THE ROLE AND IMPACT OF SOUND LABOUR RELATIONS MANAGEMENT ON THE SUCCESS OF FOOTBALL BUSINESS IN SOUTH AFRICA.

By

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ABSTRACT

Many talented football players had their football career rather cut short or marred by long term of inactiveness, in this country due to their unbecoming behaviour or because of a fall out with the coach. These incidences have been widely reported.

Not only do the players lose out under these circumstances but the whole football community as in the club itself, the spectators, the sponsors, the football union, journalists, persons very close to the errant player and the country at large, are compromised as inappropriate ways of managing the situation are exercised.

Punitive measures are generally preferred over corrective ones. This undesired state of affairs persisting, as it looks more likely that it will, it will continue to haunt the football industry indefinitely unless appropriate intervention happens.

The tonic could be the belated assistance of an astute and empowered labour relations manager in the strategic employee relations of the PSL clubs in general.

The absence of guiding regulations and policy framework within which labour relations operations are carried out, gives way to allsorts of inhibitive practices resulting from sentiment-derived decisions. Think about it, where policies lack sentiments rule.

Too many roles are generally unfairly entrusted to football coaches. Many football coaching literature and manuals either generate or affirm this notion. Coaches voluntarily take functions that are beyond their capacity.

Not all coaches have the skills to motivate players. Those who have such a plus are few. Unfortunately this category of coaches may be thin in other critical aspects of coaching and in employee assistance as well as employee wellness side of things.

Irrespective of the relatively high budget needed to accommodate the package of the LRM, the rewards are greater. Going for it is damn worth it, folks!

DECLARARTION

I certify that this work is original and has not been submitted in substance for any degree previously and is not being concurrently submitted in candidature for any degree.

STATEMENT 1

This dissertation is submitted in partial fulfilment of the requirements for the Masters degree in Business Administration.

STATEMENT 2

This dissertation is the result of my own investigation representing independent work entirely, except where otherwise stated. Other sources are acknowledged by giving explicit reference. In addition, a bibliography is appended.

STATEMENT 3

The material contained in this document is not confidential and may be used freely by any institute of higher learning and any other interested persons, parties or organisations.

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ACKNOWLEDGEMENT

DEDICATION

This research is dedicated to my wife Hildah Elizabeth Khathide in particular and the children for enduring my long hours of absence from home and the lean budget the family has had to be content with over the period of my financially unaided studies and also to fellow believers, relatives and friends.

Mr. M. Ntombela   **Bheki Khathide**

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2000   1864

                                          15-05-03

Mike,

Survey study

This survey is part of a research project that is required for the completion of the MBA qualification offered by the Wits Technikon (TWR) and underwritten by the University of Wales.

Your company's long standing contribution in football development as a sponsor, backed by your vast knowledge and experience in football, establishes you as a person whose responses would assist in the success of the project.

My sincere request to you is that you grant me about forty-five minutes of your time for the purpose of discussing and completing a questionnaire that is developed specifically to meet the requirements of this research project. I appeal to you to set the date and time of the meeting to take place within two weeks from the time you receive this letter and if possible, to please communicate the date to me soon after receiving this letter.

The answers you will be providing are essential to establish the role and impact of sound labour management in football business.

You are free to contact me on the telephone numbers provided above should the need arise. You may also contact the supervisor of this research, Dr Van Zyl on the following number: 082 284 5677 should you so choose.

Thanking you in anticipation.

Yours truly,

BD Khathide

GLOSARY OF TERMS

1. BCEA : Basic Condition of Employment Act

2. CCMA: Commission for Conciliation Mediation and Arbitration

3. EEA   : Equity Employment Act

4. ILO   : International Labour Organisation

5. LRA   : Labour Relation Act

6. LRM   : Labour Relations Manager

7. NSL   : National Soccer League

8. PSL   : Professional Soccer League

9. SAFA : South African Football Association

10. SAFPU: South African Football Players Union

11. SDA   : Skills and Development Act

12. OHSA : Occupation, Health and Safety Act

13. UIF   : Unemployment Insurance Fund

14. NEDLAC: National Economic Development and Labour Council

CHAPTER ONE : OVERVIEW

1.1   Introduction

The evening of Friday the 22 of November 2002, one of the oldest football clubs in this country, namely Orlando Pirates F.C., celebrated its sixty-fifth anniversary at the Convention Centre in Sandton, Johannesburg. The six and half decades of existence of this football club, is evidence of a long history of this sport in this country.

This reality is sharply contrasted by the fact that to date, (time of conclusion of the document), collective agreement which is regarded as the corner stone of sound working relations in all sizeable workplaces, is still outstanding between the Premier Soccer League (PSL) and the South African Football Players Union (SAFPU).

The reason for this state of affairs is the labour relations management emptiness in the corporate and strategic management of football business in this country. This situation calls for the sound labour relations management to be put in place in order to align the labour relations systems to successful business strategies for the benefit of PSL clubs.

1.2   Statement Of The Problem

Football management appears to be managing football affairs in an outdated patronising and paternalistic style. This management style is not condonable given the achievement and the ground gained in other spheres of societal development such as economic advancement, level of education and political maturity. Most pertinent to this study, is the progressive democracy the country is embracing and the world-acclaimed, constitution of the Republic of South Africa with the accompanying Bill of Rights.

Football management weakness shows up in two areas in particular with reference to the above stated regard; one area is in the ethics of managing business and the other, in the non-adherence to legislation regarding labour relations. These two areas have been and continue to become increasingly critical to the success of running a serious business enterprise. The critical nature of sound business principle and legislative compliance render them indispensable.

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In order to cope, and even gain some degree of competitive edge, it is necessary to embark on a two-pronged approach, i.e. a review of our business methods and approaches and to focus on the role and impact of sound labour relations management.

1.2.1   South African Football Players Union

One of the critical components of the equation of efficient governance of football and football business success the world over is the indispensable contribution of the football players union.

This viewpoint is however opposed by business owners and managers whose views are that throughout the history of trade union movement, organised labour has never been productive, nor has it been responsible. This position is defendable in view of strikes, go slows etc. that unions organise from time to time. See point 1.5.1 below. The constructive side of the union is dealt with latter on. (See point 6.5)

SAFPU became visible in the year 2000 the documented evidence however traces its formation as early as 1997. On the other hand, professional football has been in operation as early as 1970.
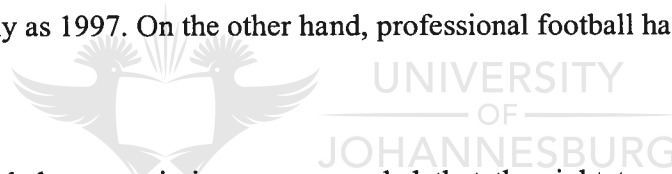
In 1969 the Wiehahn commission recommended that the right to organised labour be extended to the black employees. Football industry, which is predominantly black inclined in terms of players, management and spectators, albeit sponsored by white business, is supposed to have benefited from the two decades-old Wiehahn Commission, and has since been validated by the Labour Relation Act (LRA) of 1995.

1.3   Purpose Of The Study

This study will help to bring to the fore the need for the services of the labour relations manager (LRM) in football management at the PSL club level in particular. Amongst the key performance areas (KPAs) of the labour specialist will be to demystify the football players union and its active involvement in football management, and open the way for the indispensable cooperation, consultation and mutual respect between these two important football stakeholders.

1.4   Research Aim

The study aims at looking at the labour relations and to some extent, the strategic management problem at the PSL club level and how the problem can be solved.

In an attempt to reach the aim of the research, the researcher compares the nature and style of the labour and strategic management in football business to the legislation and relevant literature in business administration.

The legislation material, largely, that will be studied for comparison purposes will be the reference to the LRA No. 66 of 1995 as amended and the relevant literature. The primary objects of the Act will be explored in chapter two. For now the exposition of its purpose suffices.

The purpose of this Act is to advance economic development, social justice, labour peace and the democratisation of the workplace by fulfilling the primary objects of this Act. (Cheadle, Le Roux, Thomson, and Van Niekerk, 1996:83).

1.5   Relevance Of The Study

It has become increasingly necessary that football as an enterprise be accorded the status of a business that will incorporate in particular, the two indispensable pillars namely, sound business principles and sound labour relations management.

It is unimaginable that in this day and age, any business venture can be conducted in a manner that will bring optimum results while undermining successful business principles, practising questionable methods and ignoring sound labour relations management.

1.5.1   Cause For Concern By Football Management

Football management seems to be concerned and weary of the prospect of the diminishing of their powers if they had to consult players for strategic decision-making purposes which becomes a requirement in terms of the "Collective Agreement" if they (management) would be party to such an agreement which will come into effect once it is concluded.

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Football management is also weary of the eminence of strikes' economy crippling consequences. The frequency of unmet demands by players increases the probability of the strikes occurring. Football management views these demands as unreasonable.

1.5.2 Counter Position

The researcher sees the engagement of sound labour relations management in football business management as a forerunner to dependable and rewarding policies that will help management and labour resources to achieve synergies between employers and employees in order to leverage the chances of football business thereby helping it to succeed.

1.6 Ultimate Aim

Recommendations from this research will point to mutual respect, cooperation and matured level of inclusive leadership between football management and SAFPU facilitated by the engagement of the LRM. The resultant cooperation is indispensable for business success purposes.

1.7 Limitations Of The Study

Trade unionism in football environment is still young is this country. This reality results in the lack of records and insufficient variety of football union specific documented material. It is for this reason that bench marking has been limited to legislation, non-craft business environment and to some degree to international references.

The supporters input have been limited to those of the supporters association due to costs and time factors. The consequences hereof could be the compromised desired state of the sufficient representativeness of the sample with regard to supporters.

1.8 Helpfulness Of The Study

The research will still be helpful in the endeavour to expose and correct weaknesses that do not only plaque the football business management in this country but also limit its growth and prosperity.

1.9   Assumptions

Assumptions, without which this research work might have been spineless, are used to keep the research focussed on the problem statement. These assumptions are based on the following statements:

1. The perceived level of the importance of sound labour relations management

2. The perceived negative view football management has of the football union

3. The perceived strategic management weakness

1.10   Research Methodology

Friedman et al, (1997:4) say data is a single or cluster of raw facts, while information is the collated data that has value to a decision maker (Taggerart and Silbey, 1986:13). The researcher will collect data in chapter three on various aspects of issues relevant to the study using the following techniques:

1.10.1   Methods

A Combination of two methods or techniques will be used in data collection and these are literature review and surveys:

1.10.1.1   Literature Review Method

Literature review is "The selection of available documents (published and unpublished) on the topic, which contain information, ideas, data and evidence written from a particular stand point to fulfil certain aims or expresses certain views on the nature of the topic and how it is to be investigated, and the effective evaluation of these documents in relation to the research being proposed" (Hart, 1998:13).

For the purposes of this research, an extensive literature and documents review will be conducted. This will involve a study of relevant material from the variety of disciplines, journal articles, newspapers, conference papers, website material, South African Football Association (SAFA), PSL, the LRA and other labour related acts.

1.10.1.2 Survey Method

Methods to collect data can be categorised by the degree of directness and interviews are ordinarily quite direct (Kerlinger, 1986:439). The strength of interviews as data collection method lies in the fact that a lot of information needed can be collected through relatively few direct questions.

Surveys are therefore methods of data collection in which information is gathered through interviews or questionnaires. In this study, interviews and questionnaires will be used to collect information on:

1. Perceptions of SAFA and PSL on the matter

2. Perceptions of PSL clubs managers on sound labour relation management

3. Views of SAFPU and football players on the matter

4. Views of football supporters association on the matter

5. Views of Sponsors on the matter

6. Views of journalists on the matter

1.11   Data Analysis

Qualitative research places stress on the validity of multiple meanings, structures and holistic analysis, as opposed to the criteria of reliability and statistical compartmentalisation of quantitative research (Burns, 2000:10). Whether data has the property of being qualitative or quantitative is very important since it determines the way data can be utilised (Bless and Higson-Smith, 1995:100).

According to Holiday (2002:47) qualitative researchers construct the reality of their research through the way in which they show their workings. Saunders, Lewis and Thornhill (2000:381) say that qualitative data distinguishes itself from quantitative data by being based on meanings expressed through words, collect results in non- standardised data requiring classification in categories and that the analysis is conducted through the use of conceptualisation.

According to Saunders et al. (2000:326), quantitative data refers to all data that will involve numerical data or contain data that could usefully be quantified to help answer research questions and to meet objectives intended by the study. He further says that quantitative analysis technique assists this process to be analysed and interpreted.

The qualitative data that will be collected for the purposes of this research will attempt to construct social reality as the researcher will focus on interactivity between variables and will also mind processes and events.

The collated information will be analysed for interpretation, conclusion and recommendation purposes. It is worth the while to expand and state that while the researcher will be experimental and co -relational in approach. The researcher is going to be involved as well.

1.12   Population And Sampling

There are sixteen professional football clubs (2003/4 season) campaigning in the PSL, spread in four provinces; seven in Gauteng, three in the Western Cape, three in Kwa-Zulu Natal and three in Limpopo.

The sample is however going to be drawn from Gauteng based clubs only. These PSL clubs have the largest support base, are widely publicised, are most affluent and they share among themselves by far the biggest sponsorship.

1.12.1 Convenient Sampling

Due to time constraints and practical reasons the Gauteng clubs, will be interviewed as sampled in point 1.12 above. The researcher resides in this province. These clubs in their alphabetic order are Jomo Cosmos, Kaizer Chiefs, Moroka Swallows, Orlando Pirates, Sundowns FC, Super Sport United and Wits University FC.

1.13   Validation

Saunders et al (2000: 101) say " Validity is concerned with whether the findings are really about what they appear to be about".

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The broad variety of the stakeholders constituting the sample, and the objective nature of the questionnaires will increase the validity and credibility of this research.

1.14   Planned Chapters

The structure and arrangement of the dissertation is going to assume a book form in terms of chapters. The following is the synoptic account of the intended content.

1.14.1 Chapter One: General Introduction And Scope Of The Research

This chapter will present the background and general information to the study, including the objectives of the study, organisation of the chapters and the scope of the research.

1.14.2 Chapter Two: Literature Review

This chapter will give an in depth look at the literature review in order to gain insight on the relevance of the material to the problem statement. All documented sources to be used in this study will be furnished.

1.14.3 Chapter Three: Research Design And Methodology

According to Cooper and Schindler (1998:130) The research design or methodology is the plan and structure of the investigation to obtain answers to objectives.

This chapter will focus on research design and method including the aim and objectives of the study, the criteria requirements of the respondents, the methods of gathering data and data presentation.

(Leedy, 1989:3) says; "the role of the research is to provide a method for obtaining those answers by inquiringly studying the facts, within the parameter of the scientific methods"

1.14.4 Chapter Four: Research Findings

This chapter will be dedicated to the research results of the collected qualitative data that is supported by quantitative data. This will be collated and presented. Presentation of data will be made by the use of tables, charts, graphs, diagrams and other form of explanations to explore and illustrate different aspects of the data.

1.14.5 Chapter Five: Analysis

Data collated in chapter four is analysed in this chapter in order to prepare the information that emerges for conclusion and recommendation in chapter six.

1.14.6 Chapter Six: Interpretation

Conclusions derived from the analysed research results will be dedicated to this chapter. The resultant recommendations will be made available to business organisations interested in using the findings, through the chief executive of the PSL since the study involves PSL clubs.

1.15 Appendices

This part contains all the necessary appendices such as survey questionnaires and any other document relevant to the study. It also presents a consolidated list of all materials and sources consulted during the study.

1.16. Summary

With regard to the appropriate philosophy to adopt in this research project, it is sensible to tap from Saunders et al (2000:86) as they say " 'perhaps the strongest argument that the phenomenologist could mount is the necessity to discover what Remenyi et al (1998:35) call' the details of the situation to understand the reality or perhaps a reality working behind them".

It is this sort of reality that the project is interested in. This reality strikes the researcher as the necessity to discover the details of the situation in order to understand what is going on in football pertaining labour relations management.

Given the point already made that the unionisation in football industry is fairly new in South Africa, it has a resultant unavailability of published text books on the research related subject matter.

1.17 Conclusion

The problem statement having been clearly made in chapter one, now remains chapter two to bring to the open what the literature says about the subject matter.

2. CHAPTER TWO : LITERATURE REVIEW

2.1 Introduction

If a problem does not exist, then no research is needed. Research problems exist because real life or business problems exist. (MBA Wales, Research Methodology Course Pack, 2003:03).

The motivation for a research project on the role and impact of sound labour relations management on the success of football business in South Africa stems from observed as well as experienced serious lack of business acumen and shortcomings in regard to compliance with legislation.

Unfair labour practice incidences occur in abundance in basically all business industries in general and in football environment in particular, "Over 75% of almost 100 000 disputes are referred to the Commission for Conciliation, Mediation and Arbitration (CCMA), for conciliation each year, of these cases, nearly 90% advance to the arbitration stage. They all concern unfair dismissals" CCMA document (2002:VII).

For the purposes of effective management of football business in the area of labour relations, it is necessary to put in place competent labour relations departments capable of turning around the present situation of gloom and doom. This gloom and doom tends to define every workplace in this country, football industry included. This industry is distinctively lagging behind others in terms of labour relations management.

It is not difficult though to understand the factors responsible for the uninspiring lagging behind, of the football industry, when considering the fact that football business, due to its egocentric nature, finds itself in a position that is not amenable to democratisation.

The Sowetan News paper of 03-04-03 reads, "It is ironic that there are executive committee members, who happen to be owners of certain clubs within the PSL, who are hostile to changes pertaining to the rights of players. They are the main culprits when it comes to non-compliance with the organisational rights agreement and the Labour Relation Act".

The lack of democratisation at football club level is also traceable from various factors including, but not limited to the context of the time in history in which football as a sport came about; where an individual was the sole proprietor and sole commander, when management was by instinct and nothing beyond that, and the size of football clubs then, did not require the type and style of business leadership necessitated by today's challenges.

The isolation from international participation also impacted negatively on the development of management skills. With our market having had to globalise, it has become even more necessary that South Africans critically look at themselves and ask a question; what is it that we are doing incorrectly?

The impact of the resultant management shortcomings spills over to labour relations-area, culminating in sub-optimisation by way of depriving all football beneficiaries (including management) of the deserved rewards than would be the case had labour relations been efficiently and effectively managed.

The above situation of underperformance due to labour relations deficiencies, calls for urgent effective intervention. This research project is dedicated to sensitise football management to the need and imperativeness of appropriate actions to take in order to normalise football business management.

Indispensable to the research project is the book review. It is expected that the book review will enable the researcher to know how other writers conceptualised and formulated reality pertaining to what is desirable in labour relations management and in conducting business generally. This research outcome will be accessible to PSL clubs.

2.2 Book Review

Hart (1998:13) sees literature review as "The selection of available documents (both published and unpublished) on the topic, which contain information, ideas, data and evidence written from a particular stand point to fulfil certain aims or express certain views on the nature of the topic and how it is to be investigated, and the effective evaluation of these documents in relation to the research being proposed"

For the purposes of this project, the researcher will look at a variety of an extensive literature and documents. This will involve a study of relevant journal articles, newspapers, conference papers, magazines, website material, SAFA, PSL, the LRA and other labour related acts and periodicals.

Also, various labour related issues are raised and discussed along side broader business management principles.

Issues of importance are: collective bargaining, democratisation of the workplace, dispute resolution processes, interpretation of the act, Basic Condition of Employment Act, Occupational Health and Safety Act, Skills Development Act, Unemployment Insurance Act, business management principles and case studies.

2.3 Labour Relation Act 66 of 1995

Finmore and Van Rensburg (2001:262) state that the Labour Relations Act was assented to by government after protracted negotiations in NEDLAC between employers and unions.

The Act is a significant departure from past legislation and is consistent with the fundamentals of the constitution and International Labour Organisation (ILO) conventions" (Finmore and Van Rensburg, 2001:262).

According to Du Plessis (2001:219) the new Labour Relations Act is one of the first steps in the process to reform South African labour law, most certainly brings about important changes in labour law and labour relations.

2.3.1 National Economic Development And Labour Council

Carrel et al (1998:474) say that National Economic Development and Labour Council (NEDLAC) is a body that concentrate not only on labour issues but also on a wide variety of aspects that address South Africa's major challenges. NEDLAC is an organisation that played an important role in producing the final draft of the Labour Relation Act.

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2.3.1.1 Sustainable Partnership

It is important to note that the tripartite model that the NEDLAC is reflective of, is a partnership that consists of the government, the employee and the business. This model fits in well at the workplace where it takes the form of the LRA (the propriety of the government), the employer (the business) and the union (employee).

