil hope in those involved:

Yes, I am so positive that Malawi can win the world cup but what we need to do is to start from the grassroots. We must follow the right channels when picking our players. (MR3).

Once we get it right from the bottom it may happen any year. Could be shorter or longer depending on development of the Grassroots level. (PR3)

It is possible as long as we have good support for the team by giving good incentives to motivate them. ......Preparation is the biggest challenge they do not prepare well when they are going to play with big teams..... We must prepare well before big games and make sure to build confidence in the players. (PR12).

## d) Good Local League

Although not necessarily proven, taking it from some good examples of elite local national leagues in other countries, a competitive local league has the potential of leading to a successful talented national football team. A larger number of the respondents on this study felt that the Malawi local football leagues at the time of conducting the study were not well organized and competitive enough. There were varied suggestions from respondents on how the Malawi local leagues could be made more competitive:

We need huge investment in football in terms of infrastructure, sound club sponsorship, lucrative leagues and cup competitions, lucrative domestic junior leagues and cup competitions and continuous international participation at national junior levels. (SR3).

There must be more sponsorships and partnerships in football with the corporate sector; enough to allow for vibrant junior leagues and for teams to have reserve sides. Also teams must have adequate finances to hire expatriate coaches who would ensure more fierce competition in the

leagues than is the case where the locals who may not have enough coaching education are coaching even teams that are in the top league. (MR1).

#### 4.5.4 Team Resources

As has been explained in the literature review and as a basis of this research, resources as represented by the 4 M's (Money, Material, Machine – Equipment and Manpower) were found to be crucial for sustainability and development of the team. The careful study of the motivational theory, Maslow's Hierarchy of Needs which forms the theoretical basis of this research helps to indicate that where basic resources are provided people and this case football players in the team will be pushed on to striving for achievement of higher order needs.

#### a) Good Resources

As the title of this thesis clearly stated, resources for the Malawi national Football team was one of the areas that needed to be analysed since the motivation, a major theme of the study that was investigated for the team, was considered to be there despite the inadequate resources. On the analysis, a demarcation was done to look at what would be construed as good resources against on the other hand the adequacy of the resources. Some respondents qualified the available resources as being good and or bad depending on their own opinion. Others went on to qualify whether such good or bad resources were adequate for the team:

 players are already prepared but have now improved we don't have problems anymore when we want to travel. (PR11).

We need resources and exposure, preparation need to start from grass root level. ........ We lack equipment, good accommodation and other things like uniforms. (SR8).

The team cannot win because we do not have the required resources and the capacity to build our team into a team that can win the world cup. We need to have a lot of football academies like the way other countries do. We need to encourage young people in schools to play football so that we start to develop them at a younger age. We need to build the team from grassroots level and have street football. We can qualify we have good players at the moment. Just they don't have proper equipment. We need to invest more. We have to put in old players into the system so that they help out. (SR6).

#### b) Adequate Resources

The respondents were able to analyse available resources and say whether they feel they are adequate for the purposes of the Malawi National Football team. Almost all of those who responded to the questions of resources stated that they did not think the available resources at the time were adequate:

We need huge investment in football in terms of infrastructure, sound club sponsorship, lucrative leagues and cup competitions, lucrative domestic junior leagues and cup competitions and continuous international participation at national junior levels. ....... Players always complain and most times they are paid late long after their assignment and usually when they are needed for another assignment. One hot contention is when the players are not assisted for medical attention when they get injured on national duty. (SR3).

Equipment is not enough when there are too many groups of people in camp and the funds are not adequate to the point that most activities fail because of lack of funds. (MR4).

#### c) External Support

Because it was seen that in most cases even several years before starting this study, clearly there was evidence that the team lacked resources more especially finance from outside and or from within its structures. It was felt that perhaps as a result of the team failing to mobilize resources easily and as most people in the country were seen to be identified with the game of football, there could be times

outsiders helped the team. The responses from most of the respondents asked about any external support for resources were affirmative stating that they have had individuals and or organization outside the formal structure giving them support or resources either individually or as a team:

There is no specific financial support except sometimes when supporters give players something as a reward for good work to motivate them. (PR2).

Yes well-wishers, business men came to support monetary and morally. (PR6).

In 2010 when we qualified for the African cup of Nations we got support from companies such as ..... (Name of company 1) .... would promise awards like two million Kwacha and .... (Name of company 2) .....used to give us rewards like ...... (product of company 2) ..... and ...... (Another product from company 2).... We had a lot of support from outsiders that is why we qualified. They would make promises such as a K100,000 (One Hundred Thousand Kwacha) to the first player who scores a goal. (PR12).

# 4.6 Summary of Data Presentation, Analysis and Findings

The chapter has presented the data which was collected on the study. It has outlined the key findings through the process of coding. Finally the coded data helped the researcher to highlight emerging themes from the findings which have been supported with quotations from respondents on the study through extractions on the individual responses transcripts. The next chapter discusses the main themes that emerged from the data findings and analysis process through coding.

# **Chapter 5**

# DISCUSSION OF RESEARCH FINDINDS

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#### 5.1 Introduction to Discussion of Research Findings

This chapter discusses the findings of the study as outlined in the previous chapter 4. The literature review chapter 2 played a big part informing the analysis of the data and eventual themes that emerged and therefore there is cross referencing in this chapter.

The discussions from the findings are highlighted based on the number of themes which were categorized and summarised to bring out the emerging issues and fulfil the aims and objectives of the thesis. As stated previously these have been categorised in four main discursive sections, broken down to five here for ease of elaboration. These are:

#### 5.2 Team and Player Motivation

This study was designed to focus on the motivational factors that the Malawi National Football team had been employing to motivate its players despite that it had challenges, in that it has had inadequate resources. This section is therefore very important as it discusses the factors from the coding process that enhanced the analysis of data gathered from the findings of responses on the study. From the outset as previously stated it was found out that there had been application of some traditional motivation theory techniques for instance one of such practices following Abraham Maslow's Hierarchy of Needs as evidenced by the giving of accommodation to some Malawi National team players.

As the analysis concluded the following codes and or themes discussed below became prevalent from the respondents as motivational factors for Malawi National Football team and in some cases factors that can be employed to developing football in Malawi:

#### 5.2.1 Incentives

Most of the respondents in the study mentioned money in terms of game bonuses, travel allowances and training allowances as the main incentives. It was noted that in some cases the national team players were provided accommodation in terms of houses given to them or and their family if married. Other incentives included referral to paid full time employment with organization that would accept such players with the fact that as national team players they would be absent from work due to travel on national football duties for part of their work life or indeed when in training camp. This therefore meant apart from money as the incentive, there were other incentives that they received for playing in the national team.

Incentives given to players have to be balanced and be fair. A Del Corral et al. (2010), in some cases if unbalanced which includes increasing incentives haphazardly can lead to disruptive consequences for a team. It is the duty of management to ascertain what acceptable and respectable levels incentives should be given to the players. In some instances the giving of incentives based on successful performance might need to be examined carefully as it may have its own problems especially for a team that is meeting up tougher opposition. It may be that ideally there be a tactic to also give incentives not as a reward but a booster where the team's results are not so positive.

From the literature in the study, it was advised that managers need to be cautious in giving out of incentives since by its nature football is a recreational game. This latter aspect needs to be infused in the players to make them enjoy playing the game and not play for gaining money only. For this study some of the respondents mentioned the dangling of extra incentives against winning of games offered by some companies to the Malawi National Football team, the researcher was of the opinion that in some cases as explained above the incentives have to be given not against winning results but also just to encourage the players to continue putting on a good performance. This was explained well by the Motivation Crowding Theory (Lepper et al., 1973).

In the search for ideal factors, several management authors on the subject of motivation have written as expressed in the literature review section that in most situations, money was not a major motivating factor especially in traditional organisations. The respondents on this study from the Malawi National Football Team agreed with the assertion, that in case of the team, there are a number of other factors that are motivational factors apart from money.

Out of the study interviews, only a few of them mentioned money as a major motivational factor with some expressing that as a result since the team had not been giving enough money to their players in form of allowances, it may have contributed to the low standard of the game in the country.

On this same aspect it was found out that Malawi National Football team foreign based players in the team had always complained that they received little incentives when on national duties which made some observers to conclude therefore, it explained why they did not put much effort in the national team. However, the fact that the foreign based players accepted to come and play appeared to suggest that they are motivated by other factors rather than money given to them from the Malawi National Football team.

One of the respondents mentioned as outlined in the findings section (SR2), that the basis of being motivated to play at high standard in the national team could spring from the honour and respect that players received because they are representing their country. This could be one of the factors perhaps that applied to the foreign based players combined with the fact that out of a multitude of players in the country, they had been selected for national duties representing millions of people. In that case love of their country could be a factor both for local based players and those Malawian National team players playing for leagues outside the country. This has been outlined as 'Patriotism' in the findings section of this study.

#### 5.2.2 Patriotism

In trying to understand the concept of patriotism and how it could contribute to motivation of players, the researcher sought first to find its definition. According to Bar-Tal (1993), he stated that patriotism might be viewed as an attachment of members of a group towards their group and the country in which they are resident reflected in their beliefs and emotions of these individuals normally with positive implications.

Widely, patriotism has the advantage of fostering and promoting ones identity and belongingness to a group. Those who feel a strong sense of patriotism are most often compelled to act in unity, cohesiveness with those they can identify as belonging to their group. It was this that perhaps made patriotism a strong proposed factor for motivation of the members of a group working towards a particular cause. In the case of this study for those who gave out patriotism as a factor contributing to their motivation for continuing to get involved with the Malawi National Football Team despite perennial inadequacy of resources. It was felt this was the strongest factor edging them to be respectful and engaged in contributing to the team disregarding any material or other forms of personal or group benefits.

Critics though may be quick to state that patriotism as a motivation factor might not be good enough as it does not strongly translate into winning games and or trophies by the team as that is the ultimate goal of any football team. However one may still see that had such a factor not being playing a part for example in the case of the study for Malawi National Football team, the team would have been non-existent by the time of this study. It was felt from the thesis that this was one of the pinnacle factors that had been identified as new insight into answering one of the research questions as to whether factors aside the known ones from published motivational theories could have been at play for the Malawi National Football team to continue playing. Going back to Bar-Tal (1993), he contends that without patriotism groups may disintegrate which means that managers or leaders who are aware of its power will always try to promote it in one form or the other for sustainability of their organisation.

'Patriotism' is some cases has led to people being overly protective with their practice and not wanting to adopt new ways. In extreme cases it has led to people being disruptive as they believe they are protecting the 'national practice' or conduct and therefore become adamant not wanting to listen to authority who they would have felt are not more patriotic. In football especially for national teams, this conflict becomes more pronounced when the manager or head coach is a foreigner, some section of stakeholders and including some players from experience have had discounted them for lack of true patriotism and or understanding of the culture of the hosts again due to that perceived lack of patriotism.

