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Understanding Change in Disability Sport

in the UAE

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By

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ABSTRACT

Despite an ever growing body of research on disability sport very little is known about its organisational dimension and the role disability sport organisations play in promoting sport and how they change and adapt to their environment. This is a critical omission and the main aim of this thesis is to fill this gap in our knowledge. More specifically, the study addresses change in disability sport organisation in the United Arab Emirates (UAE), which has different culture, religion, language, and laws as compared to the Western world .The main question addressed by the thesis is what factors, processes, and mechanisms are responsible for organisational change in disability sport in the UAE?

Using a contextualist approach to organisational change (Pettigrew, 1985), the study is concerned with understanding long-term processes in their context. Three in-depth case studies with disability sport organisations were conducted covering a period from 1992 to 2012. The study reveals that Islam regards disability as a social issue whereby a Muslim society has the responsibility for individuals with disability as opposed to the medical or functional models, which place the emphasis on rehabilitation, functionality and personal responsibility. This interpretation of disability in Islam has shaped organisational visions and structures concerned with providing socializing opportunities and not with long-term strategies and performance targets. Change in the UAE disability sport organisations was episodic and reflected periods of divergence between the internal structure of these organisations and the environmental demands to be more receptive to political expectations and those of people with disability. Change was triggered by specific events which were responsible for shaping organisational structures, processes and strategies. The mode of change alternated between first-order changes, such as those prescribed by law and Governmental interventions, and second-order changes or those resulting from changes in cognitive frameworks held by various organisational members. Change was concerned with transforming the three organisations from places to socialise to professional bodies with rules and enhanced performances. An important finding with conceptual and practical implications is about the role of national culture (i.e., Arab) and religion (i.e. Islam) in shaping change in disability sport organisations in the UAE, where a significant distinction between religion and culture is established. The study identifies several theoretical and policy implications.

DEDICATION

I dedicate this work to God almighty, to whom all glory shall always be, for his grace and strength that helped me to accomplish this work. It is my pleasure to dedicate this work to my beloved wife Yusra, for her love, patience, and understanding, and the considerable time and emotional energy she devoted to me throughout this process. In addition, to my daughters and son Raghad, Waad, and Hamad, the beauties of my life. Moreover, I would like to express my gratitude to my family for their incredible support; my father, mother, brothers, and sisters for their encouragement and inspiration.

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LIST OF ABBREVIATIONS

ADSC   AL-Thiqa Disability Sport Club

DDSC   Dubai Disability Sport Club

DSF   Disability Sport Federation

DSFU   UAE Disability Sport Federation

IPC   International Paralympic Committee

IWAS   International Wheelchair and Amputee

UAE   United Arab Emirates

GLOSSARY

ALLAH	GOD
AL-TAFSIR	INTERPRETATION
ARKAM	ARTICLES
ASALM-O-ALYKUM	PEACE BE UPON YOU
AYAT	QUR"AN VERSES
PBUH	PEACE BE UPON HIM
DIN	RELIGION
EMIRATI	UAE CITIZEN
HAJJ	PILGRIMAGE
IMÄN	FAITH
SUNNAH	SAYINGS AND ACTIONS OF THE PROPHET
SURAT	CHAPTER OF THE HOLY QUR'AN
TAWHID	MONOTHEISM
WASTAH	REFERENCE
ZAKÄT	MANDATORY CONTRIBUTION TO THE POOR

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disability sport organisations who gave their time to participate and provided rich data about disability sport in the UAE.

To all the other PhD students who I met along the way – Fawaz, Mohammed, Razan, Omar, and Abeer - who assisted or supported me in their unique manner.

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CHAPTER 1 : INTRODUCTION

1.1 Introduction

The purpose of this chapter is to outline the rationale behind the researcher's interest in studying change in disability sport organisations and starts with providing an insight into the researcher's experiences from which this research interest has emerged. Then, this chapter outlines the main problem and the purpose of this study and what it could represent in terms of an original contribution to knowledge. Finally, it presents how this thesis is organised.