Not only is the partnership ideal, in terms of impeccable objectivity, but also in terms of sustainability of the partnership and its effectiveness in influencing legislation towards normalising the workplace environment.

2.3.1.2 Recognition Of The National Economic Development And Labour Council

Bendix (1996:02) says, "The government revealed its intention to continue adopting a corporatist approach by recognising NEDLAC.

2.4 Main Objectives Of The Labour Relations Act (LRA)

The main objectives of the Act are to advance economic development, social justice, labour peace and the democratisation of the workplace. These goals are to be reached by furthering the primary objectives of the Act, which are:

1. To give effect to the fundamental rights conferred by the Bill of Rights contained in the Constitution;

2. To give effect to obligations incurred by the republic of South Africa as a member state of the ILO;

3. To provide a framework for collective bargaining between trade unions and employers and employers' organisations; and

4. To promote orderly collective bargaining, employee participation in decision-making in the workplace and the effective resolution of labour disputes.

Bendix (1996:599) says that it has become evident that more progressive organisational styles centre in the continual development of the relations between employers and employees or unions.

Since this is a main task of the industrial relations specialist, it follows that he will be closely involved with and, in fact, mostly responsible for organisational development initiatives. (Bendix, 1996:599).

It could be surmised that, as the relationship develops with a concurrent move away from adversarialism and mechanistic procedures and systems, organisational development will supplant traditional industrial relations as the focal point of the practitioner's experience (Bendix, 1996:599).

2.4.1 Significant Change

Some of the far-reaching significant changes brought about by the Act are the following:

1. The recognition of the employees' right to strike and employers' recourse to lock-out;

2. The introduction of employee participation in decision making in the workplace;

3. The process of conciliation in respect of disputes followed by either arbitration or access to the Labour Court;

4. The restructuring of the Labour Court; and

5. The introduction of the statutory councils where no bargaining councils exist.

2.5 Collective Bargaining

2.5.1 Definition

Basson et al (1998:2) say, "By bargaining collectively with their employer through trade unions, rather than bargaining with their employers as individuals, employees significantly increase their economic strength and bargaining power".

It is evident therefore that organised labour in the form of SAFPU, consisting of members who are employed by the PSL clubs, will legitimately claim some powers from the football management. This situation appears to be regarded as bad news by the apparent power mongers who see the clubs and players as their property.

The absence of the guidance and often times compelling influence of the LRM leaves the unfortunate   situation   without   the   required   attention.

SAFPU complains about the fact that noncompliant club owners deny players (employees) of the benefits provided for in the LRA and captured in the definition of the collective bargaining.

The LRA of 1995 put emphasis on co-ordination, co-operation and constructive engagement between labour and management.

"It follows then that collective bargaining – the centre-piece of industrial relations has undergone fundamental changes with the introduction of the 1995 Act in an attempt to achieve these goals" (Du Plessis, Fouche and Van Wyk, 2001:255).

Cheadle et al (1996:75) say that the Act was meant to change the law governing labour relations that existed prior 1995. In terms of these changes, amongst other things, the Act incorporated and extended to employees benefits of the fundamental human rights.

If the employer refuses to bargain with the trade union or if their demands for improved terms and conditions of employment were not met, they could use their collective strength to enforce their demand.

Basson et al (1998:2) say that the result of the collective power the union has, was that unions and employers would negotiate collective agreements setting out the conditions of employment under which the employees concerned would be employed.

Section three of the LRA subdivides Collective Bargaining into two distinct processes namely Organisational Rights and Collective Agreement beneficial to employees (Cheadle et al, 1996:86,90).

First benefit as intended by the Act is to guarantee that organised labour is not isolated in any workplace as long as they (the union) satisfies the necessary requirements.

Second benefit is meant to ensure that employees take part in decision-making that pertains to matters that are of interest to them (employees). The LRA denominates participation in decision making as democratisation of the workplace. The two processes are dealt with below.

Collective Bargaining came to be seen as a valuable method of setting conditions of employment for employees and of solving disputes that arise in the employment sphere (Basson et al, 1998:2).

Practical Situation: The story title in "Kick off magazine" of the 14th April (2003:4) reads "Let me go" Pelepele (not a real name) cries.

The opening paragraph reads "Remember that picture you had of me in Kick off, crying – print it again with the words 'let me go!' Please; I have had enough I cannot take it any more "says Pelepele, bitterly.

The Kick off Magazine article from which the above paragraph has been extracted evidences the absence of a valuable method of setting conditions of employment for employees and of solving problems as advocated by Basson et al (1998:2) in the preceding paragraph.

2.5.2 Organisational Right

Chapter three of the LRA espouses collective bargaining, in terms of section 12 as reflected in this chapter, that the trade union should have access to the workplace (Cheadle et al, 1996:86). Section 12 (1) reads "Any office bearer or official of the representative trade union is entitled to enter the employer's premises in order to recruit members or communicate with members, or otherwise serve members interest. According to section 12 (2) A representative trade union is entitled to hold meetings with employees outside their working hours at the employers premises" (Cheadle et al, 1996:86).

According to section eleven in chapter three of the Labour Relation Act no 66 of 1995 "Representative trade union means a registered trade union, or two or more trade unions acting jointly, that are sufficiently representative of the employees employed by an employer in a workplace. Sufficient representative means establishing a required threshold of representative ness Cheadle et al, 1996:86).

The access of the organised labour into the premises of the workplace has to be orderly and executed in a responsible manner such that there shall be no disruptions encountered to the normal operations of the business.

2.5.3 Collective Agreement

Cheadle et al (1996:90) say that Collective Agreement is a written agreement concerning terms and conditions of employment or any other mater of mutual interest concluded by one or more registered trade unions, on the one hand and, and on the other:

1. One or more employers;
2. One or more registered employers' organizations.

By nature, the individual employment relationship is still regarded as a contractual relationship. But its contractual nature has been diluted because, in negotiating the contract, the employer and employee must take into account the terms of any applicable collective agreement or minimum standards regulation. (Basson et al, 1998:2).

2.5.3.1.Majority Union

An employer and a registered trade union whose members are a majority of the employees employed by that employer in a workplace, may conclude a collective agreement after establishing a threshold of representative ness required in respect of one or more of the organisational rights referred to in the LRA (Cheadle et al, 1996:90).

SAFPU claims to have satisfied the threshold mark and is to date the only recognised football union in the country. Its majority status is thus unquestionable.

Cheadle et al (1996:90) say that a collective agreement concluded is not binding unless the thresholds of representative ness in the collective agreement are applied equally to any registered trade union seeking any of the organisational rights. Section 21 (1) of the LRA reads "Any registered trade union may notify an employer in writing that it seeks to exercise one or more of the rights conferred by this Part in a workplace". Subsection (2) says that the notice referred to in subsection (1) must be accompanied by a certified copy of the trade union's certificate of registration and must specify-

1. The workplace in respect of which the trade union seeks to exercise the rights.

2. The representative ness of the trade union in that workplace.

2.6 South African Football Association Position

According to the Chief Operation Officer of the South African Football Association, Mr Albert Mokoena, SAFA is not the employer but PSL is, and SAFA does not keep records of the players that are signed up with the union. According to Mokoena that function is the prerogative of the PSL.

2.7 Premier Soccer League Position

The meeting with the seasoned expatriate Chief Executive Officer of the Premier Soccer League, Mr Trevor Phillips brought the following facts to the fore:

1. In principle, the PSL has no problem signing the collective agreement with the SAFPU.

2. However, the league would like to see the framework in place within which to structure and manage the collective agreement.

3. Demonstration by the SAFPU, of their number of signed up members.

4. The formation of a tripartite consultative body consisting of SAFA, PSL and SAFPU to agree on the following: objective, modality, strategy and content of the collective agreement.

5. The cooperative document setting out the principle of how to work, guidelines and etiquette of how to treat and to react to one another as well as the process of how to resolve disputes.

2.8 South African Football Players Union's Position

SAFPU's vice president, Mr John Moeti, insists that the ball is in the PSL's court. "They (the PSL) postponed the previous meetings", he says.

Moeti maintains that at the bottom of the problem lies the fact that football management is struggling to get to terms with the reality of having to share responsibilities of running the club with the workers which is the essence of the workplace democratisation.

2.9 Democratisation Of The Workplace

According to [chapter one (d) (iii) and (iv) of the LRA] the purpose of the act, among other things is to promote employee participation in decision-making in the work place and the effective resolution of labour disputes (Cheadle et al, 1996:83).

Bendix (1996:114) says that in 1994 the Department of Labour stated its policy saying –

1. As far as possible to leave regulation of labour relation to employers and employees.

2. To regulate only as regards minimum conditions of employment where they are not determined by statutory recognised agreements or other statutory measures.

3. To provide for procedures to regulate collective negotiation and the application of industrial democracy.

4. To provide for collective agreements and dispute settlement.

5. To ensure the negotiation balance between employers and employees, so as to ensure that the principle of supply and demands functions as far as possible.

6. To consult employers and employees on legislation changes through NEDLAC.

2.10 Workplace Forum

Bendix (1996:338) says that the purpose of the workplace forum is to promote corporation relationship between employers and management through consultation and co-decision making with on specific issues.

Two critical issues emerge from the indispensable nature of the democratisation of the workplace.

First is the issue of the collective agreement with the representative union and second, lies consultation between employer and employee, which is the reason for the establishment of the workplace forum.

The collective agreement is important and far reaching in so far as it is the written agreement concerning terms and conditions of employment or any other matter of mutual interest that is concluded between employers and employees represented by the union.

The profound nature of reality of decision-making through the workplace forum is taken further under the next subtopic (See point 2.10.1).

"**What specifically do we mean by employee involvement?** We define it as a participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organisations success. The underlying factor is that by involving workers in those decisions that affect them and by increasing their autonomy and control over their work lives, employees will become more motivated, more committed to the organisation, more productive and more satisfied with their jobs" (Robbins, S.P., 1998:208).

2.10.1 Employee Participation In Decision-Making

"**Employee involvement** encompasses such popular ideas as employee participation or participative management, workplace democracy, empowerment and employee ownership. The fact of the matter is, although each of these ideas has some unique characteristics, they all have a common core that is that of employee involvement".

"**Participative management** has, at times, been paraded as a panacea for poor morale and low productivity, One author has even argued that participative management is an ethical imperative" (Robbins, S.P., 1998:209).

"**But participative management is not appropriate for every organisation or every work unit.** For it to work, issues in which workers get involved must be relevant to their interest, employees must have the ability to participate, and the organisation's culture must support employee involvement" (Robbins, S.P., 1998:209).

"**Why should management want to share its decision-making power with subordinates?** There are a number of good reasons. As jobs have become more complex, managers do not often know everything their employees do. Thus, participation allows those who know to contribute. The results can be better decisions.

"The interdependence in tasks that employees often do today, also requires consultation with people in other departments and work units" (Robbins, S.P., 1998:209).

Representative participation: "Workers participate in organisational decision making through a small group of representative employees" (Robbins, S.P., 1998:210).

According to Ebscohost (2003:2), partnership agreements between unions and companies could never work without mutual trust. This means that an organisation has to be completely open in all aspects of its business, including at Board level.

The point made above reveals a critical and perhaps the most practical dimension of the democratisation of the work place, which is mutual trust. Unfortunately, often times contrary to this situation, bad faith interrelations happen. Mutual trust at the workplace will from time to time prove to be a major factor.

Ebcohost, (2003:2) reads, "Blue Circle's former personnel director, Ross Dunn, gave social partnership the credit for helping to save one of the two UK plants that were set to close recently.

Here the impact of partnership is seen to be contributing positively to the business success of the Blue Circle organisation.

The success has a better chance to result from the unmistakable intervention of the sound labour relations management. This project moves from the premise that it is such an imperative intervention that could make the difference in football business.

"Dunn, now director of Blue Circle industries, criticised those managers who talk about people being the most important part of the business, but fail to involve employees in decision-making and implementation of trust improving strategies" (Ebscohost, 2003:02).

It is almost accurate if not spot on to think that football management regard employees as labourers whose relationship is based on them (employees) availing their time and energy at a price called wages. Under these circumstances, it will be far fetched to expect an employee or worker to take part in creativity and decision-making of any kind. From time to time empirical evidence shall prove the unrepentant PSL management wrong.

2.11 Effective Resolution Of Labour Disputes

The act establishes two indispensable and vital processes for the purpose of effective resolution of disputes. These processes are the:

1. Conciliation

2. Arbitration

The opportunity offered to employers by these processes is in the majority of instances, not exploited for reasons inexplicable. The conclusion that could be drawn is that these benefits in the form of opportunities are foregone basically because there is no commitment from the employers' side to resolve the dispute effectively and amicably.

The reason for the lack of commitment could be traceable to the unfortunate and glaring lack of awareness of the accompanying benefits".

As the researcher explores the pertinent processes, the opportunities that are foregone due to failure to exploit them, will be exposed.

2.11.1 Conciliation Stage

Definition

Du Plessis et al (2001:366) say that the dispute must be referred in writing and the CCMA must be satisfied that a copy of the referral has been served on all the other parties to the dispute.

The CCMA must appoint a commissioner to attempt to resolve, through conciliation, any dispute about matters of mutual interest, as well as any other dispute that has been referred to it in terms of the Act. If the dispute cannot be resolved through conciliation, the CCMA must arbitrate the dispute if:

1. The Act requires a specific dispute to be arbitrated and any party to the dispute has requested that the dispute be resolved through arbitration; or

2. All parties to the dispute in respect of which the Labour Court has jurisdiction, consent to arbitration under the auspices of the CCMA.

In an attempt to conciliate the dispute, the commissioner must determine a process for resolution, which may include mediation, a fact-finding exercise or an advisory arbitration award (Du Plessis et al, 2001:367).

The two formal processes at the CCMA vary in terms of the degree of formality and decisiveness of the opinion and judgement of the appointed commissioner. At the conciliation stage, the commissioner carries the title of the conciliator whereas at the arbitration stage, that of the arbitrator.

Given that the conciliation comes much earlier, expectedly and usually within thirty days from the date of the dispute "The commissioner must try to resolve a dispute through conciliation within 30 days of the date on which the referral was received by the CCMA" (Du Plessis et al, 2001:367).

Settling amicably at this level is invariably cheaper than allowing the impasse to drag on until the further processes i.e. arbitration (still inside CCMA) or, referral to the labour court beyond the confines of the CCMA.

2.11.1.1 Advantage

The conciliation process is shorter and works out to be cheaper. The commissioner at this level is tasked with a duty to facilitate settlement and does not judge at all. He/she gives his or her opinion and offers advice that can either be accepted or rejected.

The point however is, should the parties settle, the following benefits follow:

1. Lesser settlement figure.

2. Time saving.

3. Face saving.

4. Save unnecessary stress and strain (due to process prolonging).

5. More productive time allowed.

6. Less negative image by staff, union and onlookers.

How the lesser settlement figure is derived: Statutorily, settlement figures are determined by the period between the date of dispute and the date of settlement. It follows therefore that the shorter period will result into lesser settlement figure in terms of Rand and Cents.

Employers unfortunately delay settlement in many instances hoping that they might win the case eventually or relying on delaying tactics, buying time in the hope to frustrate the employee who shall have to wait for a period stretching between twelve to eighteen months, or in some instances beyond this period, before arbitration takes place.

2.11.2 Arbitration Process

2.11.2.1 Definition

Arbitration is a procedure whereby the parties to a dispute refer that dispute to a third party, known as an arbitrator, for a final decision, after the arbitrator has first impartially received and considered evidence and submissions from the parties (Butler and Finsen, 1993:1).

Reference to the arbitrator takes place pursuant to an agreement between the parties. The arbitrator in resolving the dispute is not an ordinary court of law but a person chosen by the parties (Butler and Finsen, 1993:1).

Lotter and Mosime (1993:2) see arbitration as "A process whereby parties to a dispute agree to refer the issue to an independent and impartial third party (the arbitrator) to decide the matter and to make an award which they accept as final and binding upon them.

According to Du Plessis et al (2001:367) "Where a dispute remains unresolved after conciliation and a certificate of non-resolution has been issued, any party to the dispute may, within 90 days from the date of the certificate, request the dispute to be resolved through arbitration".

Section 133 (2), corroborated by Du Plessis et al (2001:366), (see definition of the conciliation process above) reads "If a dispute remains unresolved after conciliation, the commission must arbitrate the dispute if-

1. This Act requires that the dispute be arbitrated where any party to the dispute has requested that the dispute be resolved through arbitration;
2. All the parties to the dispute in respect of which the labour court has jurisdiction, consent to the arbitration under the auspices of the Commission.

2.12 Disciplinary Measure Short Of Dismissal

According to schedule VIII, of the LRA, entitled Code of good practice: Disciplinary measures prior dismissal section 3 (2) "The courts have endorsed the concept of corrective or progressive discipline (Cheadle et al, 1996:199).

This approach regards the purpose of discipline as a means for employees to know and understand what standard are required of them. Efforts should be made to correct employees' behaviour through a system of graduated disciplinary measures such as counselling and warnings.

Section 3 (3) reads "Formal procedures do not have to be invoked every time a rule is broken or standard is not met. Informal advice and correction is the best and most effective way for an employer to deal with minor violations of work discipline" (Cheadler et al, 1996:1999).

Progressive hearing is seldom exploited in companies and workplaces in spite of the labour court position that progressive hearings produce better labour results than formal hearings. The CCMA listens to hundreds of thousands of un-procedurally constituted cases year in and year out since its inception in to date.

Oosthuizen (2002:105) says "Effective control system should not only indicate the deviation from the set standards but also suggest actions that can be taken to resolve the deviation. Standards must be developed and analysed to create possible solutions to follow if the standards are not met".

Accordingly, Kreitner and Kinicki (1995:12) say that twenty first century managers develop their underlings whereas their primitive counterparts regard policing and finding fault with their juniors as a measure of their success.

The "code of good practice" and (Oosthuizen, 2002:105) propound the philosophy of progressive rather than retrogressive or rather take a corrective rather than punitive measures when the employee has either broken the rule or failed to meet the standard.

This position is consistent with (Kreitner and Kinicki, 1995:12) about developmental rather than faultfinding approach. For this developmental approach to happen in the PSL club environment, needs the intervention of an LRM is required.

2.13 Dispute Resolution Chamber

Page five, section 26 of chapter 5, schedule (1) of the National Soccer League of South Africa reads as follows "The Dispute Resolution Chamber shall be composed of three players representatives, three persons appointed by the League and shall be chaired by an independent person chosen from a panel of a recognised dispute resolution agency".

This is a representative participation dispute resolution committee that hears disputes arising from football matters. Section 29 reads "The Dispute resolution Chamber shall adjudicate a dispute based on all the facts known to it" The closing paragraph of Section 25 reads "Appeals may be lodged with SAFA"

The fact established here is that the PSL has accepted in principle that it is imperative to involve the players in matters that pertain to their interest. SAFA's involvement is also assured despite having distanced itself from collective agreement signing responsibility.

2.14 Interpretation Of The Act

Cheadler et al (1996:83) say that in regard to the interpretation of the act, the following requirements are unequivocal. "Any person applying this act must interpret its provisions as follows –

1. To give effect to its primary objects;

2. In compliance with the constitution; and

3. In compliance with the public international law obligations of the Republic of South Africa (RSA).

This work will give emphasis on specific aspects reflected in the purpose of the act and its interpretation. Also focussing on the massage they convey and, contrasting that situation with the lack of attention given to these aspects by employers.

2.15 In Compliance With The Constitution

Cheadler et al (1996:83) say that the LRA purports to be an Act that is meant to change the law governing labour relations and for that purpose, among others to give effect to section 27 of the constitution which section deals with issues that relate to human rights.

2.16 Supremacy Of The Constitution

The Constitution of the Republic of South Africa accommodates the Bill of Rights, chapter two of which forms the basis upon which the Labour Relation Act is built.

The first right mentioned in this chapter is the right to equality. It states that all must be equal before the law and all must be entitled to equal protection of the law (Carrel et al, 1998:56).

The constitution of the RSA, being the supreme law in the country, may not be violated in any way whatsoever, in interpretation, procedures, application etc. of matters relating to labour relations-issues.

Chapter 2 of the Bill of Rights is an important component of this constitution and it outlines the fundamental rights afforded to all South Africans" Carrel et al, (1998:56). These fundamental rights were given effect by the impact of the (Bosman Ruling 1998:289-312 vol. 3 No. 4 http//www.port.ac.uk.).

2.17 Basic Condition of Employment Act (BCEA)

Definition
The Basic Condition of Employment Act 75 of 1997 is of considerable importance for the day-to-day administration of personnel matters since it sets minimum standards for the protection of employees in the absence of other protective measures, such as collective agreements or basic condition of employment measures (Du Plessis et al, 2001:39)

2.17.1 Background

This Act, which was assented to on 26 November 1997, replaces the entire Basic Condition of Employment Act of 3 of 1983 and the Wage Act 5 of 1957 (Du Plessis et al, 2001:39,40).