On the other hand there were also sentiments expressed by other scholars that in the modern world it is difficulty to practically talk about patriotism because of globilisation. Others have felt that national football players who play for football clubs outside their countries of origin but also feature in national teams of these their original country, although they may express patriotism as being a compelling factor for them to continue playing for the national team for nothing monitorily, could on observation show more allegiance to their professional foreign clubs who would be paying them a lot of money. This had led to some people concluding that it might be difficult for a player playing in a foreign country's league and receiving more money to show true patriotism and dedication when playing for their home national football team especially in situations where the two national teams, theirs own and the one they are professionals on, were playing against each other. They may have at the back of their mind some resisting thoughts on the need to save their job at the club in the foreign country.

The dangers of negative patriotism have very damaging consequences not only to one area in this case football, but it may affect the entire society. In the modern world this could be enhanced by negative comments about one's country and specifically for this study, one's national football team. (Hiberman, 1962).

Also where a country has more foreign players in their local football leagues, there might be a dilution within its players chosen for the national team to showing more patriotism as a motivating factor to playing competitively. After all in countries like England where some of the national team players countries of origin allegedly might be elsewhere, if based on their parents or indeed that they have had to be naturalized, it might be difficulty to accept such a claim of patriotism as being one of the factors for their being motivated. As Garcia-Arjona (2012) pointed out about the French National Football Team which won trophies in recent times, it had been made of diverse people because of the historical background of the country which made many to question individual player's patriotism, identity and dedication. However, this latter discussion may generally be outside the scope of this study which looked only at the Malawi National Football team which had a different setting all together from for example the mentioned French and also was still considered to have had an underdeveloped league.

#### 5.2.3 Welfare

Welfare of the team was found to be in the hands of the Football Association of Malawi. Mention was made of the difficulties that Malawian foreign based players caused to management since they had been regarding themselves as being superior therefore not wanting to mix with or be treated equally like the national team local players. The need to engage a fully dedicated doctor and dietician to improve welfare of the team was mentioned from the findings as aspects that would contribute to a good welfare program.

The welfare to some respondents, extended to the monetary values in allowances and bonuses that the national football team players received when in camp, in training and playing games for the Malawi National Football team. It was felt by most respondents that the incentives they were receiving, as discussed earlier under the heading, was not adequate as to cater for their total livelihood when on duty for the national team as a result affecting their well-being, welfare. Most of them especially those with families and other responsibilities felt that such smaller incentives were not designed to provide for their welfare and their families'.

The point that could be raised against this concern highlighted by these respondents as some might argue would be that players' general welfare might more appropriately be responsibility of individual players' football clubs since the time they spent as a total of their football playing time while with the national team in any year would be so proportionally minimal. The other reason being that selection of national football team players could be seeing to be more dynamic, in which case no player as a norm is guaranteed a permanent call up status with the team which makes it difficult to have plans towards individual players total welfare such as was proposed by some respondents for example on the need to have national team players pension schemes.

However, player welfare is clearly a contributory aspect for players' motivation as has already been articulated in some of the literature review in outlining and exploration of such motivational theories for example Abraham Maslow's Hierarchy of Needs (section 2.4.1.1). In that regard this could be one area that the management of the Malawi national football team required to have deviced appropriate strategies and policies for proper implementation and application.

Continually some of the respondents aligned welfare to the retirement packages for the national team players. They expressed the desire for the Malawi National Team to have some form of a scheme which would benefit retired and or prematurely retired due to injury players. However, the author found this later aspect as an issue which would require a stronger analysis as to practicability since in most countries it was rather clubs or the professional players' body which was seen to be arranging such retirement packages. One reason for discrediting the suggestion was that for the players, the majority of them would not sustain playing for the national team beyond five years. Therefore, arranging such a scheme by the national team could prove to be tricky since there might need to be stringent conditions to sustain it for example by specifying numbers of years the player has to consistently play for the national team in order to qualify. Also there might be need to examine where the funds for the scheme could be sourced and how it could be sustained taking into consideration changes in the economic environment.

It was reported as a concern by one of the respondents who mentioned that in the field of play sometimes when there was an injury, local based national team players were not treated as fast as players playing abroad, foreign based players. It was heard that in several incidences, local based players had been refused medicine by being told the supplies had run out by the team medical doctors only to see moments later, the same doctors giving some medicine to a same degree injured foreign based player. The respondents felt that experience is demoralizing to the local players as they felt their welfare was not being regarded by the team management. The researcher did not probe more on the issue to find out from these respondents whether they had reported these incidences to top management. However, the way the issue was put forward suggested that the top management of the team knew about these discriminatory practices.

On the other hand, at community level and or grassroots level, football has proven a powerful symbol in the development of the character of the youth. It has been promoted to enhance health wellbeing (welfare) of the youth. The author had fond memories of playing football at a community level, a game that was almost a must in his youth era for all boys. As Esson (2013) pointed out in most societies football is not only used for promotion of health wellbeing, but a ticket to wealth and a fashion to be embodied by every youth boy, thus in his article about football youth in Ghana he writes that,

"The transition from junior to senior secondary school is found to be a pivotal moment within many of the biographical accounts collected in Accra. I use theorisations of youth in sub-Saharan Africa to conceptualise this moment as a vital conjuncture, and shed light on how a career in football is now seen as a way to circumvent an education system considered to lead to unemployment, or unacceptable employment. Significantly, against a backdrop of neoliberal reform and an absence of state welfare, the perception that a career in professional football offers a means to create an income and be self-sufficient is very appealing. But it also offers more than that. It provides a means to demonstrate one's masculinity, specifically, displays of wealth through conspicuous consumption, behaviour that young Ghanaians refer to as living the X-Way. It is

argued that for male Ghanaian youth, the professional football player who is able to draw upon his latent sporting bodily capital and live the X-Way embodies resourcefulness. He is his own enterprise, a Foucauldian 'entrepreneur of self."

The above epitomizes the place of welfare in football which managers of the game have to be aware of in their motivation management practices for a team. Especially this can be expressed by pointing out the game's place in society. Also making sure that within football welfare is given attention for instance during the write-up period of this thesis, one of the issues that needed to be tackled in football was players' mental health well-being.

#### 5.2.4 Policies

Policies in any organization are a communication tool and they show deep professional standards for the organization. From the findings in this study it was clear although one or two people mentioned they could attest to policies availability, that there were no known documented policies available for the Malawi National Team and for the Football Association of Malawi (FAM) especially ones that would spell mandates, decision principles and relationship to the team. The Collins dictionary simply define policy as a set of ideas or plans that is used as a basis for making decisions, especially in politics, economics, or business and other types of organisations. Also that they guide the organization in occasions where change is necessary.

In relation to the motivation theories in Chapter Two; Literature Review, The Job Characteristic Theory (section 2.4.3.5) could be of interest in discussing this aspect.

The absence of policies makes it difficult for stakeholders to have a focus on what the organization wants to achieve. As the thesis looked at resources in the Malawi National Football team, it was felt that these were inadequate to some degree perhaps because of the absence of documented policies which would have guided the management properly on decisions that could be the most appropriate for strategies to adopt for the team to register success.

Policies if present in an organization make it possible for all stakeholders to have clear understanding of the intent, administrative purposes and limitations of all processes within it. It also makes it possible for fairness and equality in treatment of all involved as it is most often the base on which decision making is derived. In a team such as the Malawi National football team, it could make matters for management and all stakeholders simpler for example on the premise of this study where resources were seen as inadequate perennially, a policy could have been drawn on what the immediate priority areas were that would require to be covered before others with the minimal resources available.

Such presence of documented policies would have cleared the required operations on of contentious issues, for example the steps and conditions on engagement of foreigners as expatriate national coach for the Malawi National Football team. It had always been a debate without a conclusion as to whether the team's performance was been enhanced by a foreign coach or when a local national coach took charge. Why this has had no conclusion was because accordingly looking at the years that the team had experienced success, it was shared between the times when being coached by a foreigner for example 1978/1979 winning East and Central African Challenge Cup by Ted Powell a British National. And on the other hand a local bred coach Reuben Malola did the same in 1988. Another local coach Henry Moyo in 1983 managed to take the team to the 1984 African Cup of Nations finals which was their first ever qualification, a fit that was achieved as only the second time the team qualified for this cup by yet another local coach and football legend, Kinna Phiri did the same in 2010.

It would have been interesting to ask the respondents on whether a foreign expatriate national coach motivates the players more than a local bred Malawian coach, however this was not done as it was considered an issue outside the scope of this study that might have required stringent statistics. To conclude on this matter it would have been clearer if the Malawi National Team had a policy on how the foreign coach was to be recruited and such other clauses on how transitions are dealt with, the need if necessary for a local coach to understudy the foreign coach.

The respondents who were asked about availability of policies all did not mention of such a policy existence and therefore the researcher concluded that there were none on coach recruitment and operations.

A worrisome trend on the answers given by respondents to whether the Malawi National Football team had available documented policies, was the ignorance shown as to what policies are and what purpose if available they would have served in the team. Some respondents in trying to give a positive answer, confusedly mentioned availability of players' contracts and code of conduct documentation as the policies they knew were available. It might be argued that policies do not necessarily need to be documented but such would be a bad practice as people involved would not be consistent and uniform in use of such undocumented policies.

#### 5.2.5 Faith – Religion

Most people in Malawi identify themselves with one religion or the other. Only a small percentage of the population perhaps less than 1% would answer to the question of religion as being none. (Trinitapoli, 2009). It is with such statistics that it was no wonder that one of the factors mentioned by respondents as a motivational one for the Malawi National football team despite its lack of resources, was faith in God coming from religion that one day there would be enough provisions and that one day in future the team would be a force to reckon with on the global football stage.

'Hope' in a situation to most people is associated with faith and Religion. According to Hokkanen (2005) the coming of missionaries who brought religion to Malawi between the years 1880 to 1914 brought with it the introduction of organized sports such as football in Blantyre which later spread to other areas. It was not strange therefore, again to see why religion and perhaps faith was associated with football in Malawi during this study.

The strength of this aspect was felt more for instance on one of the foreign assignments the team had to fulfil and on that trip management of the team made provision to take one local religious minister to administer prayers every day and more so on the day of the football match to players and officials. This indicated the extent to which religion and faith was a motivational factor in the Malawi football setting including in the Malawi National football team.

On another angle, a number of former national team players went into full religion ministry upon their retirement from the game for example Chancy Vinnie Gondwe in Blantyre Malawi practicing at the time of writing this thesis. Such former players had been seen to be the ones also influencing those currently playing in the team to be more religious in their practice and on to the field of play. Some have said such holding of faith and belief has had a major influence to the Malawi National Football team to continue participating despite the challenges as highlighted in this study as it had always given them hope.

However, others have pointed out that such clear show and display of religion or faith especially if aligned to one persuasion had recipe of causing tension in a team thereby destroying the very spirit it might be intending to promote. The author however, contended that awareness of diversity issues by both management and players would be the best way in creating the ideal environment where such personal beliefs can be allowed to flouring regardless of other persuasions.