2.17.2 Aims Of The Act

Cheadle et al (1996:83) say that in terms of section (1) the objectives of the Act are the following:

1. to give effect to and regulate the right to fair labour practices as contained in section n 23(1) of the constitution by establishing an enforcing basic conditions of

2. to give effect to obligations incurred by the republic as a member state of the International Labour Organisation.

The Act seeks to establish, enforce and regulate the variation of basic condition of employment. It creates a national set of minimum standards, but permits the application of these standards to be varied.

2.17.3 Purpose

Cheadle et al (1996:83) say that the Act is meant to give effect to the right to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic Condition of Employment and thereby to comply with the obligations of the Republic as a member state of the International Labour Organisation: and to provide for matters connected herewith.

2.17.3.1 View Point Of The South African Football Players Union

From time to time situations emerge in football. These situations tend to present as symptoms of the underlying reality. This reality takes the form of disregard to the legislation and its purpose. The following scenario reveals not only a labour conflict but also the lack of mechanisms to put it right.

Sowetan (2003:June19) SAFPU reads "Some of these off season tournaments are in all fairness unnecessary and are abuse of players' rights as enshrined in the Basic Condition of Employment Act. In many of such instances players do not receive additional remuneration in respect of such additional games".

The point SAFPU is making is that there must be enough time for players to rest between the closing of the ending, and the beginning of the new season as bench marked internationally. SAFPU condemns what it sees as less than justifiable reasons for interrupting the recess (Sowetan, 2003 June 19).

SAFPU acknowledges the reality and necessity of commercial gains that flow from football tournaments that are staged over the recess period in order to sustain the commercial and business part of the equation but decries and challenges exploitation that comes with the compromise of the necessary break that serves as a recovery period.

Sowetan (2003 June19) portrays SAFPU to be recommending a preseason tournament to replace an off season one and the merits of that option being that the off season tournaments take place during the recess period whereas the pre season ones are accommodated inside the new season.

The point SAFPU is making is that There are at least three benefits derived from this arrangement; the elimination of the off-season affords players the required rest, the pre season tournament set the scene and tone for the new season, the opportunity to test the newly signed players and new combinations.

The missing influence of the expertise of the LRM whose duty it would be, to facilitate the signing of the collective agreement, delays democratisation of the football workplace. The deal would have given the opportunity to SAFPU to make recommendations from within.

SAFPU goes on to say "resting players who have played 90% of the league matches and knockout competitions (Sowetan, 2003 June 19), in the past season, can by doing so "afford fringe players the opportunity to showcase their talent and make up for missed opportunities during the past season, during the pre-season tournament.

Perhaps the most critical point captured in the point made by SAFPU is the following "We should not lose sight of the underlying point that we all have the responsibility to protect the interest of the well being of our players in our endeavour to keep the business interest alive" (Sowetan, 2003 June 19).

SAFPU closes the article as follows "It is, therefore, the SAFPU players union call on SAFA, PSL and the clubs to recognise the importance of managing our resources efficiently and without fail" (Sowatan, 2003 June19).

2.18 Adaptability

"As pressure related to international competition intensifies, South African companies will be obliged to make rapid organisational and cultural changes, and these can only be effected through the agency of people.

Unless these people are in the right places at the right time with the right skills and the right attitudes, the necessary changes will not come about"(Carrel et al, 1998:04).

According to Mbigi (1997:19) "It is difficult to create a new society with unchanged people and unchanged leaders".

2.19 Occupational Health and Safety Act no 85 of 1993

Definition

This Act replaces the Machinery and Occupational Safety Act (no. 6 of 1983), which was intended to consolidate and extend all previous health and safety legislations – particularly that of the factory, machinery and Building Works Act and its voluminous regulations (Bendix, 1996:149).

"Employers are now responsible for the health and safety not only of their employees but also anyone who might be affected by their activities – in other words, the general public" (Bendix, 1996:149).

2.20 Skills Development Act

According to the publication of the Department of Labour called Vhutsila, (1998:4), "The revolution in skills that South Africa needs so badly cannot be the responsibility of the government alone. The Act encourages partnerships between government, employers, workers, education and training advisors and communities".

"The Act also says that it is the needs of employers, the economy which must decide which skills must be developed. This means there must be better information about which skills are needed so that priorities for skills development must be set" Vhutsila (1998:4).

It further says "Another aim of this Act is to make business more efficient and productive by improving skills. This will encourage growth in our economy so that South Africa can compete in world market" (Vhutsila, 1998:4).

The application of this Act, to take up skills revolution responsibility, means the same thing to the conventional workplace as it does to the football environment.

In terms of this challenge, it is expected that football management shall take the responsibility and enrol staff and players at various institutions to acquire the necessary skills. This initiative will serve as an investment that is expected to yield good returns.

It is indeed football management that should establish the needs of their enterprise so as to focus on developing those skills that will benefit their business as well as the broader societal economy.

Labour is primary in every workplace. The fact that people offer their skills, energy and time to the business interest of the company, in exchange for benefit in the form of shares, profit, salary, praise and other benefits, cannot but be seen as number one pillar of the success of the company (Vhutsila, 1998:4).

It is for this reason that the International Labour Organisation which is "One of the biggest and most influential labour bodies in the world", quoted in Carrel et al (1998:464), says "the restatement in the famous document, known as the 'Declaration of Philadelphia', reaffirmed that labour was not a commodity to be simply bought and sold".

In order for the prudent labour relations management to happen, needless to say that, an astute kind of a labour relations manager is a prerequisite. The beauty about this condition is that such a manager will spot other missing links in the chain that represents and satisfies the requirement of the purpose of the new Labour Relations Act of South Africa which are; "economic advancement, social justice labour peace and the democratisation of the workplace" (Carrel et al, 1998:466).

The LRM could also establish and identify the root causes that could be emanating from the structural imbalance and shapelessness resulting in skewed power locus and distribution.

There is a general absence of a CEO position in football business management at the club level. This strategic position void is responsible for the glaring confusion between management and ownership.

The situation as it is, is inherently not amenable to the requirements of the other aim of the Act i.e. to make business more efficient, productive and efficient by improving skills as espoused in the Act and reaffirmed in Vhutsila (1998:4) in order to encourage growth in our economy so that South Africa can compete in world market". Growth and confusion do not synchronise.

Where the enterprise is big, the necessity to specialise becomes even bigger. The more varied the areas, each of which requires specialisation, the more critical it is to coordinate. All these functions are distinct from one another, and may not be confused in the interest of sustainable competitive edge.

The applicability of the 85/15 rule, by W. Edward Deming, the father of the quality movement, simply stated the chance of performance problems being related to the system as 85%, while the chance of performance problems being related to people as 15%.

This rule impresses on the researcher the importance of systems and procedures as a key determinant of employees' performance and not the other way round.

The filling of the CEO position will have positive results. It is expected that it will turn the unfortunate situation around. The CEO would then fill other indispensable positions without which the company may not optimise. The rationale for all these efforts is that substantial amount of undesirable occurrences like poor performance, lack of commitment etc. that may be ascribed to the system, as captured in the 85/15 percent rule.

2.21 Unemployment Insurance Act no. 30 of 1966

The main objective of Unemployed Insurance Act is to provide for the payment of benefits to contributors to the Unemployment Insurance Fund and to combat unemployment (Du Plessis et al, 2001:125).

The Unemployed Insurance Fund has been established in terms of this Act and is controlled by the Director General: Labour. The Fund derives its income from contributors, employers and various other sources (Du Plessis et al, (2001:125).

2.22 History of Management Style

2.22.1 Traditional Style (autocratic unitarism) marked by low individualism and no collectivism. All other aspects of the organisation are subordinate to management desired to maximise profits. In the light of this, labour costs are kept as low or as near to market rate as possible.

Employees have no sense of job security, and are not recognised as individuals. At the same time, any form of collectivism is actively discouraged. Management style is authoritarian, and conflict or disagreement is vehemently suppressed" (Bendix, 1996:584).

2.22.2 The Paternalist Style (autocratic paternalism) characterised by moderate individualism and no collectivism. This style is in many ways a more genteel version of the traditional approach.

The company 'cares for' the employee, but he is expected to know his place within a strictly hierarchical and bureaucratic structure where there is little upward mobility. Communication and positive motivation are encouraged and the premise is adopted that unions are unnecessary since the company looks after its employees.

Bendix (1996:584) Says that where unionisation appears likely, management will attempt to counter this by promoting a sweetheart-union or in-company representation.

2.22.3 The Sophisticated Human Relations Style (sophisticated, paternalistic unitarism), where there is high individualism but no collectivism. Here, unions are actively avoided by the promotion and development of the individual and by sophisticated human resource management. Employees are paid higher than average wages and given extensive benefits and large amount of money are spent on training and development (Bendix, 1996:584).

There is greater emphasis on employee involvement and communication and internal bodies may be established for this purpose. Also companies of this kind become actively involved in development and social responsibility programmes (Bendix, 1996:584).

2.22.4 Bargained Constitutionalism (Constitutional pluralism) marked by low individualism and medium to high collectivism. Managers who adopt this style of management accept and deal with unions as a matter of expedience with the ultimate aim of containing conflict and maintaining managerial control" (Bendix, 1996:584).

"There is agreement to bargain on substantive and narrow range of procedural issues but such agreements are marked by insistence on management's right to manage and any encroachment on this prerogative is strongly resisted. Unions are fairly treated as long as they remain within the limits of the constitutionally established relationship, and dealings with representative unions are regarded as necessary in so far as these ensure that discipline and order is maintained and labour unrest is prevented" (Bendix, 1996:584-5).

2.22.5 The Modern Paternalist Style (paternalist pluralism) where there is moderate individualism and high collectivism. Here there is a concerted attempt, as Purcell puts it, to build 'constructive' relationships by involving the employee collectives in consultation.

Consultative structure such as briefing groups are set up throughout the organisation, where matters dealt with include every day operational issues as well as the objectives of the business and management's plan to change. However, the style is still paternalistic in that management shares its plans with the employees in order to gain collective commitment or collective employee reaction.

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2.22.6 Sophisticated Consultative Style "(sophisticated pluralism) marked by high individualism and high collectivism. This style develops from sophisticated paternalism, but here management tries to share all aspects of organisational planning with trade unions and employees, and is receptive to their inputs while still reserving the right to make the final decision.

Recognition of the collective does not, however, preclude management from involving employees as individuals and gaining their commitment to organisational goals by teambuilding, quality circles, profit sharing and share ownership schemes (Bendix, 1996:585).

2.23 Evolutionary Change

The process of evolutionary change requires that we operate within existing structures and bring about change from within. It does not rest on single initiative or set of initiatives, but constitutes a continuous, dynamic interaction, which will take years to climax.

Further more it is not a smooth process since a frequent reversion to the security of old habits is unavoidable, thus a need for periodic assessment (Bendix, 1996:585).

In organisations, which are not proactive, change (or the awareness of the need to change), usually arises from trigger incidents or circumstances. These may be either internal or external (Bendix, 1996:585).

2.24 Successful Business Management Orientation

According to Ambrosini, Johnson and Scholes (1998:266) "Innovation and change are at the very heart of successful strategic management"

How do organisations know when they should change? What cues should an organisation look for? Although there are no clear-cut answers to these questions, the "cues" that signal the need for change are found by monitoring the forces for change (Kreitner and Kinicki, 1995:562).

"Today's successful managers are no longer the-I've-got- everything-under-control order givers of yesteryear. Rather, they need to creatively envision and actively sell bold new directions in an ethical and sensitive manner" (Kreitner and Kinicki, 1995:8).

Kreitner and Kinicki (1995:8) continue to state that effective managers are team players empowered by the willing and active support of others who are driven by conflicting self interest.

Embracing these successful business management orientation practices could easily be interpreted as liberating, enabling and facilitative workplace philosophies. The recipients of these outcomes are not going to be the employees only but all football stakeholders are going to benefit.

Changing from less rewarding outdated management pattern and adapting to the present time rewarding ways of doing business, demands among other things, open mindedness, dialogue, listening to fresh ideas and independent minds. It is the listening to other ideas and embracing new paradigms that will make creative envisioning a reality and bravely selling new directions a common phenomenon in PSL business environment.

Viedge (1999:20) says "The performance of employees revolves around the three major factors of commitment, knowledge and consequences of behaviour.

Shedding of the condescending manner of approach, intransigence, so to speak, will pave the way for democratisation of the workplace, which paves the way for participative and consultative management pattern that will deliver for the football enterprise in terms of commitment by the employees and the knowledge growth. With this situation pertaining in the PSL business management, a new day of prosperity shall have dawned for football.

2.25 Right To Job Security And Protection Against Unfair Labour Practice

A workers job security lies largely in his own hands, through the dedicate performance but he also has a right to job security, which is entrenched in our labour legislation. Employers may not arbitrarily change labour practice and workers have a right to protection under the Act if their security is thus jeopardised (Bendix, 1996:113-114).

BT Company estimate that accidents suffered by its employees while they are on the road cost 27 million Pounds a year. The company is one of the few that treats occupation road risk as a health and safety issue, according to unions (Ebscohost, 2003:2).

The union called for all employers to follow BT's example of assessing and minimising occupational road risk the same way that they do with other health and safety issues" (Ebscohost, 2003:2).

2.26 Some Theories And Strategies

Bendix, (1996:580) says Since 1950s organisations have been overrun with theories on the improvement of work relations most of which were developed from the older schools of thought but accommodating the employees needs.

The interest of workers therefore, either as individuals or as a group can be taken care of in this new dispensation through SAFPU and by the facilitation of the LRM in an environment that is no longer hostile and negative but the one that allows for all types of natural and productive engagement such as commitment, dedication, unleashing of unlimited creativity which is inherent in people etc.

"With his 'X and Y theory' Mc Gregor reprimanded management for its traditional view of workers as lazy and incompetent and pointed out that authoritarian managers would never achieve the most beneficial results (Bendix, 1996:580).

Corroborating this viewpoint, Conrad and Poole (2002:75) say "Traditional strategies of motivation and control are based on the assumption that workers are motivated primarily by the promise of economic gain. Relational strategies are based on a very different view of human beings and work. People have important needs for autonomy creativity and sociability, needs that are frustrated by organisation's (and societies') needs for control and coordination. Traditional strategies largely overlooked natural needs inherent in human beings". Traditional and relational strategies equate themselves to McGregor's theory X and theory Y.

McGegor in (Bendix, 1996:318, 580) persuades supervisors to adopt a radically different view of human beings and the role and meaning that work plays in their lives. McGregor calls this perspective 'Theory Y' which has the qualities of enlarging and enriching jobs and it is in line with relational-oriented leadership strategies".

It is not far fetched to accept the view that those managers who convert from X to Y theory orientation do so through adherence to progressive business and labour relations policies.

Bendix (1996:318) Salamon describes the labour relations policy as a 'management statement issued for the guidance of management'. It brings consistency in standards and ensures equitable conduct.
positive relations.

Consistency in standards and equitable conduct is supposed to be the first requirement in all work places including the PSL clubs environment as it promotes

2.26.1 Theory X

1. Workers must be supervised as closely as possible, either through direct oversight or by tight reward and or punishment system for they are neither trustworthy nor dependable

2. Work is objectionable to most workers, made so by the actions of organisations

3. Most people have little initiative, little creative capacity or solving organisational problems, avoid responsibilities, and prefer being directed by someone else.

4. People are motivated by a variety of factors only some of which are economic factors and a need for security.

2.26.2 Theory Y

1. People usually do not require close supervision and will, if given a chance to control their own activities, be productive, satisfied and fulfilled.

2. Work is natural and enjoyable to people.

3. People are ambitious, desire autonomy and self-controlled, can use their abilities to solve problems and help their organisations meet their goals.

4. Creativity is distributed evenly across population.

5. People are motivated by a variety of needs only some of which involve economics or security.

2.27 Communication

2.27.1 Definition Of Communication

Communication is described by Luthans as "the flow of material information, perceptions and understandings between individuals and between different groups'. It is a means of exchanging behaviours, perceptions and values, of getting others to behave and to feel differently and of creating understanding (Bendix, 1996:325).

2.27.2 Role of Communication In Labour Relations

To say that an organisation cannot function without communication has become platitudinous. The truth of the statement is obvious. No relationship can be conducted without communication of one kind or another. However, it is not the fact of communication, but the effectiveness of such communication which is of importance in any relationship; thus also in labour relationship (Bendix, 996:324).

According to Finance Week, (10 – 16 August), "Companies that make the most effort to communicate how their plans work have more committed, motivated and satisfied employees".

2.28 "Wizard"

Not a real name is a fantastic asset, and potential match winner. But his indiscipline, inconsistency and individualistic play might rob him of the chance to ever become a player his talent warrants he should be. (Kick off Magazine 2003 Jan, 06).

2.28.1 Three Elements Stand Out Here;

1. Fantastic asset

2. Indiscipline

3. Rob him of his chance

Element number one identifies and rightfully recognises his giftedness, a superlatively endowed football juggler indeed, Kick off Magazine, (2003: Jan. 06). Element number two contrasts his capability with his disposition that is his state of ill discipline. Then the third element links the culpability of the second element to the regrettable loss of the former admirable strength.

Had the state of being a fantastic asset been managed properly and effectively by way of grooming this talent, there may be reasonable chance that the undesirable state of being undisciplined could not have occurred. Then the robbing of his chances would not have been a factor.

2. 28.2 Financial Loss

We are seeing here a typical opportunity loss in the form of forgoing a strong possibility of selling the young player abroad. The missing labour relations intervention resulted in the loss of opportunities which numerous other young South African players, who were in his mould, enjoyed and are now earning fortunes in Europe and elsewhere.

Needless to say, not only the player but the club as well would have benefited from the handsome deal in terms of the portion that goes to the club. Whatever justification there is for failure to resolve the issues, the resultant loss is evident and irreparable.

2.29 Pelepele (not the true name)

The story title in "Kick off magazine" of the 14th April (2003:4) reads "Let me go". "Remember the picture of me you had in Kick off, crying – print it again with the words 'let me go!' Please; I have had enough I cannot take it any more" says Pelepele, bitterly.

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The Pelepele situation manifests either the state of non-existence or non-involvement of the labour relation management intervention.

According to this article "Kick off Magazine reported this players' frustration in the January 6, 2003 edition. His situation has not improved since then". The parting short of the player reads " I 'm ready to go to whoever will give me a chance to play. At my age I must play, I am desperate" says the desperate 29 year old player.

2.30 The Dilemma

The player's frustration seen from his point of view is reasonable and understandable. There is also the bitter truth with football competitiveness. This state of affairs demands that a coach selects the best possible squad to win games for him. The fact that his success is invariably measured by winning these games, places an enormous pressure to select consistently those players he believes will deliver for him.

The situation is complicated by the subjective nature of the way in which football coaches evaluate players' performance.

Because there is no agreement in most cases between how the coach sees a player and how the player fancies his chances, a psychological distance develops. This psychological distance between the coach and the pertinent player should be bridgeable through the intervention of the LRM.

2.31 Pervious Research

In his thesis on 'Employee Participation in the Wealth of Mining Companies An Employee Share Ownership Participation Scheme Focus' Dougall (2001:20) says "Employee participation can be defined as 'Philosophy or style of organisational management which recognises both the right of employees, individual or collectively, to be involved with management in the areas of organisation's decision making beyond that normally covered by collective bargaining' (The Star, 28 November, 1987).

The difference between the coal mine referred to above and the labour relations management in football is the absence of the LRM. This factor would facilitate the sharing of wealth and other benefits that flow from the efforts of employees.

However, basing motivation on the sharing of wealth alone, confines it within the parameters of McGregor's X theory by which the point he (McGregor) is making is that, the negative view of employees by management makes them conclude that people are motivated by economic factors and need for security (See point 2.22.1).

Dougall (2001:20) says that motivation theories are useful tools in the workplace. This claim appears to be true in the case of the Employee Share Ownership Partnership Scheme Focus stated above.

However the author seems to take for granted that management will voluntarily take initiative on the basis of these theories and implement employee participation initiatives proactively without the intervention of the LRM, amongst others.

2.32 Accountability

According to Prof. M. Muller and Dr S. D. Rees (1997:18) the definition of accountability as put together by Searl (1987:319) goes as follows:

To account for one's own actions; willingness to be judged against performance expectation; willingness to live with the results of one's actions; and the ability to determine whether those results were successful and whether they require any change in behaviour.

To be answerable to one's actions e.g. to one's own conscience, to the football spectators, sponsors, employees, PSL, SAFA, FIFA, Legislation, Constitution, Bill of Rights, to the Courts if need arises requires that football management conscience pricks them to change their behaviour.

2.33 Conclusion

Any company, whether unionised or nor, needs to establish a general policy to reflect its objectives in labour relations and in the light of which it will conduct its relationships with its employees (Bendix, 1996:318).

In the absence of policies, practices and decisions would be informed by emotions and whims. Such primitive workplace practices are not in line with the endeavours and spirit of hosting world cup in the year 2010.

If PSL management would discontinue such practices and change their management style, embrace labour relations policies, apply them consistently, then football business management would have achieved progress in labour relations management.

A labour relations policy, preferably in a form of a written document, clarifies management's industrial relations objectives, established in the light of the overall objectives of the company, confirms relationship with and interest in employees, indicates how this relationship can be maintained and informs of the practices by which his could be effected (Bendix, 1996:318).

As seen by Bendix (1996: 587) changing primitive to progressive ways is not a smooth process since a frequent reversion to the security of old habits is unavoidable (thus a need for periodic assessment),

CHAPTER THREE : RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The focus in this chapter falls on the collection of data from the sample of football business stakeholders. The data collection method in the study has been in two phases; pilot phase followed by a refined combination of open and close-ended questionnaires. The first method was self administered and the last one has been interviewer administered.

The research design or methodology is seen and captured by (Cooper & Schindler, 1998:130) as a plan and structure of the investigation to obtain answers to objectives.

In this chapter the researcher discusses the research design and methods. Included in the project is the aim and objectives of the study, the criteria requirements of the respondents, data gathering methods, data categorisation in preparation for analysis in chapter four.

For data gathering purposes, the researcher uses the questionnaires to obtain answers necessary and relevant for the research study.

The role of the research is to provide a method for obtaining those answers by inquiringly studying the facts, within parameters of the scientific method (Leedy, 1989:3). The design flow chart gives guidance as to which areas to cover in the study.

Design flow chart

1.Extent of the desirableness of the distribution of a LRM	2.Philosophical or need driven reason to employ a LRM	3. Duties of a Labour Relations Manager	4.Football union driven reason for employing a LRM
5. Functions of a Labour Relations Manager	6. Benefits of a Labor Relations Manager	7.Extent of the Impact of an LRM	8. **Open Ended Questionnaires**
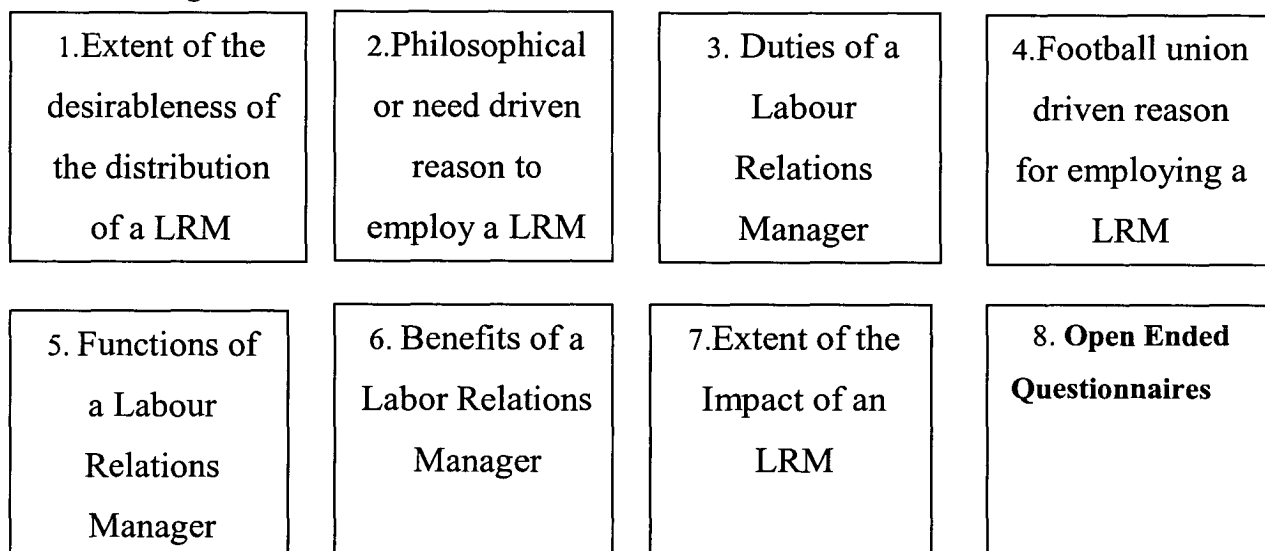
3.2   Empirical Research

Saunders et al (2000:62-63) mention the exploratory, descriptive and causal types of research as being amongst the strategies that are employed for research purposes. The former two strategies i.e. exploratory and descriptive suffice to meet the objectives of this project.

Empirical design uses primary data (new data) via case studies, surveys and existing data e.g. textual criticism as well as numerical data e.g. statistical analysis (van Zyl, 2003:8).

The researcher in this project made use of new data collected through surveys by way of questionnaires distribution and interviews. He also reviewed, critically analysed documented ideas and views, and collated facts statistically.

3.2.1 Research Design

An approach, taking into account particularly exploratory studies was followed. In instances of an interviewer administered survey, personal contact was made with respondents. This approach yielded instant responses.

3.2.1.1 Exploratory

Fowler (1995) identifies the primary purpose of the exploratory research as a means to provide insights and create an understanding of the problem confronting the researcher.

Confirming Fowler's view, Malhotra (1996:86) says that exploratory research has, as its primary objective, the provision of insights into the problem and comprehension of the situation confronting the research.

This research project stands a chance to provide insight into existing problems in football labour relations area and the understanding of the impact this situation is causing by way of holding back progressive and success of football business. The situation portrayed here confronts this research.

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The exploratory research is the most appropriate method here and thus the desired one in order to illuminate the project. The area of investigation in this survey is new, and new research questions serve the purpose better.

3.2.1.2 Descriptive

Malhotra (1996:90) mentions that the descriptive research is the type that has, as its major objective, the description of something. It is used to portray an accurate profile of persons, events and situations (Robson, 1993:4; Alreck and Settle, 1985:408).

Some aspects of this project subscribe to the descriptive study. This fact renders this research type relevant and justifies its use in this project. It is on the basis of this reasoning that it was employed for collecting data from SAFA, PSL, Union officials, club officials, sponsors, journalists, players, and supporters.

According to Ngcobo (2001:48) "When a descriptive research is used, the researcher is literally trying to describe what is going on in a particular business environment" In the context of this study, it is befitting to look at what is going on in football business in regard to labour relations management.

The exploratory and the descriptive research combined, gave the study a rather more complete feel and thereby enhancing its credibility and reliability.

3.3 Qualitative Style

According to Aaker et al (1998:186) the basic assumption behind qualitative methods is that an individual's organisation of a relatively unstructured stimulus indicates the person's basic perception of the phenomenon and his/her reaction to it.

This type of research, according to (Bailey et al, 1995:50) usually results in verbal description, and might use quotations from people who are interviewed and pictures of things happening.

The verbal descriptions, quotations and pictures of things happening were captured in the responses of participants interviewed. The descriptions, quotations and pictures reflect the lack of the involvement of sound labour relations management in football business.

The perceptions of the respondents about the broader labour management situation in the running of football business in this country are reflected in their responses.

The perceptions of the respondents referred to above, corresponds with the basic assumption behind this method as put forward by (Aaker et al, 1998:186), i.e. respondents' perceptions and reactions. These perceptions and reactions form the basis for arguments in the study and are a scientific qualification.

A philosophical view by (van Zyl, 2003:8) espouses qualitative research as based on an interpretivist epistemology i.e. social reality is seen as a set of meanings that are constructed by the individuals who participate in that reality and 'justifiably' qualitative researchers want to discover and describe the nature of these meanings".

The set of meanings constructed by football management subscribes to the X-theory of management as seen and described by Mc Gregor in (Bendix, 1996:580) whereby the union is viewed in a negative light by management. The labour relations manager is also negatively viewed as an intruder and an unnecessary cost factor rather than a capacity builder and developer that should be described as an investment factor.

3.4 Instrumentation

Saunders et al (2000:280) says interviewer-administered questionnaires refer to those questionnaires where interviewers physically meet respondents and ask questions face to face.

This approached came in handy in that throughout the research project exercise, it provided an ideal data gathering-environment. The face-to-face situation, at a time and place convenient to the participants became ideal in the sense that the researcher was obligated to clarify issues raised by participants. In some instances to elaborate where the researcher deemed it necessary to do so.

3.5 Data Collection Approach And Mannerism

The combination of the self-administered and interviewer-administered techniques became necessary. It was rendered so by the researcher's intent to benefit the project from the rewards of uninhibited questionnaire-answering sessions provided by the former. The research further benefited from the advantage of clarification and follow up on interesting answers. The interesting answers could have been facilitated by the correct approach and mannerism.

Heeding the advise by Saunders et al (2000:253-4) saying that your appearance may affect the perception of the interviewee. The interviewer implemented the strategy fruitfully during the interviewer-administered sessions of collecting data during the final stage of this survey.

In support of the recommended strategy, Robson (2001:236) advises researchers to adopt a similar style of dress to those to be interviewed. "Essentially, you will need to wear clothing that will be generally acceptable for the setting within which the interview is to occur" (Saunders et al, 2000:254).

In keeping with these advices, the researcher dressed up formally when visited the office of the CEO of the PSL, the COO of SAFA and the sponsors. The dress code appropriate to the clubs was in the colours that either resembled, or were close to those of a particular club visited by the researcher at a specific time.

Tapping from the wisdom and knowledge of Healey and Rawlinson (1994:138) as quoted in (Saunders et al, 2000:255-6) the researcher gave assurance to the respondents that confidential information was not being sought.

This was done in order to make interviewees more relaxed and open in the handling of the information that they were willing to talk about.

By combining the confidentiality non-seeking stance with assurances about anonymity, the researcher intended to increase the level of confidence in his trustworthiness. This approach contributed to the reduction of the possibility of interviewee or response bias.

It also became necessary to appreciate the need to allay fears so as to benefit response rate and honesty. In order to achieve this objective, it is important to note that football management context can be defined as extremely sceptical and untrusting.

The researcher deemed it necessary to demonstrate the commitment to confidentiality further by refraining from naming individuals who participated in the research even choosing not to talk about the data obtained from others.

3.6 Unreliability Of Data

Taking cognisance of the experience of Melville and Goddard, the researcher took into account the fact that some participants may not care much about the answer or may try to give the "socially correct" answers (Melville and Goddard, 1996:44).

In order to achieve this objective, the researcher employed two strategies. The first one was to instil interest in the targeted respondents by explaining the importance of completing the questionnaire and the benefit for him/her and for the organisation as well as the spin off to the country.

The second strategy was to emphasise the importance of sticking to honest opinion, which wouldn't be singled out, but instead would factor as a collective with other like opinions.

3.7 Errors

Other concerns in the design of a survey exist with respect to errors of estimation. Loubsher (1996:279) establishes various types of errors that deprive the researcher of his/her accurate information gathering-exercise i.e. measurement errors, frame errors non-response errors, selection errors and sample errors.

In order to avoid **measurement errors** the researcher took care of the questionnaire design and was mindful of the level of eagerness and ability to elicit the required information from the respondent. The researcher also put the respondents at ease in order to encourage the respondents to provide as much information as possible.

Frame errors were dealt with by trying to include all the elements of the population being studied and exclude foreign elements in the sample.

Loubster (1996:279) further says that three major categories of **non-response errors** are due to potential respondents being unavailable but willing, unavailable and unwilling or available but unwilling.

The researcher made repeated follow-ups on respondents who did not respond on time in an effort to get the questionnaires back. This effort was perceived by the researcher to have been rewarding.

The authors, further raises a particular problem with regard to questionnaires pertaining to non-returns.

Melville and Goddard (1996:44) say that a problem of bias exists and is determined by the person's reasons for not returning the questionnaires. Examples include: respondent may be too lazy, offended by the questionnaire, does not understand it, etc. Respondents are therefore unlikely to be representative of the population, which means that these studies may be open to criticism in this regard.

For the sake of dealing with **selection errors**, the researcher settled on a broad sample in order to eliminate **sample errors**. Care was taken to include in the selection of respondents all elements of the relevant population.

Response error occurs when the respondent fails to complete some of the questions or misunderstand the questions (Cooper and Schindler, 1998:298). Pre-testing was meant to eliminate misunderstanding and the incomplete questions were discarded.

The researcher enlarged and augmented the research instrument subsequent to the pilot testing stage. The pilot testing stage gave the researcher an impression with regard to whether the questions in the questionnaires are clear enough to be understood by the intended respondents. The researcher was convinced that that the questions were reasonably understood by the sample of respondents drawn from the targeted population. Augmentation was meant to facilitate free flowing participation.

The researcher accepted the hindrances as real even before the distribution of questionnaires.

This reality prompted the researcher to anticipated less than required questionnaire return rate level due to variables mentioned above.

Precautionary measures to reduce the failure rate became imperative and were dully taken. These included; courteous approach, repeated appeals and piloting.

However, notwithstanding this fact, the researcher concedes that all three impediments mentioned above, could have had some hindering effect on the returns success of the distributed questionnaires. This state of affairs justifies precautionary measures.

3.8 Question Structure

According to Cooper and Schindler (1998:327) questionnaires generally contain three types of measurement questions. Firstly, the administrative questions that typically identify the respondents, secondly, classification questions allow respondents' answers to be grouped thirdly, target questions that address the investigative questions of the study. Target questions may be structured (closed questions) or unstructured (open questions).

In the interest of the purpose of this study, the administrative aspect that dealt with the identification of the respondents was waived. The grouping of respondents into categories that classified participants into stratified collectives to whom the same kind of questions, and target questions, were posed.

The target questions that bore the pertinent investigative character became the core of the question structure. The target questions took the form of the combination of close and open-ended questions.

3.8.1 Question Content

Cooper and Schindler (1998:328-331) has developed key issues to guide instrument designer in selecting appropriate question content:

Purposeful v/s interesting: The function of each question is challenged. Often, more can be learnt from fewer questions. Interesting questions will be forfeited for questions that are purposeful.

The indicator would be if the question contributes significantly to answering the research question.

Incomplete and unfocused: Questions are unfocussed if they do not provide the information needed to interpret responses fully. Questions should reveal all we need to know.

Multiple questions: These are questions that can be broken into two or more questions and should be avoided. There will be no multiple questions asked in this study.

Precision: The indicator would be if the questions ask precisely what we want and need to know. Sometimes it might be appropriate to define concepts.

Time for thought: In the case of this study, respondents will not be asked for information that they need outside of themselves.

Participation at the expense of accuracy: Sometimes respondents answer a question for the sake of completeness. To avoid this, filter questions will be asked.

Presumed knowledge: The sample to be interviewed is involved in football business one way or another it is presumed that they have a basic understanding of football business.

Objectivity: The ability of respondents to answer adequately is often distorted by questions whose content is biased by what is included or omitted. The question may mention only the positive or negative aspect of the topic.

Every attempt has been made to review objectivity and to ask questions in a neutral manner.

Sensitive information: The questionnaire will not be sensitive in nature. There is therefore minimal reason if at all to hide anything when participants give responses.

Response handling strategy: Distinction will be made between structured (close ended responses) and unstructured (open ended responses). Attention will be given to questionnaire layout and space for answers (Moodley, 2000: 55).

Structured responses specify the set of response alternatives, which may be dichotomous responses such as yes/no type answers.

Multiple-choice is appropriate where there are more than two alternatives. Checklist is used to manage multiple responses to a single question.

3.9 Data Source

Cooper & Schindler (1998:256) classifies information sources into two types, primary and secondary. The researcher collected the primary data in order to address the research problem. Primary research is undertaken when information available from secondary data is either inadequate or inappropriate to solve the problem.

This was so in regard to this project. The available secondary data could not conclude a convincing piece of work. This necessitated fresher, adequate and more appropriate interview responses.

However, the secondary data in the form of documented information as in both published and unpublished material provided the solid basis for the study. Included in these sources were literature sources on football matters, general management, labour relations, legislations, periodicals, magazines, newspapers, websites etc.

3.10 Applied Research

Bailey et al (1995:41) and Saunders et al (2000:4) agree that applied research is of direct and immediate relevance to managers. In the interest of this project the relevance is extended to football business managers specifically.

The information obtained from the use of secondary and primary data will improve the odds of making a good decision (Lehmann et al, 1997:26).

Using the primary date, the researcher asked respondents to position each factor on a scale, and ranking was used when the relative order of alternatives was important.

Likert, according to Martins et al (1996:228) developed a verbal scale, which requires the respondents to indicate a degree of agreement with each series of statements related to an attitude. A combination of these-response strategy was used.

The results of this research are intended to assist football clubs in the area of labour management. It is expected that the acceptance of sound labour relations principles will benefit football business.

3.11 Pilot Testing

Saunders et al (2000:305) advises that prior to collecting data, a questionnaire to be used should be pilot-tested so as to refine the questionnaire so that the respondents will have no problems in answering the questions, and there will be no problems in recording the data and also that the researcher is enabled to obtain some assessment of the question's validity, and the likely reliability of the data that will be collected.

A total of fourteen questionnaires of the close-ended questions were distributed and filled by four management personnel, four journalists, two coaches and four players.

Some improvements were done in order to assist the targeted respondents to understand the questions clearly so to facilitate responses.

3.12 Population

According to Saunders et al (2000:150) the population is the full set of cases from which a sample is taken.

The targeted population in the study comprises of 16 PSL clubs, made up of 76 management staff complement, 38 coaches, twenty sponsors, twenty-two journalists, eight union officials and six supporters union officials.

The research looked at how the PSL clubs, based in Gauteng, run football business as seen from the labour relations point of view. Gauteng clubs are a fair representation of the population in South Africa.

In order to conduct the study meaningfully and manageably the population sample was limited to four SAFA administrators, six PSL administrators, fourteen PSL club officials, sixty-five players, fifteen coaches, six sponsors, four union office bearers, four supporters' association office bearers, and twelve journalists. The sample represented a total of one hundred and thirty six participants.

3.12.1 Sampling

Wegner (1998:170) defines sampling as "the process of selecting a representative subset of observation from a population to determine the characteristic of a random variable under study". Saunders et al (2000:151) says that sampling provides a valid alternative to a census when:

1. It would be impracticable to survey the entire population.

2. Budget constraints would not allow it.

3. Time constraint is a factor.

4. The researcher needs the results quickly.

The above bullets formed part of the study and justified sampling. Views of stakeholders in PSL football environment were drawn from the large football industry population.

3.12.1.1 Sampling Size

Quoted in Saunders et al (2000:170), (Patton 1990) put forward the point relating to the ambiguous nature of the sample size.

The point made by the author relates to a view purporting that the size of the sample may depend on the research question and objectives in particular.

The objectives could be what is it exactly that the researcher is out to establish? Is what the researcher is trying to find out useful? Will the findings be credible? What is it that can be done within the available resources? It therefore stands to reason that it is the logic behind your sample selection that is important.

Notwithstanding the point made above (Blankenship et al, 1998:90) believe that the sample size for any study must be able to produce statistically accurate results which must be based on the margin of error and level of confidence.

The researcher conducting this study believes that though the size of the sample was not what he would have liked it to be, it was however meaningful and geared to yielding reasonably accurate results. It could well be that some amount of confidence level and the margin of error was compromised, though not to a point of rendering the result unreliable.

3.12.1.2 Sampling Technique

Two sampling techniques, namely probability sampling and non-probability sampling, can be used in conducting a sampling for a study (Wimmer an Dominick, 1994:64) and (Sanders et al, 2000:152).

According to Saunders et al (2003:170) limited resources or the inability to specify a sampling frame may dictate the use of one or a number of non-probability sampling techniques.

A non-probability sampling technique selected itself for this project given the realty of limited resources.

3.12.1.3 Stratified Sampling

Barnett (1991) cited in (Saunders et al, 2000:171) says that in a non-probability sampling, quota sampling assumes a type of stratified sample.

This view legitimises the use of stratified sampling in the non-probability sampling environment that may define the sampling method used in this project (see point 3.12).

3.13 Validity And Reliability

Cooper & Schindler (1998:166) says that validity refers to an extent to which the researcher measures that which is supposed to be measured. It deals with the soundness, the effectiveness of the measuring instrument. There are various types of validity. This study will measure the following for validity:

3.14 Face Validity

Important questions asked to validate the instrument are

1. Does the instrument succeed to measure what it supposes to measure?

2. Is the sample representative of the relevant universe?

The sample was drawn from the people who are dealing with the affairs that relate to football industry on a daily basis.