It had now become a routine as this thesis was being written, for the Malawi National Football Team squad to engage in unified prayers before all their games and including during training, on travel as well as during the game on the 'dugout.' This clearly showed the place of faith and religion on the motivation of the players to continue participating and contributing to the team despite challenges faced due to lack of resources. More closely related factors could be from the Mortality Salience Theory (section 2.4.5.6) and the Hulls Drive Theory (section 2.4.4.1)

#### 5.2.6 Love of the Game

As a general statement, largely players start playing the game of football because they love it. Those who excel mostly talk about the passion and love that made them to follow the game of football and edge on. The author remembers his own youth in Malawi where most parents were discouraging their children to play football passionately stating that it had no proper career prospects in which case it was only those who loved the game most that went on to continue playing up to getting involved in the country's top league and eventually for a few more talented, playing in the Malawi National Football Team. It was therefore no surprise that a lot of respondents in the study stated that what motivates them to still go on being involved or playing for the Malawi National Football Team despite inadequacy of resources is the 'Love of the game.'

As Smith (2017) pointed out in describing the rise of football in China, he stated that 'Love of the game' is just as important as the money that are luring prominent players such as Tevez, formerly of Manchester City and Manchester United, UK to the country. And Jackson (2018) stated that some players who feel chances for professional football has surpassed them still play competitively with the 'love of the game' in them which has had the effect of propelling them into the professional teams later on pushed by this good attitude.

The fact that players continue playing in an environment where resources are inadequate was testament enough to showing that it was their love of the game that made them do that. Love of the game for most respondents in this study was aligned with 'patriotism' as what drove them to continue to engage with the national team. In some the fact that the game is loved by so many people in the country propelled them to edge on. One particular respondent mentioned the love he had for his parents who loved football and therefore he mentioned that what made him continue to play and wanting to excel for the Malawi National football team was that love for his parents, not wanting to disappoint them. The Argyle's Drivers of Motivation Theory (section 2.4.1.4) highlights some aspects that may closely be associated with this factor.

#### **5.2.7 Older Experienced Talented Players**

Interestingly playing more games for the national team including as many friendly games as possible was given as to have been a factor to motivate the national team players. Also key by many respondents on the study was inclusion of older experienced talented players in the team was seen to change the attitude of players in the process motivating the other players.

This was so because the older experienced talented players were respected and seen as role models for upcoming players. The point highlighted in literature review for the Regulatory Focus Theory, (Lockwood, Jordan and Kunda, 2002). In contentious moments they were viewed as representatives of all players to management for issues the other players wanted resolved, a source of encouragement and symbol of aspiration.

In this case there were a number of examples given of football games where recalling of an older experienced talented player no matter their fitness had resulted in raising the morale of the other players as well as highly motivating them leading to the team doing well. In the same aspect it was found out that a mixture of one or two older experienced talented players with the younger ones meant in perspective a certain winning formula. Young players needed someone to talk for them to management partially because in Malawian culture the youth do not easily express themselves to people in authority or those considered older and in higher positions than them.

One of the things mentioned as motivating for the team was keeping a good relationship with the players and encouraging closer relationships amongst them. Relationship management in other areas referred to as networking is an emerging area of interest in management and it is interesting that it was mentioned as one of the motivational factors the team employs. Such was explained as being more effective if there was an inclusion of an older experienced talented player in the team who would be anchoring as well as passing on useful information during meetings with younger players.

As outlined in the findings section previously, the use of older experienced talented players ought to be done with caution more so by making sure those identified for the purpose are exemplary and of high discipline. Otherwise their influence may be negative to the young upcoming players. They might in some instances if not of upright morals incite the younger ones to cause disruptions or to disregard instructions given by the coaches.

As such managers and or coaches must be aware that use of such old experienced talented players has a danger of undermining their authority in some cases because for instance they might have been previously their own playing team mates of the same age. Where the managers and or coaches are unskilled or weak personalities, control of the team may be lost totally with engagement of unruly older players. It would be advisable that the remit of such older experienced talented players be spelt out to them clearly, when they have been selected. Most of such players may be physically going down in performance due to aging; therefore, another consideration would be to moderate their play time whenever they are engaged to play competitively for the team.

An option as suggested by some of the respondents in the study would be to use such players only as training partners and not to use them in the main football game for the team. They could also be used for only a few minutes during the game for example the first or last fifteen minutes if considered not fit to play the whole game. Clearly teams could benefit from inclusion of older experience players according to majority of respondents views on this from the study.

#### 5.2.8 Authority

It is interesting as one of the respondents when asked about his part on motivation of players mentioned that he **had no authority** to motivate others. It is interesting since the literature so far analysed in this thesis there had not been any that had attached a strong relationship between management authority or authority in general to motivation.

However, Deci and Ryan (2010), expressed the fact that authority figures such as doctors, parents and coaches have been found to influence the motivation and behaviour of their patients, children and athletes. This discovery of one not being able to motivate because they have no authority seemed to be quite new to the area of management motivation as such it has been discussed again in the conclusion chapter. It poses a question whether motivation is only a one way top down practice or influence, whether it can traverse vertically; peer to peer and or bottom to top; subordinates motivating their superiors.

Also based on the assumptions that people without enough authority cannot motivate others, that would be an interesting enquiry perhaps for another research as it was outside the scope of this study. Fehr et al. (2013) explains the importance of authority in motivation especially where delegation is involved. The writers point to the fact that too much authority might be counterproductive in motivation of ones subordinates as it means too much concentration of power and decision making at the top leaving the bottom helplessly without much room to decide their own ways. Again, the Self Determination Theory (section 2.4.5.2) could help understanding this factor.

Apart from the one respondent who mentioned the link between his ability to motivate players in the Malawi National Football team in light of having no adequate authority, no any other research subject brought this out although in some responses this could easily be extrapolated as that they could have been meaning that clearly they could not motivate without authority. For instance some management team members who felt their position did not afford them any chance to be able to motivate the players could have been indirectly saying they lack the authority to motivate the players. It would be interesting as stated above to therefore study what motivation operates from the bottom to top thus subordinate to managers and or vertical; for peer to peer as most of the literature examined had not brought this aspect down. Ironically one of the discovery from this study as motivational factor; the use of older experienced talented players might be suggesting the peer to peer or vertical mode of motivation.

#### 5.3 Management of the Team

This came from areas where the interview questionnaire asked about how the management of the team worked, whether there were any long-term plans or strategies in place and the decision making mechanisms. The question was asked in the interview for the study to determine the planning that management undertook for the team and as an aspect that supported proper management practices such as motivation. The study also looked at Management control as to who had overall control of the Malawi National Football team and the ultimate responsibility for selection of the Malawi National Football team squad. It extended this to look at part of the other responsibilities in the team which are further discussed.

#### 5.3.1 Good managers

The thesis findings came up with the fact that the team was perceived by respondents to be not fully run professionally. For instance it was seen that most often planning for the team resources was considered only days before major games for funding and other issues. In terms of decision making there was agreement that things to do with players were supposed to be dealt with by the team manager who in Malawi National Football team was a separate appointed person and not the team head coach. Policy issues and decisions were the remit of the Football Association of Malawi (FAM) executive committee who implemented these through the secretariat headed by the Secretary General also referred to as the chief executive officer of the organisation.

In the literature review chapter it was explained that managers by the nature of their role have functions that they perform. One of the list of these as propounded by Henry Fayol gave the five functions as; planning, organizing, commanding, controlling and coordinating which later became seven with addition of two more by later theorists; motivating and communicating (Table 1). Clearly it is understood that any person in a managerial role should be aware and be able to operate with knowledge of these functions.

This study from the findings exposed a gap in understanding of these managerial functions although no direct question was asked to the research respondents especially those on the managerial level. It was however, concluded on analysis by the researcher that the managers needed to show more awareness of these functions through their application if they were to be effective. More specifically for instance the roles of a football manager in Table 3 (Perry, 2000).

Perhaps this could have explained why most of those on the lower levels (non-managerial) amongst the respondents gave negative views of the managers stating that they were not doing their job properly. It should be noted that one of the functions touches on the nerve of this study; motivating since the thesis was set out to investigate motivational factors that were driving forward the Malawi National Football team despite inadequacy of resources.

As mentioned on the discussion of welfare for the team. There seemed to be some practices for instance the variations on treatment for injuries in the field of play between local based players and foreign based, professional players when on national team duties. A good manager is one who treats his/ her subordinates fairly and equally. It was not clear whether, top management knew about the discriminatory practices but one would argue that a good manager must be well informed and one who promotes clear lines of communication from top to bottom and bottom to top.

Also all the functions for managers are associated with management of resources. In this case if the resources are perceived as inadequate, good managers may then engage their planning and coordinating apparatus to see which areas they should prioritize and organizing them in such a way that it does not disrupt the achievement of very basic objectives. On that basis it might be argued that the management of the Malawi National Football team had shown some acumen in that respect because the team had continued to participate in tournaments despite the lack of resources.

In that regard it would be stated by others that the management of the Malawi National Football team had shown more use of managerial functions to achieve the objective of seeing it survive in spite of inadequate resources. Perhaps these were good managers hampered by the lack of resources. This last statement may attract other critics who might argue that good managers are those who seek creative ways of getting resources. In the case of football, creative ways could be such as designing market promotional program for funds generation, maximization of match day revenue through offering of a high end experience to paid patrons of the games.

#### 5.3.2 Qualified Managers

One of the issues that came to light was the understanding on whether the national team coach is there to train and develop skills of the players. The author was interested with few particular responses where it was observed that perhaps it is too far-fetched to expect the coach to teach national football players on skills for instance such as ball control, dribbling and other basic skills. They pointed out that national football team players are presumed to be the most talented as they would have been selected out of a multitude because of their skills.

The duty of the national team head coach and his panel therefore would be to make sure such talented players who have been selected jell together, compatible to his philosophy of football. They are supposed to be taught on how they can complement each other's talent and not be taught the very basics which they are presumably taught in their clubs where they spend most of the football playing time. Usually camping duration for the national team takes only a few days requiring a very good plan by the coaches to make sure the team is ready. The national team should be the end of talent not the beginning for talent.

Managerial skills as was stated earlier in the study enable the managers to support their functional roles which have also the ability to expose in the wards or subordinates hidden talent. (See Figure 1). Such skills are more acquired through training; formal qualifications and though observation, association such as exchange programs and refresher courses.

It is the view of the researcher that all managers especially those on the technical side of the team must constantly update their knowledge through the means for example those mentioned here.

From the findings of the thesis it was clear that none of the managers were aware of any motivational theories that are used in management. Although on a basic level without being aware of it the managers indicated application of such basic theories for instance as suggested by Abraham Maslow; the Hierarchy of Needs, in that it was discussed players were given allowances in some cases accommodation.

A strong awareness of some of the motivational theories as outlined before in this study by the managers of Malawi National Football team could have gone a long way of not only sustaining the team's existence but also making sure it was successful in competitions. In this case the team could have been going to tournaments not just to participate but to compete for the championship in winning the trophy. This made the case for engagement of a well-qualified head coach or manager and his staff a strong one although some may have gave the reason of that being a far-fetched idea as the lack of financial resource to pay such high caliber of people. In this case going back to the researcher's earlier assertions of training existing staff made a lot of sense as a gradual process to that end of having well-qualified team management including coaches for the Malawi National Football team.