3.15 Content Validity

The instrument has good content validity if it accurately covers the topics that have been defined in the study. The topics in the study are; football business, sound labour relations management, and sound management principles. These need be fairly covered in the study in order for the content to be valid.

3.16 Data Analysis

According to Bailey (1987:370) data collection leads to the analysis so that the result thereof must be presented to the expected audience in a manner that will be convincing for a decision to be made.

The researcher examined responses for completeness and accuracy. The close-ended ones lent themselves easy to detect errors if any. Errors could be in the form of marking two or more responses when only one was required.

The number of responses that proved relevant to the research, and categories or values they fell into was formalised and made ready for the purpose of displaying them in pie charts and graphs.

3.16.1 Statistical Analysis

The allocation of weighting in terms of the importance of the questions completely responded took the following forms:

1. Scaling up percentages distribution in the manner of 0-20, 21-24, 41-60, 61-80 and above 80.

2. Allocating the value of 5 to the most important choice and scaling them down to 1 which represented the least important one.

3. Scaling down the values from the most important to the least choice in the form of strongly agree, agree, not sure, disagree and strongly disagree.

4. Scaling down from excellent to good to reasonable to fair to zero.

Bailey et al (1995:50) says that quantitative research measures things or count them, perhaps use statistical tests on data, and then write up the results using tables, figures, graphics and bar charts.

The researcher employed the quantitative methodology in the interest of telling the story objectively, impressed by the adage that says "figures don't lie".

The pattern followed has been that of laying open statistics relating to the number of respondents that have participated in the study. These were organised in layers in order to prepare them for collating the emerged categories of responses into meaningful collections and chunks with the use of tables, figures, graphics and bar charts in chapter four.

3.17 Generalise-ability

This is sometime referred to as external validity. A concern you may have in the design of your research is the extent to which your research results are generalise-able. (Saunders et al, 2000:102).

The research setting of this study is the countrywide PSL clubs. A concern pertinent to the study could be the question relating to whether the results yielded by the study conducted in Gauteng football-labour relations environment could be applicable in the province of Limpopo, Eastern Cape and North West and other provinces.

The achieved twenty five percent sample representative-ness of the population gives the researcher a reasonable degree of confidence that the findings will be fair without bias or logic leap.

3.18 Summary

Smith, (1991) cited in (Saunders et al, 2000:425) says "A further way in which you can sign post your work is to 'top and tail' each chapter". This strategy assumed a summary form.

Saunders et al (2000:425) goes on to say that the few words included at the beginning of the chapter provide a description of how the chapter is to contribute to answering the research question, the methods used and the points that are covered.

This chapter was dedicated to the collection of data from the relevant sample of football business stakeholders. The respondents made up a sufficient response rate that is sufficiently to base credible findings on.

3.19 Conclusion

"Do my conclusions (or theory) stand up to the closest scrutiny? (Saunders et al, 2000:104)". The gist of the question posed by the author challenges the authenticity of what the study presents as a fact.

Are the findings correct and reliable when examined closely? Is the researcher asking the readers of his/her work to make logic leaps i.e. to make conclusions that are logically invalid?

Saunders et al (2000:103) put it smartly, saying, "It is vital that your thought processes are of high quality. Your research design will be bases on a flow of logic and a number of assumptions, all of which must stand up to the closest scrutiny".

The objective in this chapter has been to test if the fieldwork results will confirm the assumptions by the researcher. The assumption is that the absence of the LRM in staff complement of the PSL clubs, stands in the way of the PSL club and their business success. The absence shows up in poor labour relations management, non-compliance with labour statutory requirements and the flouting of sound business management principles.

The chapter provided a methodological window through which the researcher looked into labour relations management inefficiencies that led to football business achieving less than it would, had the problem not existed. And most importantly, the need for further research in the field became evident.

CHAPTER FOUR : RESULTS

4. 1 Introduction

This chapter focuses on the presentation of primary data obtained from the questionnaires that were distributed to the respondents, and dealt with in chapter three.

The data that is used for the statistical presentation is based on the responses of participants on whether the role of the LRM within the PSL clubs would contribute positively towards taking football business forward.

The aim of the data presentation is to present the impression of football business stakeholders in the form of statistics formatted and in tables and charts. The response statistics and response rate are going to be based on completed and processed questionnaires. The responses will be identified, grouped and classified.

4.2 Results (Returned Questionnaires)

A total of 136 questionnaires were delivered to the sampled participants in the study. 86 questionnaires were completed and returned, making a 63% response rate.

All returned questionnaires were found to be usable for analysis serving as a desired basis for ultimate conclusion and recommendation, in line with (Aaker et al, 1998:220) that all responses from fieldwork be used for the purpose of arriving at conclusions and recommendations.

Seven of the ten football administrators (SAFA and PSL) returned the questionnaires, representing 70% return rate.

Of the twenty-four PSL club officials, fourteen returned the questionnaires, making a 58% return rate.

Sixty-five players were given questionnaires. Thirty-three responded, making a 51% response rate.

Fifteen coaches were give questionnaires. A total of ten responded, making a 66% response rate and all eight of the pressure group i.e. four union office bearers and four supporters' association office bearers returned the questionnaires, making a 100% return rate.

All six sponsors completed and returned questionnaires, making a 100% return rate and eight of the twelve journalists completed and returned questionnaires, making 66% return rate.

The sample represented a total of one 86 participants from a total of 136 people to whom questionnaires were sent, responded.

4.3 Overall Picture Of Responses Returned

Saunders et al (2000: 236) states that in order to obtain an accurate overall picture of the returned questionnaires, a weighting of the strata response rate is necessary. The weightings of the football-administrators response rate were 7/10, that of the clubs management was 14/24.

The players representation was 33/65, that of the coaches was 10/15, that of the sponsors was 6/6, the pressure group was represented by 8/8 and that of the 8/12. The bar chart below depicts the accurate picture.

4.3.1 Responses As Per Categories Of Participants
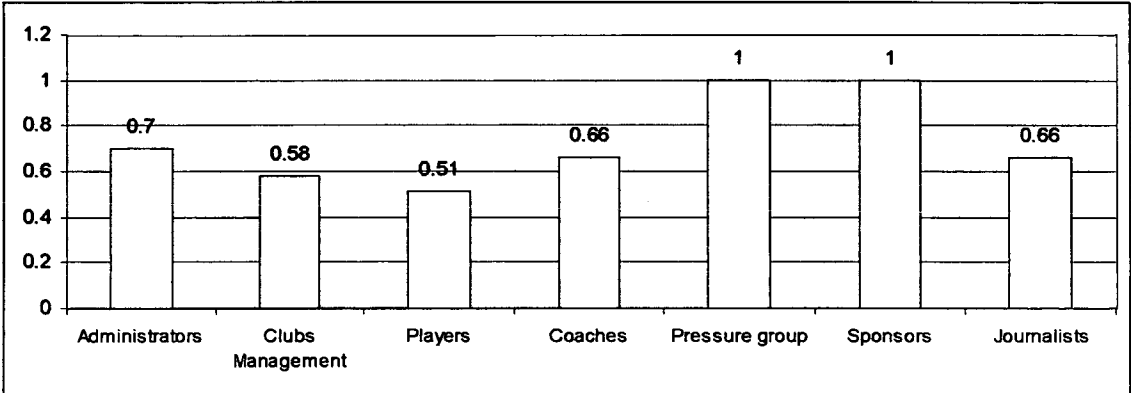
Fig.4.1.1 Responses from the categorized participants.

4.3.2 Responses About The Labour Relations Manager

Table 4.4.1 coded responses from football business stakeholders

Statement	A	B	C	D	E	AB	C1	DE
1.	51	17	11	4	3	68	11	7
2	41	31	6	5	3	72	6	8
3.	23	18	21	14	10	41	21	24
4.	12	11	50	7	6	23	51	13
5.	12	12	15	11	36	24	15	47
6.	53	11	13	5	4	64	13	9
7.	24	19	13	12	18	43	13	30

Results That Are Stated Below Are Based On Table 4.4.1

Statement 1 was: The percentage of PSL football clubs who have employed a labour relations manager, ranges between 0-20, 21-40, 41-60, 61-80, above 80. Out of 86 respondents, 59.3% chose the rage 0-20, 19.8% chose 21-40, 12.8% chose 41-60, 4.7% chose 61-80 and 3.5% chose the above 80 percent mark.

Statement 2.was: The percentage of PSL football clubs that consider employing a labour relations manager ranges between 0-20, 21-40, 41-60, 61-80, above 80. Out of 86 respondents, 47.7% chose the range 0-20, 36% chose 21-40, 7% chose 41-60, 5.8% chose 61-80 and another 3.5% chose above 80 percent mark.

Statement 3 was: The percentage of PSL football clubs that do not consider employing a labour relations manager, ranges between 0-20, 21-40, 41-60, 61-80, above 80. Out of 86 respondents, 26.7% chose the 0-20 range, 21% chose 21-40, 24% chose 41-60 range, 16% chose 61-80 and 11.6% chose the above 80 percent mark.

Statement 4 was: The percentage of PSL football clubs that would feel indifferent about the prospect of employing a labour relations manager, ranges between 0-20, 21-40, 41-60, 61-80, and above 80. Out of 86 respondents, 13.9% chose the 0-20 mark, 12.8% chose 21-40, 58% chose 41-60, 8% chose 61-80 and 7% chose the above 80% mark.

Statement 5 was: The percentage of PSL football players who will welcome the move to employ a labour relations manager, ranges between 0-20, 21-40, 41-60, 61-80, and above 80. Out of 86 respondents, 13.9% chose 0-20, 13.9% chose 21-40, 17,36% chose 41-60, 12.8% chose 61-80, and 42% chose the above 80 percent mark.

Statement 6 was: not welcome such a move ranges between 0-20, 21-40, 41-60, 61- 80, and above 80. Out of 86 respondents, 62% chose 0-20 mark, 12.8% chose 21-40, 15% chose 41-60, 5.8 chose 61-80 and 4.7% chose the above 80.

Statement 7 was: The percentage of PSL football players who would feel indifferent to such a move ranges between 0-20, 21-40, 41-60, 61-80, and above 80. Out of 86 respondents, 27.9% chose 0-20 mark, 22% chose 21-40, 15% chose 41-60, 14% chose 61-80, and 21% chose the above 80 percent mark.

4.3.3 Does The Need Exist To Employ A Labour Relations Manager?

Table 4.4.2 coded responses from football business stakeholders regarding the need to employ a labour relations manager

Statement	A	B	C	D	E	AB	C1	DE
1.	45	24	7	6	4	69	7	10
2.	3	5	6	27	45	8	6	72
3.	4	6	5	22	49	10	5	71
4.	3	6	7	20	50	9	7	70

The following statements are based on the statistics reflected in figure in Table 4.4.2

Statement 2 was: Only big clubs should employ labour relations managers. Of the 86 respondents, 3.5% strongly agreed, 5.8% agreed, 7% were not sure, 31.4% disagreed and 52.3% strongly disagreed.

Statement 1 was: Every PSL club should employ a labour relations manager. Of the 86 respondents, 52% strongly agreed, 28% agreed, 8% were not sure, 7% disagreed and 5% strongly disagreed.

4.3.4 Should Every PSL Club Employ A Labour Relations Manager?
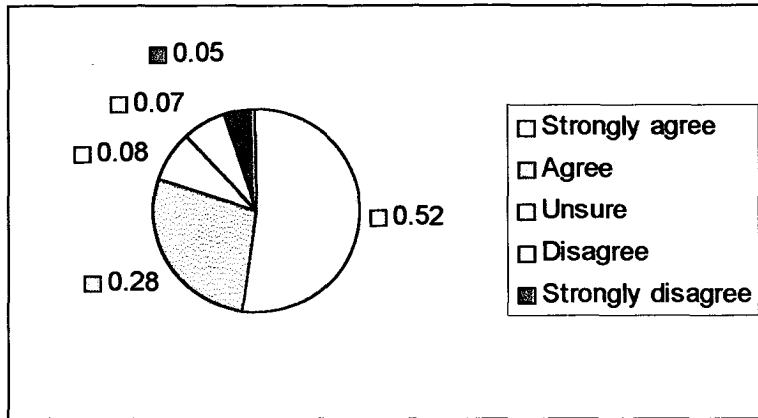
Fig. 4.1.2 Responses from the football business stakeholders determining if there is need to employ a labour relations manager by all PSL clubs.

4.3.5 Only Big Clubs Should Employ A Labour Relations Manager
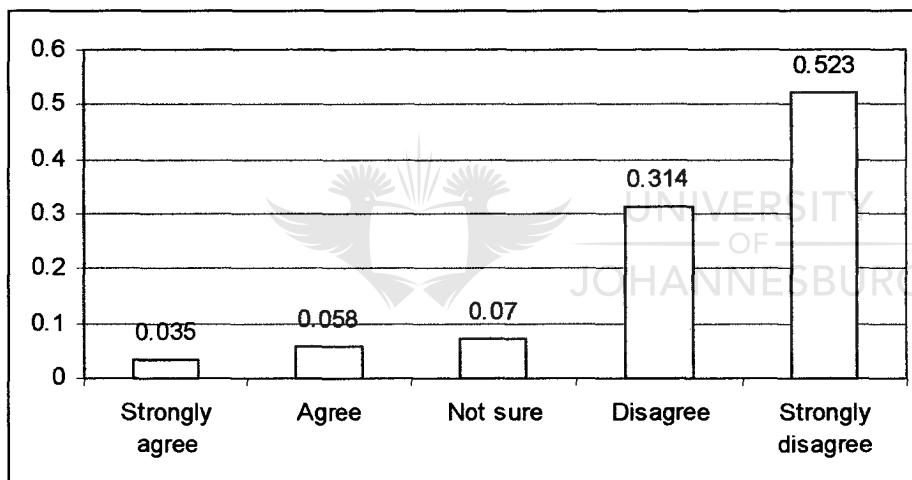
Fig. 4.1.3 responses on whether it is the business of big clubs alone to employ a labour relations manager or not.

Statement 3 was: It is not necessary that football clubs should employ labour relations managers. Of the 86 respondents, 5% strongly agreed 7.2% agreed, another 5.8% were not sure, 25.6% disagreed and 57% strongly disagreed.

4.3.6 It Is Not Necessary For PSL Clubs To Employ A Labour Relations Manager
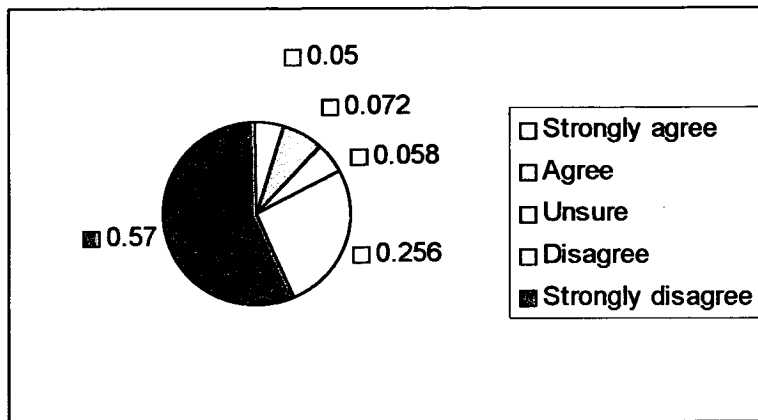
Fig. 4.1.4 Responses on the statement that it is unnecessary for PSL clubs to employ a labour relations manager.

Statement 4 was: Only those clubs that have had serious labour relations problems in the past should need to employ labour relations managers. Of the 86 respondents, 3.4% strongly agreed, 7% agreed, 8% were not sure, 23.3 disagreed and 58.1% strongly disagreed.

4.3.7 Only Clubs With Bad Experience Should Employ A Labour Relations Manager
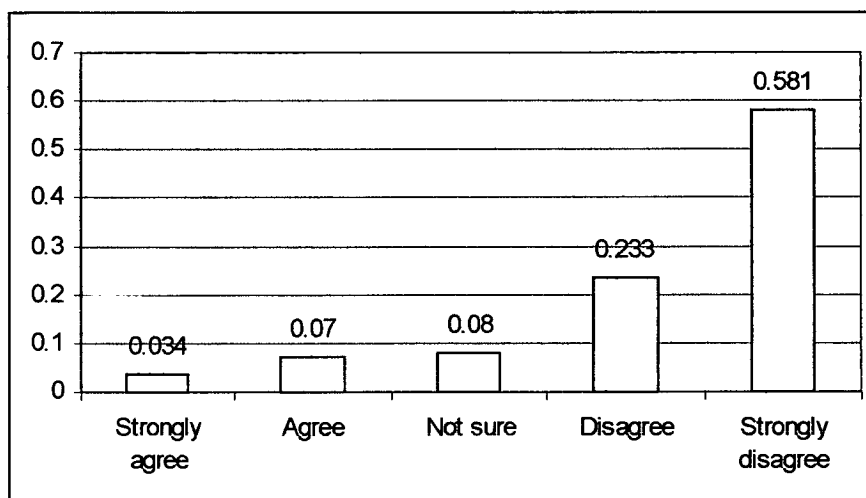
Fig. 4.1.5 Responses on the statement that only those PSL clubs that have had labour relations experience should employ labour relations managers.

4.3.8 Duties Of The Labour Relations Manager

Table 4.4.3 Coded responses from football business stakeholders on the duties of a labour relations manager.

Statement	A	B	C	D	E	AB	C1	DE
1.	8	10	11	37	20	18	11	57
2.	48	18	9	7	4	66	9	11
3.	46	16	11	8	5	88	31	13
4.	13	16	21	31	5	48	37	47

The following statements are based on the statistics reflected in table 4.4.3. The same statement is meant for the statistics reflected in the upcoming fig. 4.3.6

Statement 1 was: Which of the following best describes the football management understanding of the duties of the LRM? Of the 86 respondents, 9.3% said excellent, 11.6% said good, 12.8% said reasonable, 43% said fair and 23.2% said zero.

4.3.9 Football Management Understanding Of The Duties Of The Labour Relations Manager
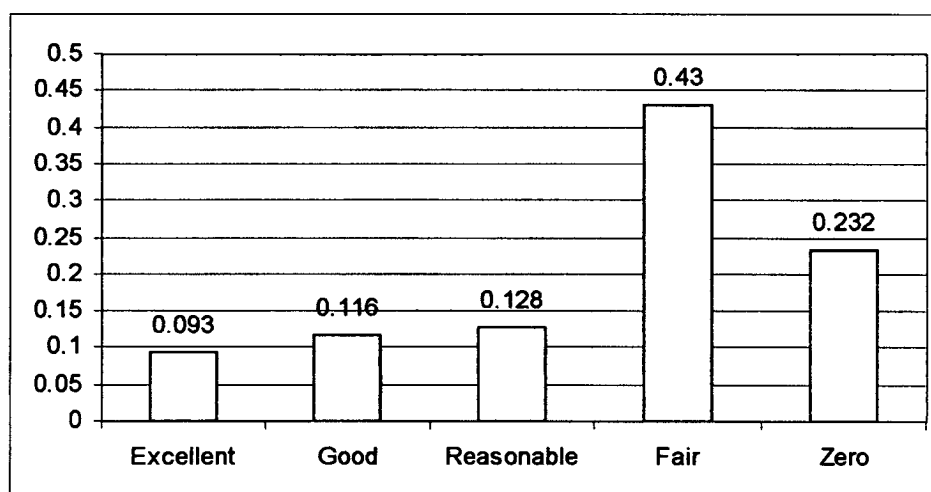
Fig. 4.1.6 Responses on the level of football management understanding of the duties of a labour relations manager.

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Statement 2 was: How good are the chances that a labour relations manager will bring about positive changes in the running of a football club. Of the 86 respondents, 55.8% said excellent, 20.9% said good, 10.5% said reasonable, 8.1% said fair and 4.7% said zero.

4.3.10 Chances That The Labour Relations Manager Will Bring About Positive Changes
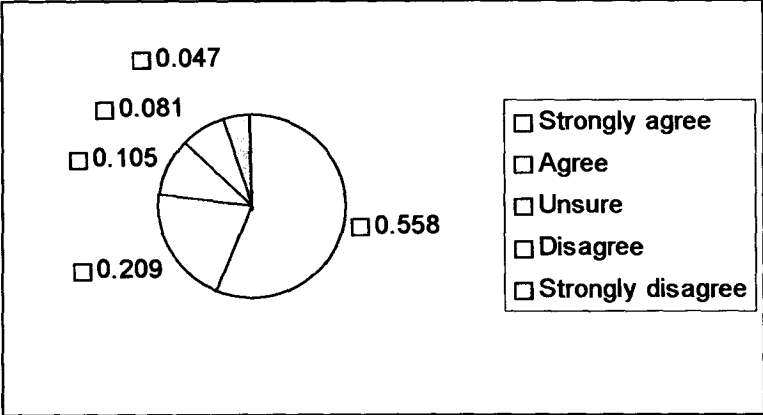
Fig. 4.1.7 above reflects responses on how good the chances are that the labour relations manager would bring about positive changes.

Statement 3 was: Chances that a labour relations manager would introduce progressive ways in which management should treat players are? Of the 86 respondents, 53.5% said excellent, 18.6% said good, 12.8% said reasonable, 9.3% said fair and 5.8% said zero.

4.3.11 Chances That The Labour Relations Manager Will Bring About Progressive Ways
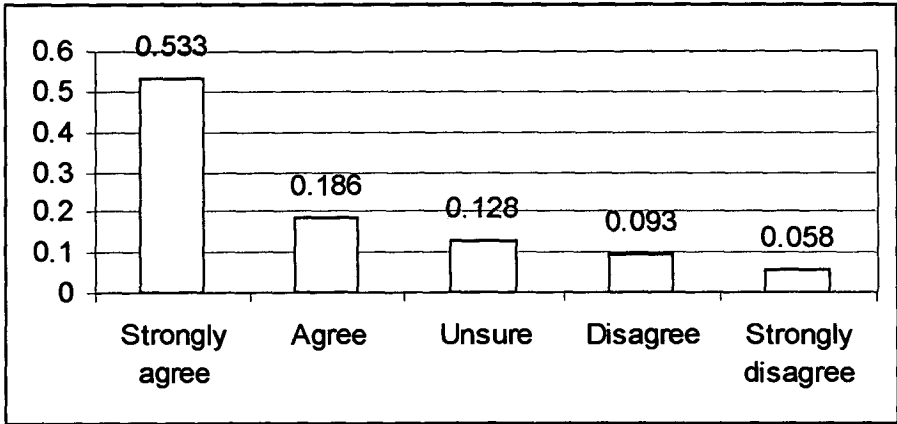
Fig. 4.1.8 above reflects responses regarding progressive ways in which management should treat employees.

4.3.12 Football Union Driven-Reasons For Employing A Labour Relations Manager.

Table 4.4.4 Coded response from the football business stakeholders whether the existence of the football union creates the need for PSL clubs to employ a labour relations manager.

Statement	A	B	C	D	E	AB	C1	DE
1.	15	17	37	9	8	32	37	17
2.	23	14	22	13	14	37	22	27
3	26	19	20	13	11	45	20	24
4.	14	25	19	16	12	39	19	28
5.	13	22	23	13	15	35	23	28
6.	32	22	17	8	7	54	17	15

The following statements are based on the statistics reflected in figure 4.4.4

Statement 4 was: The need to employ a labour relations manager is made stronger by the advent of the football union. Of the 86 respondents, 17.4% strongly agreed, 19.76% agreed, 43% were not sure, 10.5% disagreed and 9.3% strongly disagreed.

Statement 1 was: There is a good chance that the labour relations manager's expertise will benefit the club, unionised as well as non-unionised players. 53.5% said excellent, 18.6%, said good 12.8% said reasonable, 9.3% said fair and 5.8% said zero.

4.3.13 Chances That A Labour Relations Manager Will Benefit Unionized And Non Unionised Employees
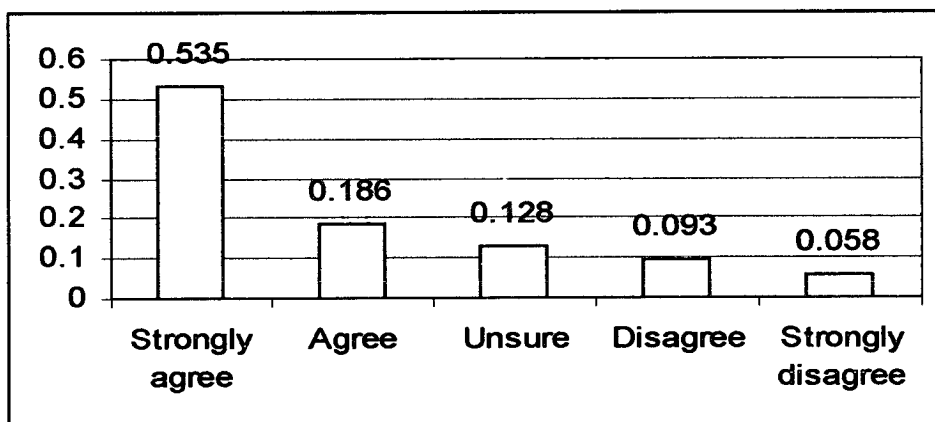
Fig. 4.1.9 Responses regarding benefiting all employees unionised and ununionised.

Statement 2 was: Labour relations managers lead negotiations to mutually beneficial deals. Of the 86 respondents, 20.9% chose 1, 26.7% chose 2, 25.6% chose 3, 18.6% chose 4 and 8.1% chose 5.

Statement 3 was: Labour relations managers facilitate settling of disputes in a fair manner. Of the 86 respondents, 16.3% chose 1, 31.4% chose 2, 29% chose 3, 17.4% chose 4 and 5.8% chose 5.

4.3.14 The Labour Relations Manager Is Expected To Facilitate Settling Of Disputes In A Fair Manner
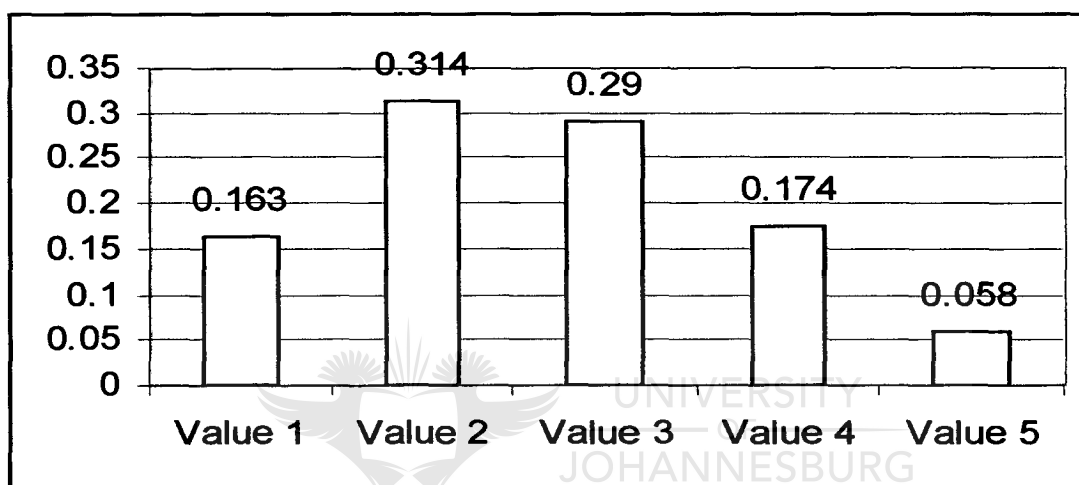
Fig. 4.1.10 Responses on the facilitation of the settling of disputes in affair manner by the labour relation manager.

Statement 4 was: The LRM will assist in bringing stability. Of the 86 respondents, 10.5% chose 1, 20.9% chose 2, 24.4% chose 3, 17.4% chose 4 and 26.7% chose 5.

Statement 5 was: Labour relations managers are more likely to promote discipline awareness. Of the 86 respondents, 11.6% chose 1, 22.1% chose 2, another 22.1% chose 3, 24.4% chose 4 and 19.8% chose 5.

Statement 6 was: Labour relations managers are more likely to contribute in a manner that will assist the club to achieve the most it can. Of the 86 respondents, 12.8% chose 1, 19.8% chose 2, 25.6% chose 3, 23.3% chose 4 and 18.6% chose 5.

The following chart reflects the statistics regarding the confidents or lack of it by the respondents in the LRM to assist the in stabilising a work place. 10.5% chose 1, 20.9% chose 2, 24.4% chose 3, 17.4% chose 4 and 26.7% chose 5.

4.3.15 The Labour Relations Manager Is Expected To Assist In Stabilising The Work Place
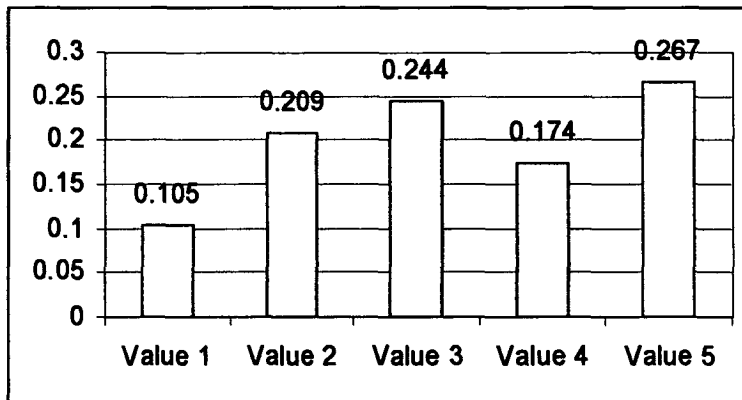
Fig. 4.1.11 Responses on the expectation placed on the labour relations manager to assist in stabilising the workplace.

Responding to whether the LRMs are more likely to promote discipline awareness, as captured in statement number five, responses' valuations are reflected on the chart.

4.3.16 The Labour Relations Manager Is Most Likely To Promote Discipline
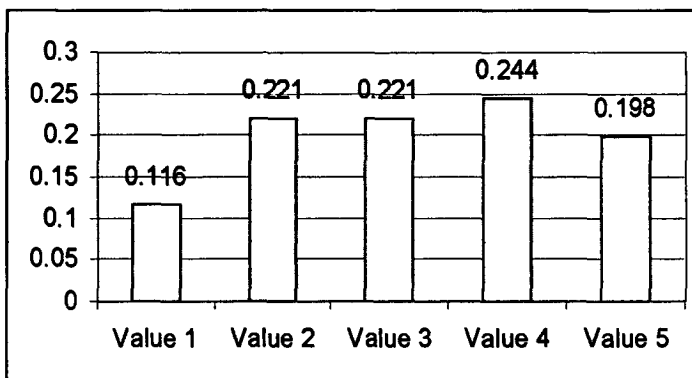
Fig. 4.1.12 Responses regarding promoting discipline awareness.

As reflected in statement number six, the chart captures the perceived likelihood of the LRM assisting the club to achieve the most it can. Responses were as follows: 12.8% chose 1, 19.8% chose 2, 25.6% chose 3, 23.3% chose 4 and 18.6% chose 5.

4.3.16 The labour relation manager is most likely to assist the club to achieve the most it can
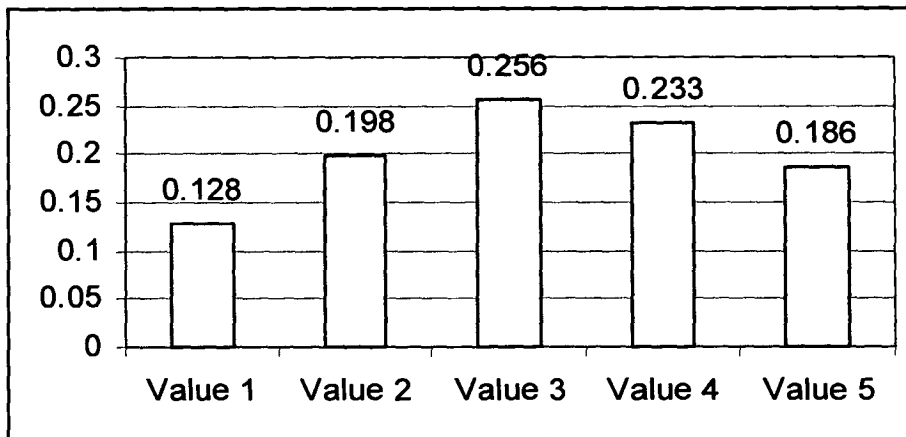
Fig. 4.1.13 Responses on the likelihood that a labour relations manager would assist the club to achieve the most it could.

4.3.18 Benefits of the labour relations manager

Table 4.5.6 Coded responses from football business stakeholders on the benefits of a labour relations manager.

Statement	A	B	C	D	E	AB	C1	DE
1.	31	23	7	16	9	54	7	25
2.	27	23	8	17	11	50	8	28
3.	17	24	17	9	19	41	17	28
4.	27	23	17	11	8	50	17	19
5.	20	19	14	21	12	39	14	33

The following statements are based on the statistics reflected in table 4.5.6. The same information is captured on the accompanying charts.

Regarding the going down of the level of tension between players and management, the scoring by the respondents is reflected in the following proportions: 36.8% strongly agreed, 26.7% agreed, 8.1% unsure, 18.6% disagree and 10.5% strongly disagreed.

4.3.19 The Labour Relations Manager Is Expected To Ensure Lower Tension Between Management And Staff
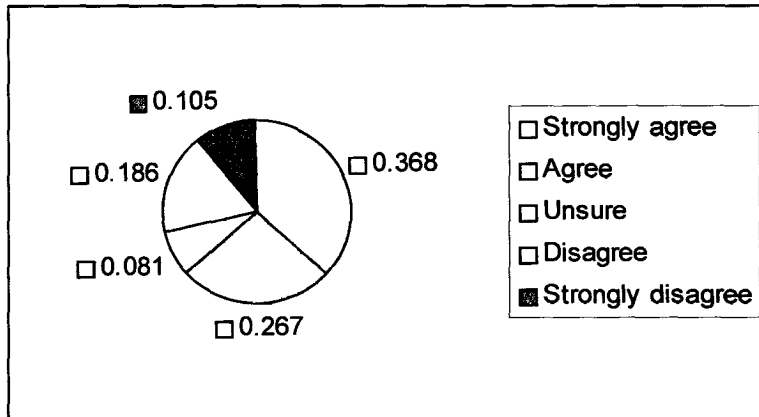
Fig. 4.1.14 Responses on the expectation from the labour relations manager to ensure that tension is kept as low as possible.

Statement 2 was: Better understanding of the disciplinary procedure. Of the 86 respondents, 31.4% strongly agreed, 26.7% agreed, 9.3% not sure, 19.8% disagreed and 12.8% strongly agreed.

4.3.20 The Labour Relations Management Is Expected To Ensure Better Understanding Of The Disciplinary Code
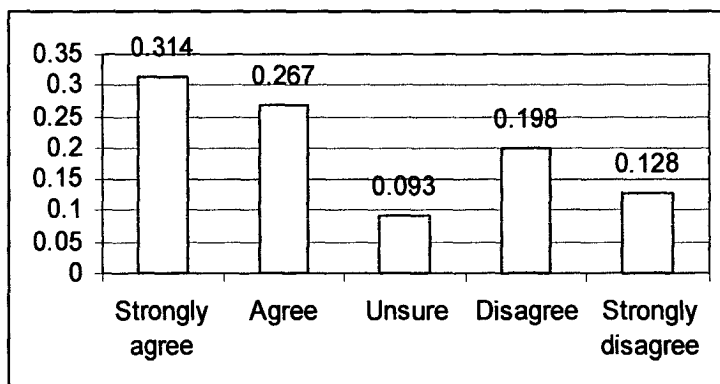
Fig. 4.1.15 Responses on the expectation from the labour relations manager to ensure better understanding of the disciplinary code.

Statement 3 was: Improved work relations. Of the 86 respondents, 19.8% strongly agreed, 27.9% agreed, 19.8% not sure, 10.5% disagreed and 22.1% strongly disagreed.

4.2.21 The Labour Relations Manager Is Expected To Ensure Improved Work Relations
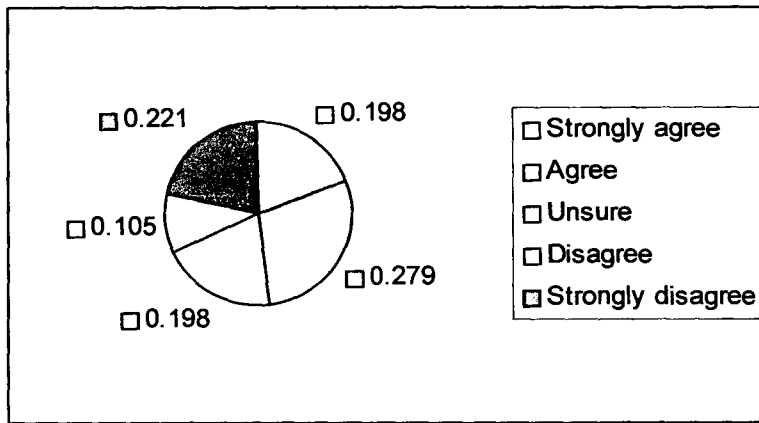
Fig. 4.1.16 Responses on the expectation that the labour relations manager would ensure improved work relations.

Statement 4 was: Relatively happier players and staff in general. Of the 86 respondents, 31.4% strongly agreed, 26.7% agreed, 19.8% not sure, 12.8% disagreed and another 9.3% strongly disagreed.

4.3.22 The Labour Relation Manager Is Expected To Ensure Happier Employees In General
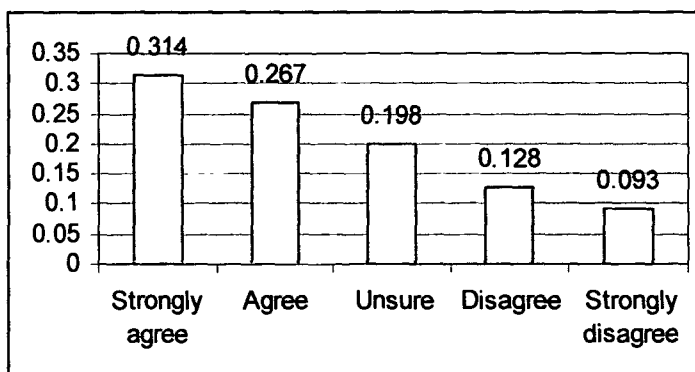
Fig. 4.1.17 Responses on the expectation that the labour relations manager would ensure happier employees in general.

Statement 5 was: Committed members and staff in general. Of the 86 respondents, 23.3% strongly agreed, 22.1% agreed, 16.3% not sure, 24.4% disagreed and 13.9% strongly disagreed.

4.3.23 The Labour Relations Manager Is Expected To Ensure Committed Members And Staff In General
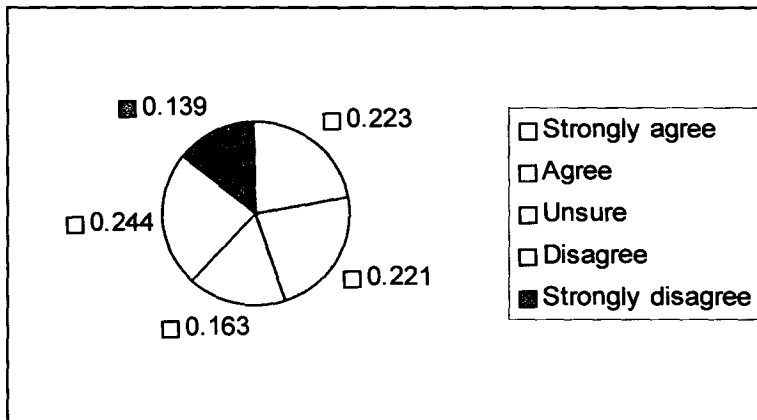
Fig. 4.1.18 Responses on the expectation that the labour relations manager would Ensure that members and staff are committed to the club.

4.3.24 The Extent Of The Impact Of The Labour Relations Manager

Table 4.4.7 Coded responses from football business stakeholders on the extent of the impact of the labour relations manager.

Statement	A	B	C	D	E	AB	C1	DE
1.	19	37	18	6	6	56	18	12
2.	13	15	36	12	10	28	36	22
3.	14	19	23	21	9	33	23	30
4.	18	19	15	17	17	37	15	34

The following statements are based on the statistics reflected in figure 4.4.7 and are also confirmed in the accompanying charts.

Statement 1 was: The long term effect of the performance of good labour relations manager would be labour peace. Of the 86 respondents, 22.1% strongly agreed, 43% agreed, 20.9% unsure, 7% disagreed and 7% strongly disagreed.

4.3.25 Expected Long Term Effect Of Good Labour Relations Management: Labour Peace
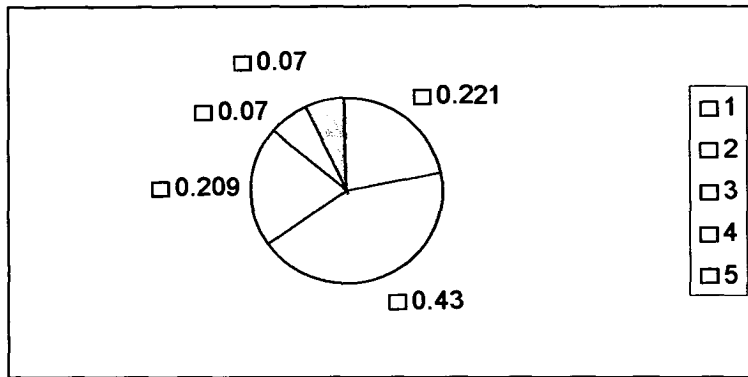
Fig. 4.1.19 Responses on the expected long term effect of a good labour relations manager to be labour peace.