Good manager could have been seen as a generalist term but talking to the respondents they were clear what that entailed. They were able to make reference of what a good manager could do for the team that would have made sure players are motivated and the minimal resources are used appropriately. For instance most respondents were able to state that as good manager, the team's head coach should be able to base his team players selection on merit not because of other influences. On that basis the researcher progressed to look at the 'Good Manager' as one of the factors contributing to this study.

#### 5.3.3 Grassroot Development

Earlier in the study mention was made of some prominent past Malawi National Football Team players that were initially identified from the remote areas of Malawi such as Kinnah Phiri. Kinnah phiri as has been stated in the literature review was at the time of writing the thesis the highest scorer of the Malawi National Football team ever who also successfully coached the team to only its second qualification for the African Cup of Nations finals in 2010. Such a story of players like Kinnah had proven the importance of grassroots football development and talent identification at earlier stages from the grassroots.

Paradoxically as the thesis was being written, the government of Malawi had appointed Kinnah Phiri as the Director of football in the Malawi Ministry of Labour, Youth, Sports and Manpower development with special mandate to establish a national football academy for grassroots football development. According to the Line government minister at the time, Grace Chiumia who announced on 1st May 2019 that Mr Phiri had already started work for a month, indicated such was showing the Malawi government intentions for grassroots football development. (www.times.mw).

To show how grassroot development football could enhance the performance in the Malawi National team, the selection of the junior under 23 Malawi National football team for 2019 comprised 80% of players who were developed at the only official football academy at the time, Sure Stream Football Academy managed by one of the former Malawi national football team legendary player, Peter Mponda. It was conclusive that with proper planning and management a well structured grassroots initiative could produce more talent since evidence had shown that the presence of only one such entity produced players for almost the entire Malawi National Team.

Acknowledgement of talent at an early stage through team selection, could have not only be found to be a factor contributing to team performance but it was also seen as a recipe for hope in upcoming players. The issue of grassroots football development came from almost all the thirty respondents of the study. Most

mentioned it as a strategy which given support could have positive results for the country's football at all levels. Given that some of the youth identified come from rural areas, an initiative for grassroots football development could also have economic benefits on their well-being.

#### 5.3.4 Good Strategic Planning

One of the whole marks of a good manager is their ability to plan and not only planning but how they implement whatever plans have been put in place. Longenecker and Pinkel (2011) in Chapter Two; Literature Review explained the connections between motivation and good strategic plans.

For the study, in terms of plans it was found out that there were inconsistencies in the interpretation of period that long-term plans cover as the maximum was given as four years long. In most literature any period below four year for major organisations, may not be construed as long-term. It was concluded though by the researcher that the differences in interpretation could be down to communication rather than as an indication of chaos in strategic management planning. Most importantly key top management of the team were more consistent in their outline of available long-term goals or long-term plans for the Malawi National Football Team.

At team level the long-term plans were given as the responsibility of the technical director whilst medium and short-term plans were stated as the responsibility of the head national coach. Both the holders of these positions hierarchically reported to the Football Association of Malawi (FAM) secretary general. The technical director was also responsible for the planning of the youth development strategy which had been seen as crucial for the development of the game in the country as outlined on the discussion of grassroots football development for the country.

As Kartakoullis et al. (2013) alluded, good strategic planning for football has to be holistic, taking into consideration every function in the operation of the team. Resources must not be seen in isolation but each one must compliment the other. In this case financial resources for example have to be seen to be complimenting

the other resources, human, materials and equipment (includes infrastructure). It was the view of most respondents that with good planning the team could have been registering success in most of the tournaments and games it undertook.

Such good planning in the view of the researcher could also have been helping in mobilization of resources especially finance which as discussed in the rationale chapter, were most often only sought closer to games. These games mostly were scheduled way in the calendar therefore if proper planning was in place, planning around these could have been done again way back and not in panic as was the case before and during the time the study was being conducted.

#### 5.3.5 Clear Organisation Structure

There was agreement that the Malawi government had huge influence in decision making of the team as the main funder. The Football Association of Malawi who it was agreed were supposed to be the main management body of the team, saw themselves as 'agents' of the government. It was mentioned that there were always disagreement on the level of funding and the timing between the governing body of the team thus FAM against government on the other hand who fund the team through the Malawi Council of Sports, an organisation mandated with management of all sports in the country.

In terms of hierarchy these was evidently a clear line of reporting lines for the Malawi national team from the government to the football players. In that line the players were the responsibility of the national coach, the coach reported to the football association (FAM) general Secretary who in turn reported to the FAM executive committee. The FAM executive committee reported to the general assembly and directly to the Malawi Sports Council who in turn were reporting to the Malawi government ministry of sports. FAM secretariat was seen to be there to implement policies and strategies formulated by the FAM executive committee.

Again Longenecker and Pinkel (2011), 'Coaching to win at Work' in Figure 1 Chapter Two Literature Review explained the connections to motivation well.

Although the reporting lines were seen to be clear, based on responses from those involved on the study, the majority expressed ignorance of there being a documented or diagram of the organization structure. Where such is the case, it might bring confusion especially to newly recruited staff as to the links of authority within the organization. This could explain as would be seen later on, next section in this discussion as to explain the varying responses when respondents were asked as to who had total responsibility of the team's performance and results.

#### 5.4 Responsibilities for the Team

#### 5.4.1 Performance Gone Down

Compared to other years there was total agreement that the standard of football in Malawi had gone down at least specifically years just before and during the time this study was being conducted as compared to fifteen or twenty year before that. Before then Malawi had registered success particularly in the region for which they had won several trophies as stated in the literature review. Such high performance was also visible particularly in the 1984 African Cup of Nations finals where the team despite not winning the trophy showcased a brand of football that was a marvel to watch.

The respondents could not specifically point out what had gone wrong for the team to go down in playing standard and or as well as the general standard of football in the entire country. The author through the study could deduce that the contributing reasons could be some of the factors that have been discussed here. It could also be that the minimal resources just made it possible for the team to 'participate' in tournaments and not necessarily to 'compete.'

The technical advancement of the game based on other countries use of sophisticated systems including technologies in player motivation, dieting, physical training and treatment, meant that lesser equipped countries especially those lacking resources would mostly lag behind in their output although such an assumption may be challenged and would require a research of its own.

#### 5.4.2 Responsibility for Results

One of the recommended management practices is that there be a clear line of responsibility in organisations for effective control as had been discussed above under organization structure. This was one of the principles of management propounded by the management scientist in the classical years, Henry Fayol. He advocated unity of command; one person reporting to one boss and the scalar chain principle; for there to be a clear line of authority from the top to bottom of the organization.

From the research findings, there seemed to be confusion as to who really was responsible for the Malawi National Football Team performance based on the respondents' reaction. There was a direct question asked to find out whether it was government, or Football Association of Malawi or the team management that had ultimate responsibility for performance and results of the team. A look at the Literature Review, John Adair's Action Centred Leadership Model (section 2.4.1.4) highlights the importance of this factor.

Accordingly, government had FAM as the responsible entity for the team but FAM looked at themselves as mare agents of the principal. It transpired from the study that the management of the team thus including head coach reported and had influence of their decisions from FAM. This was an example of the cases that brought confusion as there seemed to be no clear responsible body amongst the various sectors. The researcher resolved that this would be one the areas that needed to be sorted out if football were to develop in the country.

Perhaps there could be need to set up a separate committee for the national team's performance and leave FAM to have overall control of the sport in general and not specifically the national team. The role of FAM executive and secretariat for the national team's performance and results had to be clear taking a cue from the research findings on where ultimate responsibility needed to be.

Others would argue that acceptance of responsibility is always the first step for adopting of positive change. There is always a basis for success to be achieved that it requires acceptance of the point on a scale where one is at and knowing where one wants to go thereby devising suitable plans. Acceptance of responsibility for the team's performance would have been a step along that process which meant acknowledging the current status with a view to correcting or maintaining form. Therefore, this aspect in this study for the performance of the Malawi National Football team was viewed as critical if improvements were to be made for the eventual success of the team.

#### 5.4.3 Win Trophies

Winning of trophies is a good gauge of a successful team. As such the study went on to understand the ambitions of the respondents who were asked such question as to the likelihood of the Malawi National Football team one day winning the World Cup. This was just coined in as it was felt that through such ambitions such as the likelihood of winning the world cup, it would be an ideal benchmark from which tremendous improvements could be registered for the team. It was the wildest of imaginations to ask this question for a team that at the time of writing this study was not even amongst the top hundred best national teams in the world. As attested by few of those who answered the question and through the strong tradition of faith in the team, the author had to agree that indeed you could say never, as miracles were seen to be part and parcel of our modern life which sometimes happened in football.

However, having stated doubts of winning the World Cup in the immediate future based on responses from research respondents, the researcher felt that as a good goal which some of the respondents also pointed out, was to aim religiously for qualification to the trophy's finals and eventual winning of the continental trophy, the African Cup of Nations. This would be perhaps before any such ambitions were to be directed at the World cup. Having such goal of winning trophies documented and shared to all stakeholders would be motivating apart from the other factors to all involved with the team including players. Refer to the Goal Setting Theory (section 2.4.5.3) by Locke and Latham (2006).

#### 5.4.4 Good Local leagues

A competitive well-organized local league has the effects of producing well groomed and talented national football team. There are arguments though against this whether if the local league has some percentage of foreign players or whether some of its players if playing in other leagues abroad has a positive outcome to develop potentials for their national team.

There was not found any strong literature to support either of the assertions suffice to say in cases of elite well developed leagues with more foreign players in them, the case of poor performance by the national teams in such countries had always been apportioned to their acceptance without limits of foreign players in their local league structures. On the other hand, there were examples in some national teams which had done well by tapping on the talents of its foreign based players such as Ghana, Cameroon and Nigeria in African and Japan, South Korea in Asia and Brazil, Argentina in South America.

All in all, there seemed to be a stronger case for the football administrators to make sure their local leagues within the country are stronger, competitive and well organized as this would result in a stronger national team. As one respondent pointed out in the findings, players called to national teams are not supposed to be called to be drilled on basic skills such as ball control or how to keep the ball under pressure, such skills are best acquired at their local club or team and the national team should be a pool where talent already horned is to be jelled together which exercise, the bonding becomes the duty of the national coach. It was a proven fact that based on a number of factors, a weaker national league produces a weaker national team.

From statistics that the researcher looked at, the Malawi top league had not been so competitive during the last 33 years to 2019 (1986-2019) since during this time only one team, Big Bullets of Blantyre dominated winning the championship 14 times. The team that came close by Silver Strikers of Lilongwe City won the title 8 times during the same period followed by 'Be Forward' Wanderers who clinched the league cup several number of 6 times again within the same period. Other five

teams won it once with ESCOM united the only one on the batch that won twice in that 33-year period. (www.fam.mw).

The lower leagues were found to be semi-organized admittedly due to lower funding which might be stated influenced the competitiveness of the local top league. Some of the challenges of not only the lower league teams but also most of the top league teams were lack of home playing and training ground although as the thesis was being written as outlined in the study elsewhere, government had started building football stadiums in all the twenty-eight districts of the country.

Another challenge identified was lack of fan base or documented supporters for the teams which had an impact on fund raising activities including lack of any significant match day revenue. A more vibrant league setup could mean an attraction of investors as well as fans to participate in the game which could have ripple effects for the performance of the Malawi National Football Team.