Statement 2 was: The long-term effect of the performance of good labour relations manager would be competitive working conditions. Of the 86 respondents, 15.1% strongly agreed, 17.4% agreed, 42% unsure, 14% disagreed and 11.6% strongly disagreed.

4.3.26 Expected Long Term Effect Of Good Labour Relations Management: Competitive Working Conditions
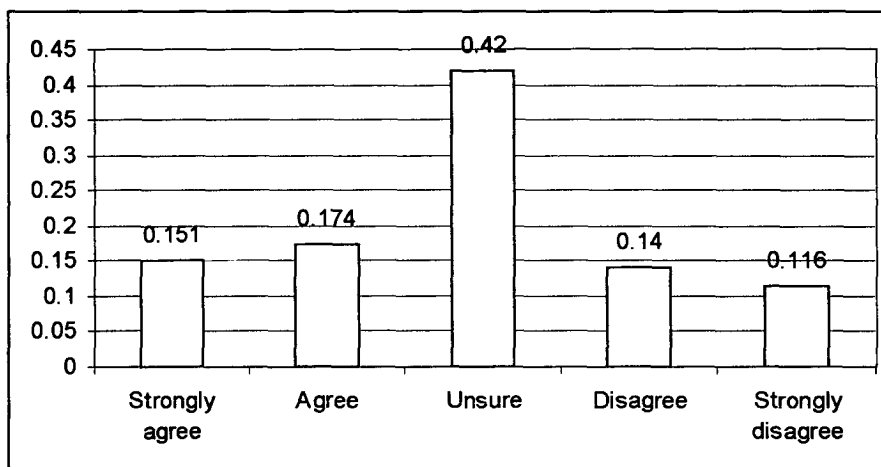
Fig. 4.1.20 Responses on the expected long term effect of good labour relations management to be competitive working conditions.

Statement 3 was: The long-term effect of the performance of good labour relations manager would be to turn the club into a preferred employer. 6.3% strongly agreed, 22.1% agreed, 26.7% not sure, 24% disagreed and 10.5% strongly disagreed.

4.3.27 Expected Long Term Effect Of Good Labour Relations Management: Preferred Employer
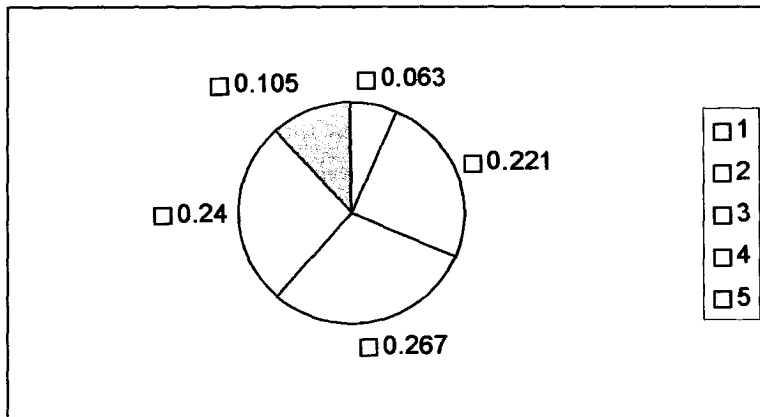
Fig. 4.1.21 responses on the long term effect of a good labour relations manager expected to turn PSL clubs to be preferred employers.

Statement 4 was: The long term-effect of the performance of good LRM would be an increase in the input of coaches, players, administrative staff and managers. 20.9% strongly agreed, 22.1% agreed, 17.4% unsure, 19.8% disagreed, 9.8% strongly disagreed.

4.3.27 Expected Lasting Effect Of Good Labour Relations Management: Input Increase
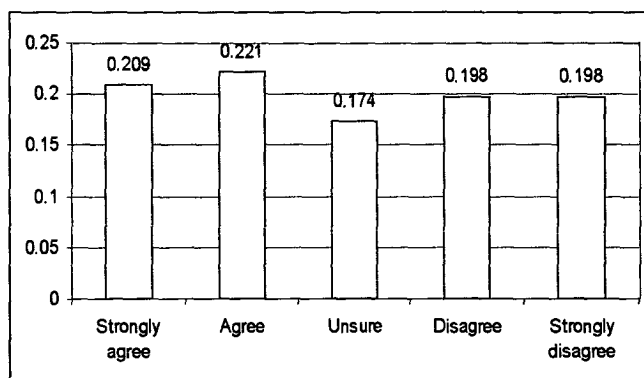
Fig. 4.1.22 Responses on the expected long term effect of good labour relations management to be overall input increase.

4.4 Open-Ended Questions

4.4.1 Why Has Football Business Lagged Behind Other Business Types This Long Regarding Engaging The Services Of A Labour Relation Management

1. 31% said management did not sense any need to employ an LRM.

2. 19% said the know-all attitude of management stand in the way.

3. 18% cited management fear of the anticipated loss of power.

4. 11% cited change resistance.

5. 11% cited budgetary constraint.

6. 10% said management regarded labour relations manager as an extra cost.

4.4.2 What, In Your View, Prompts Some Football Management To Strongly Consider Employing The LRM?

1. 44% cited awakening to labour environment reality labour legislation.

2. 38% cited labour legislation compliance.

3. 10% Say the LRM would protect management against the interest of the workers.

4. 08% cited willingness to improve workplace relations.

4.4.3 Why Would Other Football Managers Choose Not To Consider Hiring An LRM?

Respondents gave the following stumbling blocks:

1. Ignorance

2. Intransigence

3. Not willing to change

4. Absolute power retention

5. Financial problems

4.4.4 What Questions Would You Pose To The Players Regarding The Involvement Of The Labour Relations Manager?

1. Do you know the value of a LRM?

2. Do you think you can ask for help from him/her?

3. Do you know that his/her job should be to make understand work better?

4.4.5 What Else Do You Think Is Worth Mentioning Regarding The Good Things That Can Only Happen Via The Involvement Of The Labour Relations?

1. Levelling of the playing field.

2. Updating staff and players on labour issues.

3. Competitive salary and other benefits.

4.4.6 What Negative Results Are Likely To Emanate From The Involvement Of The LRM In The Management Of A Football Employee Relations?

1. Siding with management.

2. Could be used by management to bash the union.

3. Could be used by management to manipulate to the disadvantage of the staff.

4. Could favour some players.

4.4.7 What Questions Would You Pose To The Players Regarding Labour Issues? Responses were:

1. What are you doing to make sure you understand everything contained in your employment contract?

2. Who do you check with to confirm if your discipline and conduct is proper?

3. When a labour problem arises, who do you turn to for assistance?

4. What do you do when you want to know more about fair labour practice?

4.4.8 What Questions Would You Pose To Management Regarding Labour Related Issues? Responses were:

1. What is it that you think you still need to do to take care of your employees?

2. What are doing to empower players and staff in general?

3. Do you consult your staff on crucial decision-making?

4. Are the policies including the one on code of conduct known by your staff?

5. Are your players free to join a union of their choice?

4.4.9 Getting Labour Relations Right, Is Getting The Business Right/Wrong. Why? Responses are that;

Creating and maintaining good relations, at the workplace is an investment any business venture cannot succeed without.

4.5 Category By Category Analysis

4.5.1 Every PSL Club Should Employ A LRM

The strongest need to employ a LRM is felt by players followed by journalists, pressure group, sponsors, administrators, coaches and lastly the club officials.

4.5.2 Only Big Clubs Should Employ A LRM

Players, journalists, pressure group, sponsors, administrators, disagree with the projected statement whereas coaches, and club officials hold the view that only big clubs should employ a LRM.

4.5.3 It is Not Necessary For Football Clubs To Employ A LRM

A big percentage of managers think there is no need to employ a LRM for the PSL clubs. On the other hand players, journalists, pressure group, sponsors, administrators, and coaches think it is necessary to employ a LRM.

4.5.4 Only Clubs With Bad Labour Experience Should Employ A Labour Relations Manager

The response reflect a repeat of the situation that pertains under point 10.3 above where a big percentage of managers think there is no need to employ a LRM for the PSL clubs whilst players, journalists, pressure group, sponsors, administrators, and coaches think it is necessary to employ a LRM.

4.5.5 The Level Of Understanding By Football Managers Of The Duties Of A Labour Relations Manager

Players, pressure group, journalists, coaches and football administrators think that football management knowledge of the duties of a LRM is poor. Football managers believe they have good knowledge of the duties of a LRM.

4.5.6 Chances That A Labour Relations Manager Will Bring About Positive Changes

Players, pressure group, journalists, coaches and football administrators except football management, say that a LRM is expected to bring about positive results.

4.5.7 Chances That A Labour Relations Manager Would Introduce Progressive Ways Of Treating Players

Players, pressure group, journalists, coaches and football administrators with the exception of football management say that a LRM is expected to bring about positive results.

4.5.8 There Is A Good Chance That The LRM's Expertise Will Benefit The Club, Unionised As Well As Non-Unionised Players:

Players, pressure group, journalists, coaches and football administrators with the exception of football management say that a LRM's expertise is expected to benefit the club, employees across the board irrespective of affiliation.

4.5.9 Football Union Driven Reasons For Employing A Labour Relations Manager

Players, coaches and football management express no link between the unionisation of the football players and the employment of a LRM. Other categories, e.g. journalists, pressure group, football administrators express such a link.

4.5.10 Duties Of The Labour Relation Manager

The broader duties of the of the entire department of the labour relations manager for the efficient running of the department involves the strategic issues that form part of the of the mission statement, vision and values of the department.

4.5.11 Functions Of The Labour Relations Manager

Regarding hands on functions of the LRM, players and all categories but football management say that a LRM's participation in labour matters is expected to be fruitful.

4.5.12 Benefits Of The Labour Relations Manager

1. Lower the tension between players and management

2. Better understanding of the disciplinary procedure.

3. Improved working relations.

4 Relatively happier players and staff in general.

5 Committed players and staff in general.

All categories with the exception of football management say that a LRM's participation is expected to bring about the above deliverables.

4.5.13 Extent of the impact of the Labour Relation Manager

The long-term effect of the performance of good LRM is expressed by all categories but football management to be labour peace, competitive environment, turning the PSL clubs into a preferred employer, increased input by management and employees.

4.5.14 Summary

All categories express negativity as standing in the way with regard the employment of a LRM by the PSL clubs, management say football business operates differently to all other corporate entities and as such does not need the services of a LRM.

4.6   Conclusion

It is important to extract information from data, collate it and present it in an orderly manner, intelligible to the intended reader and whoever seeks to process that information further. This is what chapter four has been dedicated to do.

CHAPTER FIVE : INTERPRETATION OF RESULTS

5.1 Introduction

This chapter focuses on the interpretation of primary data obtained from the questionnaires dealt with in chapter three and presented in chapter four.

The purposefully organised and collated data will be used for statistical analysis. This data is extracted from the responses regarding the role of the labour relations managers within PSL clubs, whether this role can take football business forward.

5.2 Inferential Statistics

Wegner (1998:5) says "Inferential statistics is that area of statistics which extends the information extracted from a sample to the actual environment in which the problem arises".

The findings arrived at from the collective responses extracted from a sample of respondents organised in category form, are regarded as representing the wider population of all the stakeholders involved in football business.

The generalisation of the results of the research study claims that the sample analysis regarding the state of being desirable or not desirable, of the role of a labour relations manager, and or whether that role will benefit football business, is exactly what you would find if you were to get the responses from the entire population of the football stakeholders about the same issues.

5.3 Interpretation Of Results

The results are going to be interpreted in terms of statistical analysis, quantitatively speaking, and in terms of meaning in particular. Meaning that comes out and laid open for scrutiny in order to arrive at some conclusions.

These conclusions will form the basis for recommendations in chapter six. Attention will be given to specific sub-topics. Some statements are going to be combined for interpretation purposes.

5.4 Duties Of The Labour Relations Manager

Duties of the LRM as suggested in the questionnaires and established from the responses, are the following:

1. The bringing about of PSL positive management changes.

2. Introduction of progressive ways in which employees should be treated.

3. Quantifiable benefit to the clubs, unionised as well as non-unionised players.

The results showed that 76,7% of respondents see the chance of an LRM bringing about positive changes in the running of a football club as being within the parameters of being good and excellent. A minority of 12.8% see the role of an LRM as being between fair and zero. This picture conclusively favours the employment of an LRM.

Chances of introducing progressive ways, quantifiable benefits for the clubs, unionised and non-unionised players, is equally conclusive in favour of the LRM.

5.5 Functions Of A Labour Relations Manager

The results showed that a 65.1% gave the highest values, i.e. 5 and 4, to the prospect of a LRM assisting in implementing labour legislation.

The aggregate percentage between leading negotiations to mutually beneficial deals, facilitation of the settling of disputes in affair manner, assisting in stabilising the workplace, the promotion of discipline awareness and the contribution in a manner that will assist the club to achieve the most in can, is in favour the employment of an LRM.

5.6 Football Union Driven Reasons For Employing A Labour Relations Manager

The results showed that 43% of the respondents were not sure if the fact that for the first time in history of South African soccer, a trade union factors in the domestic football industry, is impacting on the necessity to hire an LRM. 19.8% falls within disagree and strongly disagree parameters.

This picture points to the respondents not seeing the coming into football equation of the football union, as contributing to the employment of an LRM.

The requirement of the skills of the LRM to match the expertise of the union for negotiation purposes, the accurate interpretation of labour legislation, the overall fairness in disciplinary matters, the expedient conclusion of necessary agreements and the potential to empower all the stakeholders, seem to draw the same number of respondents who are uncertain and those favouring the employment of the LRM.

5.7 Need Driven Reason To Employ A Labour Relations Manager

The results showed that 80% of the respondents sense the need to employ the LRM. The suggestion that only big clubs should employ the LRM, that it is not necessary to employ an LRM at all and that only those clubs that have had serious problems relating to labour disputes with players in the past, should employ an LRM, is heavily tilted in favour of employing an LRM.

5.8 Benefit Of A Labour Relations Manager

The results showed that 63.3% responses lye between strongly agree and agree in relation to the statement that the LRM would lower the tension between players and management.

Regarding the better understanding pertaining the disciplinary procedure, improved working relations, relatively happier players and staff in particular and committed players and staff in general, combined responses point to the optimism of the contribution of the LRM.

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5.9 Extent Of The Impact Of The Labour Relations Manager

The results showed that 65.1% of the respondents say that the long-term effect of the performance of a good LRM would be labour peace. This is another conclusive evidence of the confidence shown by participants in the employment of the LRM.

Other statements in the sub-topic that conspire in favour of the employment of the LRM are the competitive working conditions, the turning of the club into a preferred employer and the increase in the input of coaches, players, administrative staff and managers.

5.10 Open-Ended Questions

1.Why Has Football Business Lagged Behind Other Business Types Regarding Employing A Labour Relations Manager

The results showed that 31% of the respondents say football management do not think there is a need to employ an LRM. It came to the fore as the researcher was having interviews with clubs managements, that quite a substantive number of them consult labour lawyers whenever the need arises.

19% said the know-all attitude of management prevent them from employing these LRMs. 18% cited the fear of the anticipated loss of power by management should an LRM be employed. 11% cited resistance to change as a hindrance. Another 11% cited budgetary constraint and the 10% said management regarded an LRM as an extra cost. All these reasons individually and collectively have their contributions towards hindering the PSL management initiative of employing an LRM.

2. What, In Your View, Prompts Some Football Management To Strongly Consider Employing A Labour Relations Manager?

It is not difficult to accept that change of heart do happen in business like in all aspects of life. Football business is not an exception to the rule. Backing this change of heart is the claim by 44% of the respondents that some management awaken to labour environment reality. 8% cited labour legislation compliance as a reason.

3. Why Would Other Football Managers Choose Not To Consider Hiring Labour Relations Manager?

Respondents cited the following reasons in the order of importance as standing in the way:

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1. Ignorance.

2. Intransigence.

3. Not willing to change.

4. Absolute power retention.

5. Financial problems.

From the above reasons, it is reasonable to deduce that, had it not been for these factors standing in the way, the number of clubs who could have employed labour relations managers would be more that they are at the moment.

4. What Questions Would You Pose To The Players Regarding The Involvement Of The Labour Relations Manager

Questions that could be posed by respondents, if only they had the opportunity to do so, suggest that the poser of such a question has some impressions about the desired contribution by the LRM.

The sum total of responses impresses on the researcher to draw conclusion that the employment of the LRM by PSL clubs is necessary were responses to questions such as:

1. Do you know if an LRM is of any value to you, If so under what circumstances?

2. Do you think you can ask for help from him/her regarding any labour matter?

3. Do you know that his/her job should be to make you understand your work environment better?

5. What Else Do You Think Is Worth Mentioning Regarding The Good Things That Can Only Happen Via The Active Involvement Of The Labour Relations Manager

    1. Levelling of the playing field.

    2. Updating staff and players on labour issues.

    3. Competitive salary and other benefits.

These responses conclusively portray the importance and positive ness of the LRM.

6. What Negative Result or Results is or Are Likely To Emanate From The Involvement Of The Labour Relations Manager In The Football Employee Relations Management?

    1. Siding with management.

    2. Could be used by management to bash the union.

    3. Could manipulate things to the disadvantage of the staff.

    4. Could favour some players.

The employment of an LRM may be important, necessary and perhaps imperative, it could however have its down side. The above statements say just that.

7.What Questions Would You Like To Pose To The Players Regarding Labour Issues?

    1.What are you doing to make sure you understand everything contained in your contract of employment?

    2.Who do you check with to confirm if your discipline and conduct is within the parameters of the code of conduct of the club?

    3.Do you know who to turn to for assistance when a labour problem arises at your club?

    4. What do you do when you want to know more about fair labour practice?

8. What Questions Would You Pose To Management Regarding Labour Related Issues?

1. What are you doing to empower players and staff in general?

2. Do you consult your staff on crucial decision-making?

3. Are the policies including the one on code of conduct known by your staff?

4. Are your players free to join a union of their choice?

5. What is it that you think you still need to do to take care of your employees?

9. Getting Labour Relations Right, Is Getting The Business Right/Wrong. Why?

Good labour relations produces empowered and therefore committed workforce. When labour relations shall be gotten right then the workplace shall have progressed to a level where the environment is suitable for work. Suitability as in facilitating productivity and professionalism as well as the resultant returns to investment.

5.11 Conclusion

The interpretation of the results was imperative and it laid an indispensable basis upon which to build a case for the conclusion and recommendation.
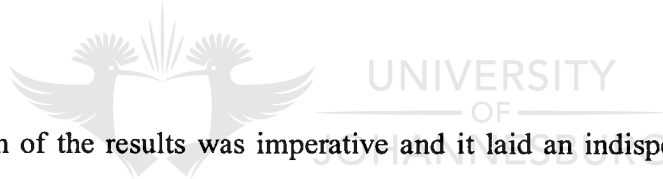
CHAPTER SIX : CONCLUSIONS AND RECOMMENDATIONS

6.1   Introduction

Data analysis in chapter five established some facts and realities in football regarding whether or not an LRM has a role to play in the management of PSL clubs and the impact of such a decision.

This chapter as it picks up from the preceding one, takes the responsibility to point the way to go by the PSL clubs. It connects all the facts and truths derived throughout the research project in order to arrive at the conclusion. It also touches upon ideas for future research in order to take care of future labour relations management imperatives.

Conclusions, suggestions and recommendations made in this chapter will be made available to all PSL clubs, various stakeholders and business organisations interested in using the findings of this project. The custodian of the document will be the PSL since the study involves professional football in South Africa.

6.2   Conclusion

Saunders et al (2000:422) ask "What judgements can I make about the results in relation to the specific research question?"

It is therefore appropriate to round off this research study by making judgements regarding the necessity to employ, or to choose not to engage the services of the LRM in the PSL clubs management structures. So much so in order to make a meaningful contribution towards enabling football in this country, not only to be more professional but also to be a serious global contender.

The research aim has been corrective in approach. It intends to bring about changes in the management of labour related matters in football business in order to benefit the enterprise, the players and the country.

In order to achieve the objective of the study the researcher took precautionary measures to increase the chance of coming up with correct and reliable findings by, primarily avoiding logic leaps; to keep away from making conclusions that are logically invalid.

Such an effort has been motivated by the desire to make the research credible, so that the conclusions are based on a flow of logic and a number of assumption that can stand up to the closest scrutiny as put forward by Saunders et al, (2000:103-4).