The need for a vibrant youth development program was mentioned in most areas of the interviews, this could be one of the major initiatives taken for Malawi football to develop. However, there need to be clear responsibilities for the programs if they were introduced. Such a good youth development infrastructure could act as catalyst for the competitiveness of the major local league in the country.

#### 5.5 Team's Performance and Proposed Improvement

The Malawi National football team had not been doing well at the time the study findings were being analysed. They had been knocked out of both qualifying rounds of the FIFA World Cup and the African Cup of Nations during the year; 2019. Basically they were seen as being inconsistent in their performance. Part of the reason for low performance based on the research findings was seen as lack of true commitment from foreign based players most of whom plied their trade in South Africa. The researcher observation was that indeed the foreign based players may have been a contributing factor but not from a lack of commitment but for the reason that they were not playing in a competitive league as South

African league had gone down from its glorious years yet people had still the nostalgia of its glory years.

Suggestion coming from the research findings for improvement of the team included provision of further and continuous training to all involved in the sport including football referees at all levels in Malawi. Introduction of a vibrant youth talent identification program. Mixing young and older experienced talented players in the team. Involving the team in more friendly games and exposure to international camping trips such as to Europe for training. Commercialisation of football at club level in the country with a view of satisfying needs of the local players who would in turn contribute positively to the national team was one of the points raised on discussions for moving the Malawi football ahead. This latter point might also contribute to good infrastructure development, a point discussed below on resources.

#### 5.6 Resources and Welfare for the Team

It is evident through the findings that lack of funding had meant that a lot of initiatives by the Malawi National Football team were carried out or being carried out cosmetically. There was agreement that by its own standard, minimal resources were available to the team though they still needed improving so as to be adequate.

#### 5.6.1 Good resources

Every organization and process require a combination of good and adequate resources to achieve its objectives. For the Malawi National Football Team from this study, there was evidence that there were minimal basic resources available but that some were perceived as not good to propel the team to higher standard. For instance, the availability of playing grounds was registered but most of the respondents stated that these were not of acceptable standards in some cases not properly looked after.

Therefore, although it was found out that some very basic resources were available their usefulness was felt to be minimal because of the conditions and grade that they were in. The author in this regard separated the discussion of resources at the stage of coding into two categories of available good resources and available adequate resources.

Managers were found to be responsible to making good use of resources at their disposal. In other words, though some resources may appear as not so good, managers could utilize such creatively in relevant areas. This was not suggesting using for example of plastic wrappings balls as experienced by this researcher when he was young in Malawi because of lack of proper balls, not really.

Also, it could be argued that things that are locally found in the country could be used, for example use of bamboo sticks instead of corns for training barriers, use of the locally available food in moderating diet for the national team players or use of such terrain like mountains for physical training to promote resilience in national team players. Good resources entailed available human resources as well in form of former Malawi National Team football players who most respondents felt could be used in various areas of the football set up in the country thereby utilizing their experience.

#### 5.6.2 Adequate Resources

Adequate resources meant; the availability of all the required resources; Manpower/ human, material (perhaps skills), Machine (equipment) and Money (Finance) sometimes shortened to 4Ms. Thus, the manager and or coach must have these available in the required quantities for him to effectively do his job in this case of glooming the players for success in winning games. For the Malawi national Football Team, it might be stated from the findings that Manpower is always available, but the other resources were found to be affected by other attributes and therefore not adequately available in required quantities.

However, one would argue that such available human resource was not adequately motivated to make the team successful and therefore register that on

the international level. On the other hand, as has been outlined in the objectives of the thesis it might be said there was evidence of the players being motivated as they were still accepting to play despite inadequacy of the other resources.

Material as represented by skills would be said to have been inadequate for instance, because of lack of competitive national leagues in Malawi at the time this study was carried out as attested by most of the respondents. Another reason given for deficiencies in skills for Malawi National Football team players was lack of proper strategic plans in grass-root football development. It was felt by some that in the few past years the team had done well, the identified skilled players had come from the grassroots football developments programs in which the national team coach would go deep in rural areas to identify raw talent and nurture it for national team duties. Historically as was stated in the literature review there had been some players who had had the opportunity to be signed by foreign clubs predominantly South Africa's which was evidence that some level or potential of acceptable high skills would be stated to have been available in the players.

Equipment was one of the things that were mentioned by most of the research respondents as being inadequate. They mentioned lack of infrastructure such as stadiums as one of the challenges, although as the thesis was being written government of Malawi had bankrolled a program of building sports stadiums in each of the districts that make up the country. Lack of training equipment including as basic as enough training balls came out from the findings as some of the challenges the team faced in terms of inadequacy of equipment.

Money or finance as a resource was the biggest mentioned by research respondents as being pivotal for the operation of the Malawi National Football team. The author agreed to its importance as this resource if adequate could have been used to buy the other resources lacking. Apart from the finance for direct running of the team's other areas, money was mentioned in the findings on motivational factors for the players of the team with the majority stating that it was not one of the pivotal factors influencing them to continue contributing to the Malawi National Football more so as they were not given any substantial amounts.

It was money which led on to the study pinpointing the drive in the players and management of the team despite its inadequacy. In relation in the Literature Review, Chapter Two; The Equity Theory (section 2.4.2.1) highlighted some aspects of this factor.

#### 5.6.3 External Support

As Crust and Lawrence (2006) pointed out they stated that Weiss and Fredricks (1986) found a strong relationship between poorer team performance measured against frequency of social support they receive. They concluded that from the study it indicates that losing teams need more social support from leaders to sustain motivation. As such it can be safely stated regarding the Malawi National football team with the standards as of the time of this study that it required more external support from not only the management or those within the immediate football set up but from the wider stakeholders.

Further most of the respondents interviewed for this study who were not active at the time they were approached indicated willingness to be involved at any level of the game for the Malawi National Football Team. Some stated that they felt their knowledge and talent wasting away as this could have benefitted the country if they were fully engaged in the management and operation of football in the country.

One would argue that at times it would be personal initiatives that can propel one to engaging and contributing to a cause. Such initiatives could also alert others especially those fully engaged with the game at the top level of the interest from such individual who might have sacrificed their own resources at the inception. In that regard it could be viewed as a two-sided view where none of the sides is aware of the others intention and at times such may breed doubt as to who must should start the process of engagement.

The author of this study though took the view that indeed the past talented former players could be used in such initiatives as grassroots football development for instance at district or school level as ambassadors of the larger cause which may

not take huge resources to initiate. Some could be used as consultants, others to form committees that could oversee grassroots football development initiatives.

## 5.7 Contextualization of Research Questions on Emerging Themes from the study

The emerging themes have been examined in the light of the research questions as set at the beginning. Below are the themes against each research question:

# 5.7.1 What are the motivational factors that are important to effective football management with minimal resources, a case with the Malawi National Football Team, for initiating further positive developments?

From the research findings it was clear that money, funds are the crucial motivating factor in the Malawi National Football Team. Due to lack of funds the team management used other motivation factors with reference to those reviewed in chapter two of literature review such as affiliation, involvement, support and recognition through the selection of the players. There is also provision of basic needs such as shelter in that the Football Association of Malawi (FAM) built a training facility with full hotels accommodation standards. Some selected players were provided accommodation by FAM which source and rented houses for them.

Two major motivational factors were identified from the study which were not found in all the literature search conducted. These were; the role played by older experienced talented players of the team. It was found out as reported in the findings that inclusion of such players in the team had a motivating factor to the younger upcoming players who became inspired and looked up to them. Patriotism was another motivational factor that the study discovered as playing a part in the case of the Malawi National Football Team despite its perennial inadequacy of resources.

Clearly the study identified motivational factors that could not be affected with the inadequacy of resources which can be enhanced and further developed for the success of the Malawi National Football Team. In this regard the question had been answered adequately in this thesis.

5.7.2 Is there need for external intervention in the management of Malawi football considering the identified or unidentified motivation factors? For example, specialist consultants and more corporate participation with a view to harness and or enhance good practices for further successful development.

There was clear indication that professional training for all involved in the Malawi National Football Team was critical to development of the team if it were to register success in future. Corporate sponsorship had been identified from the findings as one of the key factors to support and sustaining the team. This could be done through changes in policies to commercialise football clubs in the country which would contribute positively to the development of the sports at all levels. It was found out that management in this context can have a major influence on realising this. The commercialisation could be achieved quickly through engagement of an external consultant conversant with such a process, thus external intervention.

Organisations by their very nature are dynamic and always update themselves constantly within their environment. According to Boxer (2014) such dynamism enables organisations to continuously learn either through their social interaction or technology. This means the Malawi National Football Team being able to harness and or enhance good practices for further successful development from within and also using external forces. In this regard the thesis was able to answer the question appropriately.

#### 5.8 Summary of Chapter

With reference to the conceptual framework in this research which indicated the path that was to be followed for the study, it can be concluded that all attributes from the framework have been done in the thesis which led to the researcher's analysis of findings and discussions concluded through this chapter with emerging themes.

Emerging themes discussed from the findings critical to this research are; the motivational factor where older experienced talented players are utilised, the view on enhanced skills and training of the Malawi National football team coaches and other management to enable them to analyse games or opponents, the practice of motivation as who has to do it in light of the emerging issue of the relationship between authority and motivation, and patriotism as a key motivational factor for national football team players.

The major themes which this study discovered have been outlined in conclusion as to their contribution in general for this area of study; management motivation and specifically football management in the next chapter. Other areas outlined as emerging themes in this study are the youth development (grassroots) in Malawi football, good and adequate resources – analysis and their impact, issue of clear organization structure as supporting management for better performance of the team. Of interest were some motivational factors emerging from the study such as, faith or religion which were more unique to the Malawi scenario although traditionally football by its nature was proven to have been associated with the factor (religion) from its early years. More importantly this chapter outlined the thoughts on the emerging themes of the study as expressed by this researcher.

### **CHAPTER 6**

## **CONCLUSIONS ON THE RESEARCH**

#### CHAPTER 6

#### CONCLUSION ON THE RESESEARCH

#### **6.1 Introduction to Research Conclusion**

This chapter concludes and summarises all the findings on this research and make suggestions on the contribution to knowledge achieved by the study. It also outlines further studies that could be conducted in areas around the themes that emerged from this thesis. It has also outlined the challenges that were there during the period of conducting the research faced by the researcher. It thus concludes all the findings and generally the whole study by examining whether the research aims, and objectives were achieved.

#### **6.2 Summary of Research Aims and Objectives**

At the beginning, this research had set out with the aims of identifying motivational factors in Malawi National Football Team management despite the inadequacy of resources year on year and to assess whether such factors could be harnessed for continued development. In this case traditional motivational factors were examined to see if they were employed as to being the only ones being employed or whether there were some undiscovered elements as motivational factors that drove the Malawi National Football team despite inadequacy of resources.

The aims of the thesis were achieved as summarised in the key findings detailed below under 7.4. First though, the researcher examined why the study was significant and important.

# 6.3 Importance of concluding the Study to the organisation and management studies in general.

As has been outlined from chapter one, this study was important for the fact that for a long time management motivational theories had been applied to enhance performance without much thought in most cases as to why they need to be adopted whether it be in traditional work organisations or and sports organisations including football teams.

The researcher found the subject as an interesting one especially where there were cross-application of motivational factors with different results. For instance, the same motivation theory applied to sports yield different results when applied to traditional organisational management for example arousal in some sporting activity may be required at low levels which may not be the case when doing a job within traditional work organization.

However, with most theories application to both, the results were concluded to be almost the same. In this regard as this research had looked at football management in motivation it could be concluded that no matter what spectrum, the two areas can perhaps complement each other. Thus justifies, the study of transferability of skills from one area to another which has been given as the one this researcher is broadly interested in.

The research was important for the development of the Malawi National Football Team and Malawi football in general with a view that other national teams with similar characteristics could also benefit in future through this research's findings. As stated within the thesis that the Malawi National Football team had not registered successful results for a long time. Perhaps, one of the reasons could be that people involved were not asking the team's management the right questions which would pinpoint the areas requiring improvement which this study had set to do. Although the thesis angled at looking at motivational factors in the team, the study in addition focused on finding open channels of the team's development and football in general for Malawi.

In general, this study has contributed to the study of management sciences' more especially motivation and arguably on transferability of skills. The researcher benefited through application of the studies by understanding various aspects that support a football team like the Malawi National Football team which in turn led to proposed further studies to explore more and apply factors discovered to other areas.

#### 6.4 Summary of Key Findings

It is worth mentioning again here that the findings on the research at this stage being a qualitative approach thesis would need to be tested as theories in terms of their applicability. However, through a rigorous process followed on the study, these therefore were found to be valid based on the processes undertaken. The facts were found to have weight as pointed out in the discussion that some of the themes when matched with available literature in the subject areas, there seemed to be some gaps.

Most of the emerging factors had not been tested apart from the fact that they were bearing positive results in sustaining the Malawi National football team. Moreover, as this research only focused on the Malawi National Football team where it could be argued because it had not yet been successful on the global scale before and during the time of conducting the study, most of its information would have been new to literature available.

To ascertain the realisation of the findings in being useful to the research, they were marched into context to the research objectives as set out at the beginning of the thesis here outlined below:

#### 6.4.1 Research Objective one:

To critically analyse and establish if traditional factors such as job satisfaction, recognition, pay and rewards are fully employed in Malawi national football team management and if so whether they are the driving forces behind player motivation.

The research focused on the subject of management motivation as it applies to the application done in football management viewed and seeing through the Malawi National football team. It was concerned with why its players continued to be motivated despite the inadequacy in resources, which could have been affecting maintaining the team to a level necessary to achieve any success. It was

a study to see in the absence and or presence of lesser resources how then did the football players got motivated to carry on playing for the team.

Evidently as seen from the discussion section, the research established that traditional motivation factors were being employed in the Malawi National football team. For example, the hygiene factors as outlined in the literature for job satisfaction using such things as recognition. The application of such motivational factors was well explained in Section 2.4.1.2; Herzberg's Two Factor Theory.

Also the money given to the players in form of game allowances and bonuses perhaps as suggested by Maslow's Hierarchy of needs, a theory that formed the theoretical basis of this thesis. And encouragement of relationships referred to as affiliation thoroughly expounded in see Section 2.4.1.3; McClelland's Achievement Motivation Theory in the literature review chapter.

In this case, it had been established from the findings, data analysis and subsequent discussion that traditional motivational factors as outlined in the literature review section were being employed by the Malawi National Football Team as a driving force of player motivation. The research question in relation, had tied in the relationship of performance to the motivational practices and thus highlighting some of the aspects that could mean success of the team in addition to good management practices.

#### 6.4.2 Research Objective Two:

To critically investigate and ascertain whether general management motivational practices from work organisations can be exported to football, should it be they are not already employed, in the absence of adequate resources as a driving force of motivation.

The literature in the report revealed a rich spectrum in the area of motivation with most of the theories applied universally across the different disciples whether in traditional work or sports. The researcher however observed that there is a high degree of motivation in sports in this case football by the players regardless of

circumstances and lack or inadequacy of resources which is clearly not usually the case in traditional work organisations.

In normal work organisation whenever there are problems, particularly associated with lack of resources, the workers are evidently very usually de-motivated. And usually without asking this can be seen from their conduct and or attitudes. In football generally and in the case of Malawi National football team, on every assignment the football players would be seen that they are applying all their efforts regardless of any challenges.

This thesis fulfilled objective number two in particular through examination of the theoretical base identified in Chapter two, Literature Review as the Abraham Maslow's Hierarchy of Needs for the motivation management practices prevalent in Malawi National Football Team. In the data analysis and findings it became apparent that strands of the theory were used by managers to motivate the football players especially lower level physiological needs. Quite evidently the background of these motivational factors was that they have been applied extensively in traditional work organisations so therefore application in the football management arena meant they could be used universally.

As outlined above, the research had found that the motivational factors evidently used by the management or coaches of the Malawi National Football team, were the universal management ones that were found also to be used in traditional work organisations. The literature review outlined some theories that were categorized as sports related however, it can be argued that these have also been used in other types of organisations, so called traditional work organisations in this study. The research therefore ascertained objective number two as read.

#### 6.4.3 Research objective Three:

To identify other areas in support of managerial skills in the Malawi National Football Team that can be incorporated for development of the country's football at all levels.

Motivation could not be looked in isolation of other attributes of effective management. Thus the researcher had also explored the various management skills and function that complement its application to properly relate it to the practices as found on analysis on the Malawi National Football Team management. The objective also sought to identify external help that could be used in supporting the team for higher performance for example using independent consultants and or in light of inadequate resources developing innovative ways of partnering outside organization.

For good performance and successful results in such areas like football, the approach has to be holistic as each area contributes to the whole. In addition as the study looked at the inadequacy of resources in the Malawi National Football team, the project had to define what these resources were in the Malawi National Football Team context. The researcher in addition had to again consider some contemporary issues that would be at play both internationally and locally alongside the other aspects in the management of the team. Therefore in this regard this could have crossed the line to other areas of expertise apart from the management in football particularly on management motivation.

From the findings it was highlighted that there was high need for training to all involved in management of the Malawi National Football team for instance training in football game strategic management. Mention was also made of the need for Malawi National Football Team coaches to acquire skills that would enable them to analyse football games and opponents' strengths and weaknesses. From the previous chapter, it was suggested that the team would need external intervention through consultants and assistance from skilled former national team players.

Additionally the team needs to develop simple innovative ways for how to keep the players motivated. As an example is, involving the Malawi National Football Team players in going around schools to promote the benefits of sports in particular football. This will have a two way benefit in motivating the players but also building the profile of the team which could enhance chances of corporate world sponsorship. With this outcome the researcher was able to satisfy and address the last objective of the thesis, objective number three.

### 6.5 Contribution to Knowledge of the Research

There were three areas identified as having a bearing in contributing to new knowledge in this research of management and sports. Thus, in Management; for the studies and practice of motivation and in sports; for the area of football practice and its management. These were; first whether it might be true that motivation is influenced by authority and the second is the influence of older experienced talented players' inclusion in the football teams as motivational factor for younger upcoming players and part of effective football management practice. Third is patriotism as a motivational factor for national team players to play at higher performance.

As stated above these three for a qualitative research such as this one, would have not yet been proven through application and statistical inference. Additionally, as this researcher's area of interest is transferability of skills, perhaps these motivational factors especially the two; use of older experienced talented players and enhancement of patriotism need to be transferred to traditional work organizations as a separate study, to see their effects there. This researcher was interested in such transferability of skills application in what he referred to as, 'Importation of management skills.' and it was intended to make this a major area of this author's research field. Some literature on the study had suggested that in the world a lot of systems have learnt and adopted practices from each other.

#### 6.5.1 Authority and Motivation

The findings came up with one of the factors as on the relationship between authority and motivation from responses by some officials in Malawi National Football Team, to the research questions on how players were motivated. As outlined in the discussion section, when asked about whether as an official he had a part to play in motivating players, one of the officials responded that without authority he was unable to motivate the players.

Most often authority is confused with power. Authority in management is derived from a position one occupies. Whilst power is described as the ability to influence others. From this the emerging theory from this study would be that; 'Without Authority You cannot motivate others.' It would have to be ascertained whether the relationship for ability to motivate would be said to be with 'power' or 'authority,' perhaps this required a separate study since it is beyond the scope of this research. As Miner (2005) pointed out, "some theories are never tested, or they fail the test of research and are not good theories; at least as far as anyone can tell. In any event a good theory has the potential for valid applications and thus can prove useful if correctly applied. A theory in an applied field such as Organizational Behavior that is so divorced from application and that has no potential for speaking to practice is very unlikely to be a good theory."

This factor of authority affecting the managers or head coaches' ability to motivate his players would explain what has mostly preceded the dismissal or resignation of some of them at national or club level where often it is said, "the manager or coach lost control of the dressing room." In effect in light of the conclusions in this research it would mean they had lost their authority over the players and therefore no longer able to motivate them.

Thus apart from their other skills, managers and football coaches would be more effective if they harness ways and understanding on how they can sustain their authority over time. This would apply to traditional organisations as well and thus this author has suggested as one of the areas that needs to be researched as it is

beyond the scope of this study which has only drawn such conclusion of the relationship between the two; 'authority and motivation.'

#### 6.5.2 Use of Older Experienced Talented Players in a Football Team motivation.

The research established that bringing older experienced talented players in a team had a positive impact in motivating the younger players, accordingly for the Malawi National Football team. In the experience of this author that appeared to be true because evidently successful managers as stated on the emerging issues sub-heading in Chapter two, had been seen to have employed that tactic although it was not known whether they used it as a concept or just happened to follow their instinct in doing it. below are some of the examples of managers who have seemingly used this 'concept.'

Sir Alex Ferguson as manager of the English Premier League team, Manchester United had used it for example in the 2012 to 2013 season when he recalled Paul Scholes at the age of 38 years old to the team so as to motivate the team's young squad. The team won the league that year.

Jose Mourinho then Chelsea manager used the same in the successful 2014 to 2015 season, when they won the English Premier League after recalling Didier Drogba, an older experienced talented player then at the age of 36 years old. It was reported Mourinho did the same at his then new club as Manager of Manchester United by signing of Zlatan Ibrahimovic from Paris Saint-Germain at the age of 34 years old for the 2016/17 and 2017/18 seasons, the team did well for the seasons he was actively playing.

There were discussions of some consideration for the technique of using Older experienced Talented player as a motivational factor for the team in order to be effective, for instance the selected player must be one who is respectable. As stated in one of the theories in literature review, most people are motivated if they have a strong referent point. Such older experienced talented players would offer such a referent point to upcoming players.

In support, this was viewed as a new concept indicating a gap in knowledge and therefore contribution to management practice since through rigorous literature search the researcher did not find any work pinpointing this aspect as a motivational factor in football. The researcher did not establish whether the same could be exported to traditional work organisations which should be an interesting thing since there were evidently already some areas of industries that as a policy used retired personnel recalling them now and again or if still in the organisations using them as mentors to new staff in what has already been described in this study as 'Sitting Next to Nellie.' However, for the traditional work organisations there might be need for the factor to be researched as a separate study.