6.3   Facts And Realities

The researcher sets out to investigate "if indeed it is necessary to focus attention on matters relating to the following bullets that form the core of the study".

1. The need to employ a LRM by the PSL clubs.

2. The impact thereof.

3. Benefits derived from such a move.

6.3.1 Need To Employ The Labour Relations Manager

On the basis of the 80% of the respondents who sense the need to employ the LRM by the PSL clubs, it is reasonable to make conclusions on the strength of the substantive percentage acquired, both in terms of response rate and responses statistic, and conclude, not only because there is a need but also due to the fact that it makes a business sense to employ such a specialist.

Also, the conclusion is supported by suggestions that; (1) not only big clubs should employ the LRM, (2) it is at all necessary to employ an LRM and (3) it is not only the responsibilities of only those clubs that have had serious problems relating to labour disputes with players in the past, to employ an LRM, but that of all PSL clubs.

6.3.2 Impact Of Employing The Labour Relations Manager

The sub-topic dealt with here which is about the long-term effect of employing a good LRM, highlights labour peace drawing 64% responses in favour of the employment of the LRM, leads to a justifiable conclusion to employ an LRM.

Subsequent statements under the same sub-topic included (1) the competitive working conditions (2) the turning of the club into a preferred employer (3) an increase in the input of coaches, players, administrative staff and managers, though with a minority of impressions negating the initiative established so far, the majority of responses point to a positive conclusion.

6.3.3 Benefits Of A Labour Relations Manager

The results showing an 63.3% between strongly agree and agree to the statement that the LRM would lower the tension between players and management leads to the conclusion and recommendation in favour of the employment of the LRM.

From the statements about (1) the better understanding pertaining the disciplinary procedure (2) improved working relations (3) relatively happier and committed players and staff in general, the reasonable conclusion arrived at, based on convincingly favourable figures, is that the respondents envisage an enabling working environment that would benefit the PSL clubs and every body concerned. All this expected to happen due to the engagement of the services of an LRM.

6.4   The Product Of Interaction

The sum total produced by the interaction of statements appearing under sub-topics such as the range of desirability of the involvement of labour relations managers, duties and functions of the LRM, football union driven reasons and the contributions captured in the open-ended section send a conclusive message from which a justifiably and confident conclusion and recommendation is made in favour of employing the LRM.

6.5   Paradox Of Power Balance In The Union Involvement Context

The research findings admit that the union generally, and therefore SAFPU, in the interest of this project, does and will take some power from management but does so, paradoxically, in order to benefit the enterprise by cutting down abusive power and thereby ensuring that business keeps on operating healthily and management retains enough power to manage responsibly.

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That kind of an out come is achieved largely where consultative management is practiced in an environment characterised by the legislatively empowered union through the facilitative skills of the LRM who would give guidance to management for implementation of suitable labour relations policies and strategies.

The empowered trade union can also legitimatise management point of view if engaged early enough in a mutually beneficial course of action.

At the centre of achieving optimum workplace results is teamwork between management and employees. To this end it is necessary for management to demonstrate that it is recognising and acknowledging the intent and capability of the union to contribute towards growth of the organisation and welfare of the workers.

Most importantly therefore is that there has to be respect shown and recognition demonstrated that the views of the workers are sought and their inputs are incorporated in decision-making.

The message therefore to football management is that the union can neither be wished away nor avoided but can be managed to the benefit of the PSL clubs. This message is supposed to sound loud and clear.

It is absolutely imperative to establish where the magic lies. In the researcher's assumption, supported by the findings of the study, the magic domicile is in the wise management of people that allows them to be what they naturally are, as put forward by theorists such as McGregor as in Theory-Y and Conrad and Poole as in "Relational Strategies" as opposed to Theory-X and Traditional Strategies respectively (See point 2.26).

6.6   Summary

On the basis of the literature review and the findings, analysis and interpretation of the results of the field work established earlier on in this study, this chapter being about the conclusion and recommendation appeals to the PSL clubs management to awaken to the imperativeness of today's successful workplace management.

6.7 Recommendation

The message is clear. If you want your research to change the situation that you are studying, then include the need to develop the recommendations in your research objectives (Saunders et al 2000:423).

The reality of the state of affairs as captured in the findings of this research necessitates immediate intervention in the form of employing an LRM in order to advise the PSL clubs management in regard to creating a productive working environment, which will ensure sustainable work relations.

It is understandable though that to establishing and maintaining healthy and thus productive work relations is not a once off event but a process necessitating a process related professional guidance. This is precisely the motivation for the recommendation of employing an LRM in addition to consulting labour lawyers, as it is a common practice by most of the PSL clubs managers, when the need arises.

6.7.1 Background

This research established that football management of every club that is campaigning in the PSL wants to grow and prosper. This reality requires that these clubs access the assistance of the LRM in order to improve their chances of realising their dreams. The growth they aspire shows up in terms of the following deliverables:

1. Some have begun to employ CEO's to manage the business.

2. The general trend now in football is to groom young stars from tender age.

3. Most clubs insists on well qualified coaching staff.

4. Clubs race for time to sign up quality players before registration time expires.

5. Commitment to employ relevantly qualified line managers.

6. The will and capacity to export players abroad.

7. The will and ability to retain quality staff and players.

Prosperity identifies itself and manifests in the following outcomes:

1. Winning a reasonable number of titles on offer.

2. Delivering an attractive brand of football.

3. Growing support base.

4. Growing sponsorship.

5. Improving image.

There is disparity between what management intends achieving and their management style that includes managing people relations. The disparity is not helping the football enterprise. It undermines the good and commendable outcomes tabulated above.

The lack of congruence between what football management intends achieving and how they manage the business to realise their objective, with special emphasis on employee relations management, require speedy intervention.

6.7.2 The Missing Link

The missing link is evidently the absence of sound labour relations management. To put things right, in the same manner the mechanic would fix a motor vehicle or a bicycle, or a doctor would prescribe medication, the need for the sound labour or employee management is loud and clear.

Indeed you fix it when it is broken. The evidence that it is broken is undisputable and thus beckoning for fixing.

6.7.3 Action Plan

PSL clubs need to establish a labour relations management department equipped to handle issues ranging from educating employees pertaining employee related policies, explaining labour related legislative matters, contract of employment related matters, employee assistance and employee wellness programmes, disciplinary issues and so on.

It is extremely important for football management to pursue relevant development programmes, if possible ahead of the staff. Relevant programmes are the following: Business Development, Business Development Advancement, Advanced Business Programmes and Executive Development Programmes.

Soon after the first democratic elections in 1994, local and international technikons and universities operating in the country, introduced management courses suitable and relevant to a number of purposes from which the PSL clubs management could also benefit.

These programmes are designed to equip managers to run the business they are in effectively and profitably (with good return to investment). These programmes are in line with the recommendations and requirements of the Skills and Development Act.

6.7.4   Personnel And Equipment

Necessary to do by the LRM could be to establishing a labour relations department headed by him or her and staffed with one or two labour relations practitioners depending on the size of the club and the intention to get on top of the labour related matters.

It is important for the labour relation department to distinguish between proactive and reactive participation in labour management. Proactive as in setting labour relations policies, systems and programmes and introduce them to the staff for planning, implementation, monitoring the progress and outcomes, benchmarking and reviewing purposes, reactive as in amending existing policies and restructuring, and upgrading failing systems, the handling of disciplinary measures as well as extinguishing fires.

6.7.5 Empowerment

The importance of giving people a job, should inevitably go with power and responsibility. This expression is not new as an item of discussion. It however has not been implemented broadly and convincingly. Sound employee management requires that this level of work ethics becomes a common practice even in football environment, in line with the central message of the democratisation of the workplace (See point 2.9).

Implementing empowerment programme is belated. If any one or few of the PSL clubs would give it a chance, that gesture would signal progress in sound labour relations and a declaration of labour maturity, labour management fitness and a sign of confidence in the abilities and potential of players and staff in general.

Empowering players might mean amongst other; develop them, solicit their views and showing confidence in them in order to demonstrate sound work relations and above all to achieve intended objectives.

6.7.6 Rationale

In order to fix today's problem you do not need yesterday's tools. You fix today's problem by employing progressive means. Progressive means are today's major tool for the achievement of the business success. Progressive means include sound labour relations.

The labour relations department mission statement, will be for instance "to meet workers where they are and move them forward through development" so that they attain higher levels of resourcefulness, trustworthiness, reliability and dependability. Employees who shall have attained this outcome, will be productive.

In view of this reality, one can only come to one conclusion and that is to embrace progressive and people centred ways of conducting a successful business even by PSL clubs. If the envisaged strategy does not work, then another research should be done to establish loopholes. As a matter of fact research work is not a once off event but continues in order to keep on discovering new a better ways of doing things (business).

Empowering managers and employees, in their respective areas of performance and enriching their jobs by motivating them to always aspire to do what they perceive to be challenging and achievable assignment, stand a chance to improve performance. These assignments should be linked to rewards and prestige, and making employees feel good for attaining them in an environment where they feel free to explore their resourcefulness more.

6.8   Critique Of The Research

The six months within which the research had to be completed amid all sorts of inhibitions, became hectic and uninviting. The researcher had to contend with work pressure, family related demands, religious imperatives, time constraints and other fateful adversities that militated against making a better piece of work (dissertation).

The researcher could also have embarked upon research methods that would have contributed to reducing the margin of error and by so doing increase reliability, validity and the level of confidence to enhance the quality of the findings.

Time permitting for instance, a focus group could have been lined up, the process been managed smartly in order to ensure fair and pressure free participation that allows for independent and objective responses.

The difficulty to access football stakeholders consumed time. The heavy schedule of the PSL clubs involving training, league matches, cup games and call-ups of players to the national teams like the senior squad, under-twenty-three, and under-twenty, made talking to players a difficult assignment.

The researcher had no experience in an academic research at the Masters degree level. There had been a lot to learn in the process. The researcher went through some degree of trial and error instead of getting straight on to the project. The knowledge gained however has been invaluable.

Future research shall have to take full measure of carefulness regarding, amongst others, constructing more focussed questions in the questionnaires as well as in unstructured interviews, telephonically or otherwise.

6.9 In closing

Any PSL club that takes the sound labour relations management seriously shall distinguish itself from others. Quite a number of positive outcomes dealt with in this document will be a reality.

The researcher recommends therefore that PSL club owners should embark upon implementation of recommendations put forward in this report, and of necessity with some degree of confidence and perseverance. Clubs are encouraged to put monitoring mechanisms in place for the purpose of quantifying and managing the progress.

The envisaged change is not only a nice to have but an imperative and a condition for growth and prosperity.

It is pertinent to bring in this report, the dimension of the 2010 world cup soccer bid which, with or without the country winning it, has placed requirements on the shoulders of football fraternity, merely by the fact that it is staged, no matter where.

This worldwide event requires competent global management abilities that must show up on numerous level and dimensions. These levels and dimensions necessarily would be the infrastructure, systems, strategies and approaches that should be stepped up to measure up to the world standard. This outcome requires world-class preparation and planning for serious competitive participation.

This objective requires that all resources, human resources in particular and without fail, not only of the football business environment but also of the entire country, should face in the same direction. This eventuality requires sound labour relations management guidance in every workplace, in football business environment in particular, among other things.

The several decades of existence of football in this country is long enough an experience to warrant and deserve a place in the world-class level of football business management and performance. This objective requires as a condition, progressive labour relations management supported by an equally sound business management philosophy and style.

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ANNEXURE (1)

SURVEY ON THE ROLE OF THE L R M IN FOOTBALL BUSINESS

Please read and answer all questions as honestly as possible noting the relevant examples given. All responses will be kept anonymously and confidentially.

1. **Percentage range of the desirability of the involvement of labour relations managers in matters that relate to labour relations**

1.1 The percentage of football clubs campaigning in the PSL, who have employed a labour Relations manager, ranges between?

0-20		21-40		41-60		61 – 80		Above 80	

1.2 The percentage of football clubs campaigning in the PSL that considers employing a labour relations managers ranges between?

0-20		21-40		41-60		61 – 80		Above 80	

1.3 The percentage of football clubs campaigning in the PSL that do not consider employing a labour relations manager?

0-20		21-40		41-60		61 – 80		Above 80	

1.4 The percentage of PSL football clubs that would feel indifferent about employing a labour relations manager?

0-20		21-40		41-60		61 – 80		Above 80	

1.5 The percentage of PSL football players will welcome the move to employ a labour relations manager?

0-20		21-40		41-60		61 – 80		Above 80	

1.6 The percentage of PSL football players who would not welcome such a move?

0-20		21-40		41-60		61 – 80		Above 80	

1.7 The percentage of PSL football players who would feel indifferent to such a move?

0-20		21-40		41-60		61 – 80		Above 80	

H

ANNEXURE (2)

INSTRUCTION

Please read each statement and mark with an "X" in the appropriate space

Example: MBA classes should not be conducted in the evenings

Strongly agree	Agree	Not sure	Disagree	Strongly disagree
				X

This means that I strongly disagree with the statement. Meaning, off course, that MBA classes should take place in the evenings.

2. Philosophical/ Need driven reason to employ labour relations managers

2.1 Every PSL clubs should employ a labour relations manager

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

2.2 Only big clubs should employ labour relations managers

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

2.3 It is not necessary that football clubs should employ labour relations managers

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

2.4 Only those football clubs that have had serious problems relating to labour
   disputes with players in the past need to employ labour relations manager.

ANNEXURE (3)

INSTRUCTION

Please read each statement and mark with an "X" in the following space

Example: Which of the following best describes the understanding of the

of an infant about the dynamics of life

Excellent	Good	Reasonable	Somewhat	Zero
				X

3. Duties of the labour relations managers

3.1 Which of the following best describes the football management understanding of the duties

of labour relations managers?

Excellent	Good	Reasonable	Fair	Zero

3.2 How good are the chances that a labour relations manager will

bring about positive changes in the running of a football club?

Excellent	Good	Reasonable	Fair	Zero

3.3 Chances that a labour relations manager would introduce progressive ways

in which management should treat players are:

Excellent	Good	Reasonable	Fair	Zero

3.4 There is a good chance that the labour relations manager's expertise will benefit

the club, unionised as well as non-unionised players:

Excellent	Good	Reasonable	Fair	Zero

ANNEXURE (4)

4. Football union driven reasons for employing a labour relations manager

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1.The need to employ a labour relations manager is made stronger by the advent of the football union					
2. Negotiations with the trade union requires the skills of the labour relations manager on the side of management to match the expertise of the union					
3. A labour relations manager will be able to interpret labour legislations accurately in readiness to interact effectively with the trade union					
4. A labour relations manager ensures overall fairness in disciplinary matters particularly against players represented by the union					
5.Labour relations managers will encourage the PSL via clubs chairpersons to expedite the conclusion of necessary agreements with the football union					
6.Labour relations managers have the potential to empower football management, football players and general staff					

INSTRUCTIONS

Rate the following statements ranking from 1 to 5 with 1 being the least likely and 5 being the most likely to be true in football set up.

Place a cross through the number that matches the statement so the statement and the number are linked.

5. Functions of the labour relations manager

	1	2	3	4	5
1. Labour relations managers assist in implementing labour legislations					
2. Labour relations managers lead negotiations to mutually beneficial deals					
3. Labour relations managers facilitates settling of disputes in a fair manner					
4.Labour relations managers assist in stabilising a work place					
5.Labour relations managers are more likely to promote discipline awareness.					
6.Labour relations managers are more likely to contribute in a manner that will assist the club to achieve the most it can					

6. Benefits of the labour relations manager

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1. Lower tension between players and management					
2. Better understanding of the disciplinary procedure					
3. Improved working relations					
4. Relatively happier players and staff in general					
5. Committed players and staff in general					

Please read each statement carefully and mark with an "X" in the appropriate space

Example: Counselling would help calm the mind of a negatively affected person.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree
X				

7. Extent of the impact of the labour relations manager

7.1 The long-term effect of the performance of good labour relations manager would be labour peace.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

7.2 The long-term effect of the performance of good labour relations manager would be competitive working condition.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

7.3 The long-term effect of the performance of good labour relations manager would be to turn the club into a preferred employer

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

7.4 The long-term effect of the performance of good labour relations manager would be an increase in the input of coaches, players administrative staff and managers.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

L

8. Why has football business lagged behind other business types this long regarding engaging the services of a labour relation management?

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9. What, in your view, prompts some football management to strongly consider employing a labour relations manager?

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10. Why would other football managers choose not to consider hiring labour relations manager?

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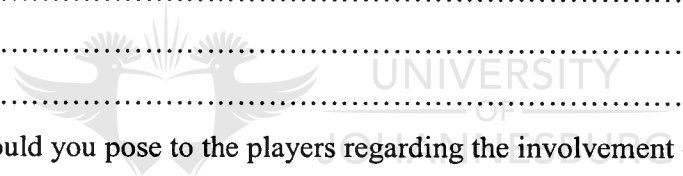
11. What questions would you pose to the players regarding the involvement of the Labour Relations Manager

(a)

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(b)

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....

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(c)

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....

M

ANNEXURE (7)

12. What else do you think is worth mentioning regarding the good things that can only happen via the active involvement of the Labour Relations Manager

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13. What negative result/s is/are likely to emanate from the involvement of the labour relations manager in the management of a football employee relations?

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14. What questions would you like to pose to the players regarding labour issues?

(a) ....

....

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(b) ....

....

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(c) ....

....

....

15. What questions would you pose to management regarding labour related issues?

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16. Getting labour relations right, is getting the business right/wrong. Why?

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Your cooperation and participation in this exercise is highly valued.

N

4.4 Coded responses about the labour relations manager

Table 4.4.1

Statement	A	B	C	D	E	AB	C1	DE
1.	51	17	11	4	3	68	11	7
2	41	31	6	5	3	72	6	8
3.	23	18	21	14	10	41	21	24
4.	12	11	50	7	6	23	51	13
5.	12	12	15	11	36	24	15	47
6.	53	11	13	5	4	64	13	9
7.	24	19	13	12	18	43	13	30

Does the need exist to employ a labour relations manager

Table 4.4.2

Statement	A	B	C	D	E	AB	C1	DE
1.	45	24	7	6	4	69	7	10
2.	3	5	6	27	45	8	6	72
3.	4	6	5	22	49	10	5	71
4.	3	6	7	20	50	9	7	70

A (Strongly Agree), B (Agree), C (Not sure), D (Disagree), E (Strongly Disagree),

AB (Sum of Strongly Agree and Agree), C1 (Replica of C), DE (Sum of Disagree and Strongly Disagree).

Duties of the labour relations manager

Table 4.4.3

Statement	A	B	C	D	E	AB	C1	DE
1.	8	10	11	37	20	18	11	57
2.	48	18	9	7	4	66	9	11
3.	46	16	11	8	5	88	31	13
4.	13	16	21	31	5	48	37	47

Functions of the labour relations managers

Table 4.4.4

Statement	A	B	C	D	E	AB	C1	DE
1.	7	9	14	22	34	16	14	56
2.	18	23	22	16	7	41	22	23
3.	13	32	22	15	4	45	22	19
4.	9	18	21	15	23	27	21	38
5.	10	19	19	21	17	29	19	38
6.	11	17	22	20	16	28	22	36

A (Strongly Agree), B (Agree), C (Not sure), D (Disagree), E (Strongly Disagree),

AB (Sum of Strongly Agree and Agree), C1 (Replica of C), DE (Sum of Disagree and Strongly Disagree).

Football union driven-reasons for employing a labour relations manager.

Table 4.4.5

Statement	A	B	C	D	E	AB	C1	DE
1.	15	17	37	9	8	32	37	17
2.	23	14	22	13	14	37	22	27
3	26	19	20	13	11	45	20	24
4.	14	25	19	16	12	39	19	28
5.	13	22	23	13	15	35	23	28
6.	32	22	17	8	7	54	17	15

Benefits of the labour relations manager

Table 4.4.6

Statement	A	B	C	D	E	AB	C1	DE
1.	31	23	7	16	9	54	7	25
2.	27	23	8	17	11	50	8	28
3.	17	24	17	9	19	41	17	28
4.	27	23	17	11	8	50	17	19
5.	20	19	14	21	12	39	14	33

The extent of the impact of the labour relations manager

Table 4.4.7

Statement	A	B	C	D	E	AB	C1	DE
1.	19	37	18	6	6	56	18	12
2.	13	15	36	12	10	28	36	22
3.	14	19	23	21	9	33	23	30
4.	18	19	15	17	17	37	15	34

A (Strongly Agree), B (Agree), C (Not sure), D (Disagree), E (Strongly Disagree),

AB (Sum of Strongly Agree and Agree), C1 (Replica of C), DE (Sum of Disagree and Strongly Disagree).

Q