On the use of older experienced talented player in the team, the researcher called such motivational factor; 'Delegated Chieftaincy.' This it was described, is where a football team manager deliberately includes in his team a more matured football player to be the motivator of the other younger players.

The application of such a motivational factor to traditional work organisations, as already stated above, would require another study and was therefore beyond the scope of this thesis. However, this researcher had shown interest in such transferability of skills and application as a research area in what he had called; 'Importation of management skills,' and again as stated above he intended to make this area his major area of research going beyond this study. As Hussey and Hussey (1997) pointed out such a theory as an approach in research seeks to make predictions that can subsequently be tested using other techniques.

Of interest in football management is the advent of a concept what is known as a shared mental model which entails getting players to think and react in an identical fashion as well as the use of cultural architects thus manager's use of influential players that share the vision of the manager in helping to cultivate a cohesive group culture. In football, this approach came to prominence when England Manager Sven-Goran Erikkson used the approach when he worked with sport psychologist Willi Railo to identify and utilize three such players within the

England football team. This concept of cultural architects is a good example for the 'delegated Chieftaincy' as a motivational factor in seeing the shared mental model in operation (Crust and Lawrence, 2006: p28-48). The authors in explaining the above stated;

"It's almost like those are the guys who've bought into that picture, or who grasp that picture the best and therefore they can act as leaders, not necessarily in the formal sense, but as the cement that pulls all these bricks together in the common style."

#### 6.5.3 Patriotism as a motivational factor

An important question is how Patriotism can be promoted so that more players in the team or all players are motivated by this factor. More important ways need to be devised on how managers in organisations should enhance Patriotism as a contributing factor to higher motivation leading to higher positive performance towards overall objectives. As a researcher with an interest in the area of transferable skills between trades or practices, it would be interesting to see how promotion of patriotism amongst traditional work organization employees can be done. The motivational theory in Chapter 2 Literature Review; 'Handy's Psychological Contracts Theory' (Guest, 1999) explained closely elements of the effects aligned to Patriotism.

Perhaps for traditional organisations the wearing of name tags or identity cards unconsciously would be seen as one way that promotes patriotism by enhancing the feeling of belonging although mostly these apparatus are worn for security reasons. However, it could be seen as a more powerful tool for promoting patriotism which in turn could lead to higher motivated staff since in most cases the name tags or identity cards bear the organization symbols or logo, another powerful mind tool for promoting belongingness. This was one area the researcher felt stood out as a factor in motivation based on the study of what motivated the Malawi National Football team despite perennial inadequacy of resources.

Therefore the study discovered Patriotism as a motivational factor that drove the Malawi national team forward despite lack of resources. For the transfer of the concept to traditional organisations for instance in answering the question; "How do we make people in organization more patriotic so that they feel motivated? As outlined in the discussions chapter, managers and in the case of this research including or coaches need to be aware of the effects of negative patriotism which could be disguised as true love of what one is fighting for but might involve use of disruptive behavior. In this case just like any other motivational factor, there needs to be a balance in its application and adoption of methods for promoting patriotism. In line with the study findings, again as discussed in an earlier chapter, well documented, published and well communicated organizational policies and procedures could be tools which could be balancing application of such a motivational factor.

There would be a need to conduct another study, a specific research on to answer this question. Such a research might bring forth strategies for improving and enhancing people's attachment to their job with a more sense of belonging which in turn should result in more productivity and higher performance.

#### 6.6 Limitations on the Research

The author first discusses the limitations faced on the pilot data collection exercise and the remedial actions which were taken before the general limitations are outlined.

#### a) Limitations on the Pilot Data Collection Exercise

It was not possible as had been arranged before the interview date to interview all the eleven targeted respondents or at least more of the listed target respondents on this pilot exercise because of the following reasons:-

The dates of the interview were closer to the Christmas holidays, 18th
 December 2014 as the Malawi Football Association offices were to officially
 be closed for a three week vacation from the 19th December 2014. In that

sense most of the target respondents especially those not based at the association offices had already moved off for vacations. For instance the FAM president had gone to another country Zimbabwe. National football players in the current squad at the time were difficult to get as they had already gone off for Christmas holidays which included vacation taken off from their clubs.

- There was need to travel to another city of Malawi, Lilongwe where government offices are located to reach some of the respondents but just as explained above the vacations made it impractical. The three interviews were conducted in the Malawi city of Blantyre where FAM head office was located rendering all coordination impossible with remote sites such as the Lilongwe offices since their vacations seemed to have started much earlier.
- It was clear from these preliminary interaction that such an academic or more professional approach as to application of motivation theories was far-fetched for most of those that manage the game of football perhaps not only in Malawi as most of them mentioned of having attended seminars in other countries where this subject was not mentioned at all. It therefore indicated from the outset the importance of this study for football in general and the Malawi National Football team specifically.

Other limiting factors were cultural aspects where for example in some instances people never turned up at the appointed time though everything may have been confirmed for meetings. For instance the author had to go three times in three consecutive days despite it being a one day exercise on which in the first two days the subjects were not available although prior confirmation were made before travel to their offices through telephone calls. Only on the third day did the author manage to find the three officials.

From the above scenario and cultural challenges an attempt made to have a focus group discussion proved not workable as already discounted in the research methodology. Side discussions on the likelihood of carrying the research through

such a method of data collection met with disapproving statements which the researcher concluded were out of fear arising from perhaps putting together people of different ranks to share with an outsider their sentiments about the Malawi National Football team management.

Also it was clear, not from these officials interviewed but other quarters that assembling such a group would require some financial resources to pay the participants travel costs and out of pocket allowances. It was for these reasons among others that a decision to entirely focus on only interviews as a data gathering technique was arrived at after the pilot study, a fact that has been explained fully in the research methodology chapter four.

#### b) Corrective Action Taken Upon Reflection for Subsequent Exercises

Based on the challenges faced in the pilot data collection the researcher reflected on the whole process and on discussion with agreement of his supervisor came up with corrective action plan for the subsequent data collection exercise around this particular thesis and all the approaches for the study. It was thus resolved that for the next and subsequent data collection exercise the following were seen as the best approaches:

- It was resolved that interview was an adequate data collection technique for the thesis in light of the challenges which were to be faced as gauged from the pilot exercise if the respondents were to be put together in groups to discuss the questions from the study. Therefore the Focus Group as an additional technique was dropped and this was confirmed in the study as the best approach by a panel that examined the study at the end of the second year in the Internal Evaluation presentation.
- To make sure subjects being interviewed have been spoken to directly prior
  to the interviews, it was decided to approach them and give a reminder
  days before and or months in advance so that on the day they are
  scheduled for the researcher to interview them, they are available.

- To develop an open link of continuous communication with the critical subjects in the research for better results in coordination of all the exercises.
- To utilise technological methods where possible in cases of hard to reach subjects such as Skype, telephone and email follow ups as supporting the face to face interviews.
- To request from the management of the Malawi National Football team (FAM), in advance of the trip for the data collection exercise, information on availability of national team players and also obtain easy access methods for their interviews.

Subsequently, in general throughout there were several challenges during the conduct of the research. These can be summarized as:

- Data collection exercise involved the researcher travelling from the United Kingdom to Malawi and this was a challenge because of travel costs for instance airplane fares, costs of local travel in Malawi, and other related expenses which came about as a result which proved a challenge since all was from personal funds.
- Qualitative research requires such methods as interview which is the
  technique that was used. This produces a lot of data that had to be
  analysed carefully to come up with themes. This though it was surmounted
  required a lot of time to do at the expense of development of other areas.
  Quantitative analysis on the other hand because of its nature is construed to
  haves more computer based tools for analysis though the data sets have to
  still be prepared for the computation.
- The interviews required that prior appointments be booked with respondents, this was always done by this researcher but several times although confirmation of availability was made the subjects would for some

reason not be there at the agreed time and day. This happened on several occasions with several respondents.

- In some cases although respondents were given a chance for speaking in the vernacular, use of technical language proved to be challenging for instance the questions on theories of motivation and or incentives had to be explained several time for some respondents to get the meaning. This could be categorised as a semantic issue as well.
- Use of technology proved problematic because the channels of communication in Malawi were not most time reliable, in this case more face to face methods proved most ideal.

### 6.7 Further Possible Research Around the Topic

Further research for consideration around the topic in this study includes the following:

- Whether the discovered motivational factors from football management such as the use of older talented experienced players (staff) 'delegated chieftaincy' can be adopted for application in traditional work organisation.
- A comparative study for football team based on FIFA ranking to prove correlation on performance and teams resources more particular financial.
- See how the factor of 'Patriotism', Love of one's country as a motivational factor can be adopted in work organisations in motivation of members of staff.
- The relationship between motivation and authority in traditional work organisations, do they affect each other?
- Conducting the same research in another country as a case study to see if there will be similarities and matches with findings on this research.

- The impact of football on Player's Social life including effects on Mental Health arising from their responsibility inside and outside their field of play.
- Fear or No fear of Football Player's Short Career resulting in Poverty after retirement, does this affect their motivation?
- Expatriate coaches in national teams are they a motivational factor or not.

It could be that the researcher will be the one conducting all these subsequent research but the topics are open to other researchers if not that some have already been done.

#### 6.8 Application of Emergent Issues from Study and Recommendations

It is interesting to see how the knowledge obtained from emerging issues could be applied to the Malawi National Football team and the study of football management in general. Most of the suggested themes from the study could help in the development of the Malawi football Team to develop and be at par with other advanced football teams. Some of these do not actually require resources.

Teams can learn from the findings on this research for instance on the practice the researcher has called 'delegated chieftaincy,' (inclusion of older talented experienced older players) as to how they can apply the concept to better balance their teams and more importantly in motivating players in their teams.

Specifically, for the Malawi National Football Team the author made the following recommendations in light of the study:

Football Association of Malawi (FAM) to enhance development of Grassroot football by among other things building of appropriate infrastructure or organisation structures where these are available in all districts. Such facilities can also be hired out to private football academy or junior league organisers.

- FAM was advised to explore ways on developing networks with other foreign well established football academies for knowledge, skills and talent sharing to further promote the grassroot football.
- The Football Association of Malawi (FAM) would be edged to come up with documented policies on Player Welfare, Remunerations and incentives, Health and Safety, Insurance and appointments and selections which must be publicised to stakeholders before taking on any tasks for the organisation.
- It was recommended for the Malawi National Football Team to have a recruitment and selection procedure with a proper flow chart for easy of communication on all management, staff, coaches and players.
- Football Association of Malawi (FAM) should always have well documented Strategic plans to be communicated to all concerned from top to bottom of the organisation including to players to promote concerted effort towards the team goals.

#### 6.9 Final Note

The chapter summarised the research aims and the key findings under each objective of the thesis that were in relation to emerging themes from the findings of the study based on the analysis of data collected through interviews. The research had attempted to establish the practice of management in Malawi National Football Team on motivation of the players despite inadequacy of resources in terms of use of traditional theories that are popular in use for work organisations.

It follows that the study was been able through research conducted using interviews to fulfil its aims and objectives. As a final chapter the conclusion has been outlined in this chapter to show the chart from establishment of aims and objectives, to review of knowledge on the subject area using literature review to choice of appropriate methodology for data capture and analysis to analysis of the findings and subsequent conclusion to the study.

In addition, the research has identified the factors that are crucial to a football team with minimal resources and how in such teams the players can be motivated. In the analysis a contribution to knowledge was identified through the discovery of a gap in knowledge determined by using themes from the research findings against available literature review.

Finally, the research has suggested areas that could be researched further to evaluate application and obtain new knowledge or come up with new concepts. The limitations to the study were also discussed. Of importance as the emerging theories from the thesis are two aspects; that without authority one would not be able to motivate others and that inclusion of older experienced players in a team can be able to motivate the other much younger players. Also that in the absence of inadequate resources 'Patriotism' more especially for national teams can be a motivating factor.

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### Appendix A - Research Questionnaire

# PhD RESEARCH QUESTIONNAIRE FOR RESEARCH RESPONDENTS/ SUBJECTS FOOTBALL ASSOCIATION OF MALAWI (FAM) & OTHER OFFICIALS

NB: The original Questionnaire contained the list of Officials to be approached and the number of the questions which they would be asked since some of the questions applied to specific officials whilst not being relevant to some. The list has been removed to preserve the ethical approach of the study in keeping respondents' identity anonymous.

#### **INTERVIEW QUESTIONS**

#### 1) How does the operational management of the team work?

#### Follow up questions:

- How would you describe the governance structure?
- Does an organisational chart exist?
- > Who makes the final decisions?
- What are the long term goals?
- How is that being followed?

# 2) What is the organisational relationship between the association and national team players?

#### Follow up questions:

- What control or influence has the association got on players?
- What input into team selection does the association have?
- Can the association suggest any names to the managers/ coach?
- > Do you get your way/ will all the time? If not why?

#### 3) How do you promote players' welfare?

#### Follow up questions:

- > Are there any policies in existence?
- How are these publicised or communicated?

#### 4) A- What incentives are given to players?

#### Follow up questions:

- Are they enough?
- In what form are these?
- > How do you measure their effectiveness?

# 4B - Some people say the inclusion of older experienced players in the national team adds to inspiring and motivating the younger players? Do you think this is the case?

5) Do you think Malawi National Football team could one day win the World cup? How can that work out?

#### Follow up questions:

- ➤ Would you say it can happen in 2022, 2026 or 2026?
- If not just for qualification which year above is ideal and why?
- 6) What are the challenges in your job with the national team?

#### Follow up questions:

- What personal initiative do you take to overcome these?
- Do you have any support given? Who gives this support?
- 7) Do you have a role in motivating the national team players? What is it?

#### Follow up questions:

- ➤ How do you know whether the ways are effective?
- Are you aware of any motivational strategies/ theories?
- 8) How can you describe the performance of the team in recent years compared to say 10-15 years ago?

#### Follow up questions:

- What would you wish had changed?
- 9) Some may say your office has the ultimate responsibility for overall performance of the national team, what would you say to that?

#### Follow up questions:

- Where should the ultimate responsibility be?
- 10) Malawi football has not succeeded on the international arena, why do you still want to be involved with the national team?

#### Follow up questions:

- Would you suggest any barriers to the success?
- 11) What would you say motivates Malawi National players in football?
- 12) Are you happy for follow up question at a later time in due course?

### **THANK YOU**

### Appendix B - Research Interview Sample Transcript

#### **INTERVIEW QUESTIONS and ANSWERS**

#### (1) How does the operational management of the team work?

- FAM is affiliated to FIFA, COSAFA and CAF. FAM acts like football agents in Malawi. Government gives the resources but it does not interfere with the control of the game. Only FAM controls it. We as the association are affiliated to the Malawi Sports Council and we pay a fee of about k5000 annually. Firstly the council asks for a budget for the whole year. Most times our budget is K500million and above, the council evaluates this.
- As FAM we have the congress which is the decision making body. After the congress we have the <u>executive body</u> and then the members. There is the President and his vice and the general secretary. The executive comes up with the decisions and the secretariat has to implement. We have more departments such as the financial team, the administration and the like. General Secretary is the head. Then we have affiliates which are the delegates of the body. FIFA sources our salaries per year. Money from FIFA does not go to the national team for the administration and not for the team. Government is the one that sponsor the national team after the executive have approved the budget.

#### Follow up questions:

- ➤ How would you describe the governance structure? As above
- > Does an organisational chart exist? Yes it is available.
- > Who makes the final decisions? Chain as above, chain of command.
- What are the long term goals? We have a 3 year Strategic plan. We have a target that we should qualify for the world cup. We are developing the youth. Have like a progressive succession plan for the team.
- How is that being followed? As the secretariat we follow up to make sure every plan is implemented. FAM losing out on TV Right at least \$50,000 per game because local TV station have no capacity, thereby losing on finance.
- <u>National team</u> coaches make the final decisions and they propose to the association. The executive does not interfere in team selection.
   National team is property of government.

# (2) What is the organisational relationship between the association and national team players?

It is cordial.

#### Follow up questions:

- What input into team selection does the association have? They accept what the coaches decide it is up to the technical panel. The association plays a small part by cross checking the list and they consider the changes or not.
- Can the association suggest any names to the managers/ coach? They do but its I up to the coaches to decide.
- Do you get your way/ will all the time? If not why? Yes sometimes.

### (3) How do you promote players' welfare?

- We increased the pay to players using gate collections to motivate players.
- We agreed to increase pay so that the players are paid even for a loss
- We have built a hotel near our offices to accommodate the players
- We always ask for doctors to help us know any health issues with players
- We pay for their hospital bills but still need to employ a dietician.

#### Follow up questions:

- Are there any policies in existence?
   Insurance policy including travel managed by sports council.
   We are bringing in retiring players to help team new policy
- > How are these publicised or communicated? Players sign on day one

#### (4) A- What incentives are given to players?

Allowances and bonuses

#### Follow up questions:

- Are they enough?

  They are not enough. Professionals complain while the local players it is enough.
- > In what form are these? As above
- ➤ How do you measure their effectiveness? To an extent

# B – Some people say the inclusion of older experienced players in the national team adds to inspiring and motivating the younger players? Do you think this is the case?

Local players looking at the professional old players they are inspired that they have someone to talk on their behalf. Professionals minimize the questions by locals because they know the old player will talk. The older player then motivates the

local players to work hard because he has been exposed to higher standards from other countries and pushes the team to get there. Also the older player does the part of the talking while he pushes the players to do their part of working hard. Sometimes professional players and older players are destructive.

## (5) Do you think Malawi National Football team could one day win the World cup? How can that work out?

we have to accept that there is no short cut to success. Need to concentrate on grass root youth development. First we must with the African cup of nations (AFCO).

#### Follow up questions:

- ➤ Would you say it can happen in 2022, 2026 or 2030? First AFCO
- If not just for qualification which year above is ideal and why? N/A

#### (6) What are the challenges in your job with the national team?

Finance as in budget deficits. <u>We</u> do not host tournaments live because we don't have enough cameras from local TV stations.

We don't get enough funds. They give us 70million instead of 500million.

<u>The de</u>cision body put a lot of pressure on the secretariat to implement things despite the challenges.

We have to increase the pay for the national team and take care of their welfare.

#### Follow up questions:

- What personal initiative do you take to overcome these? Training (CPD) and protecting the organisation. Honesty and fund raising.
- ➤ Do you have any support given? Who gives this support? My networks with international football bodies and corporate organisations. My relationship with the FAM president is good.

#### (7) Do you have a role in motivating the national team players? What is it?

I make sure the president talks to the players to motivate them.

#### Follow up questions:

- How do you know whether the ways are effective?
  To a greater extent.
- Are you aware of any motivational strategies/ theories? None

# (8) How can you describe the performance of the team in recent years compared to say 10-15 years ago?

In the past there was good support from the government but in these days they usually say they don't have money. These days the coach is employed by the government and is not part of the association. Our performance has been the same we always fail on the last day. Now government tells us to find our own money

#### Follow up questions:

What would you wish had changed?

Resources crucial for FAM to be made available.

We need a new stadium.

We need tactician and players who are experienced and can change games.

To improve grassroot and youth development.

Improve welfare of players including finance, allowances given to players.

# (9) Some may say your office has the ultimate responsibility for overall performance of the national team, what would you say to that?

Accept we are responsible as controllers.

#### Follow up questions:

Where should the ultimate responsibility be? N/A.

# (10) Malawi football has not succeeded on the international arena, why do you still want to be involved with the national team?

The national team brings a lot of entertainment to Malawians. We just need to improve.

#### Follow up questions:

Would you suggest any barriers to the success?Infrastructure and funding, more exposure of players.

#### (11) What would you say motivates Malawi National players in football?

I am doing a job which I like. I love to pursue my interest. I have a football coaching certificate.

## (12) Are you happy for follow up question at a later time in due course?

Yes

### **Appendix C - Research Interviewer Guidelines**

# Identifying Motivational Factors in Malawi's National Football Team Despite Perennial Inadequacy of Resources Research

### By Charles Leyman Kachitsa

#### **INTERVIEW GUIDE**

#### 1 - PRE-INTERVIEW PREPARATION

- Have the questionnaire for the interviews and all necessary documentation ready.
- Get all equipment ready for example recording gadget, figure out how the recording will be conducted.
- Get familiar with questions on the questionnaire beforehand.
- Agree interview dates and times with interviewees through coordinator in this case the Football Association of Malawi Secretary General who is the Chief Executive of the organisation.
- Confirm and schedule the interview appointments.
- Send interviewees questionnaire to be used in the interview.
- Study all the interviewees as to how they fit in with the objective of the study.
- Know the logistics of how to get to the interview location, if possible do arrange a preliminary visit to the location before date of interview to familiarise.

#### 2 - OPENING DURING INTERVIEW

- o Introduce yourself to interviewee.
- o Do try to put interviewee at ease, make small talk for a few minutes.
- Establish rapport.
- Make an introductory statement, stating; Title of research and objectives, the study, sponsoring university and its particulars.
- Assure interviewee of confidentiality and that all data collected will be treated professionally adhering to code of ethics and conduct, used only for the intended study only.

#### 3 - MAIN INTERVIEW (BODY)

- Ask questions as outlined on the prepared questionnaire.
- Ask probing or follow up questions as necessary.
- Do not interrupt interviewee talking allow to finish.
- Take notes if necessary without disrupting the process.
- Observe body language as the interviewee answer and listen to question and make adjustments as necessary.

#### 4 - CLOSING

- Signal that interview is coming to an end.
- Conclude and summarise the interview.
- Answer any questions from interviewee.
- Thank interviewee for their participation and state that it may be necessary that you will contact them again to clarify some issues if unclear or for further information.
- Closure (Switch off recorder).

#### 5 - AFTER INTERVIEW

- > Assess responses
- > Reflect after each interviewee using the Post interview reflection sheet.
- Integrate interviewee records making sure to keep safe everything including associated documentation.