1.2 Personal experiences and research (A rationale)

The beginning of my journey for this study started when I joined one of the main disability sport organisations in the UAE as a board member. I took up this position after I had finished my Master's degree on disability sport in Egypt in 2004. I also had built a good and sound understanding in this field by teaching physical education in school to children with disability. During this period, when I volunteered as a board member, there were many issues faced by disability sport organisations in the UAE such as management, financial, lack of facilities, services, qualified staff and coaches, and very limited research. In addition, board members had limited ideas about disability sport and how to manage disability sport organisations. All the board members were volunteers, and had limited experience or qualifications in this field. Also, there were membership issues, where only a very limited number of people joined the clubs for recreation and leisure. The reason behind that is the culture of community and society which are very big barriers for people to join clubs. Many families in the UAE would feel shame, fear and embarrassment if they allowed their disabled children to become involved in community sports activities. There is a culture of hiding disabled people from society, keeping them at home and not allowing them to integrate into society. I have attempted to address these issues by researching how many people in the UAE have qualifications, whether Master's or PhD in disability sport, in order to bring their expertise to our local organisations to enhance our work. Unfortunately, I have not found any researchers within this field who either have the right qualifications, or have published a book, or have written an

article about disability sport in the UAE, according to Ministry of Sport archives, or the UAE University (Al-Junaibi, 2004).

I subsequently embarked on a discussion with one of the officials who was responsible for disability sport in the UAE about the pressing issues that disability sport is facing and that we should try to develop this field like other sports such as football, motor sport and bowling. The UAE government realize that it is very important to enhance and develop disability sport in the UAE so they commissioned me to fulfil this study on the changes in disability sport in the UAE, in order to investigate how disability sport has changed over time and what factors influence change in disability sport in terms of culture, religion, structure, politics, and policy. What are the issues that are currently faced within disability sport, and how can we reduce these difficulties in order to enhance and develop this field to come in line with the UAE government's vision and strategy (UAE Government Strategy, 2011-2013) . Also, to consider the social and organisational side of the problem, as despite the UAE aspiration to be an equal society supported by Islam and the fact that many advances have been made in state welfare policy concerning people with disability, very little attention has still been paid to the organisational dimension of this issue and to put in place relevant organisational strategies.

1.3. The nature of organisational change

Over the past few decades, significant changes have been observed within disability sport organisations, especially within the United Arab Emirates (UAE). Indeed, disability sport organisations have been around for at least 100 years (Reid and Prupas, 1998), and although several studies have addressed disability sport, there has been limited research conducted on understanding organisational change. Disability sport organisations have become much more institutionalised and established in society but there is very little research into explaining how this has come about. The main premise of this research is to understand organisational change in disability sport organisations in the United Arab Emirates (UAE) from the Pettigrew approach (Pettigrew, 1985). As Finkelstein (2001, p. 6) quite aptly mentioned "disability organisations can be viewed as vehicles of change", so in order to understand how disability sport organisations have changed it is necessary to analyse the

organisational dimension which is the aim of this study. Through organisations, social perceptions can be influenced and altered and the growing institutionalisation of disability sport organisations can be understood in detail.

The idea of change has fascinated scholars for centuries, because it represents a permanent future of human existence. People's conduct at every stage in their life is shaped by various organisations – from family, to school, the sports club, health services and the office. Organisations are in a constant state of flux as they actively interpret their environment and react to it in order to sustain and develop themselves. This requires constant change so the organisation can achieve its visions and meet the demands of the ever-changing environments, as rightly mentioned by Weick and Quinn (1999, p. 391) "change never starts because it never stops".

Within an organisation, change is a progression of many aspects for the purpose of improving its business such as changing the organisational structure, work procedures, technology and management. There are many forces that influence this change. According to Pettigrew (2012) these forces can either be internal or external. Studies by Partington (1997) and Slack and Hinings (1992) note that elements such as increasing competition, globalization, varying expectations, and technological advancements contribute to difficult environments that managers need to cope with. But to really understand how disability organisations change, there is a need to see the processes of change more clearly and who are the key persons and incidents involved in the process which is why the Pettigrew approach will be used as the framework for this study. It is merely not enough just to analyse organisational change from dimensions other than the "organisation" as it fails to address why disability sport organisations change within the context of the UAE. This study makes a contribution to the knowledge of disability sport organisations. Although, disability sports have been studied extensively in the past few years, there have been very limited studies on the role of organisation in terms of change in disability sport. The role of the organisation has become much more important in recent times due to the growing prominence of organisations in people's lives. The role of the organisation in understanding disability has become very important as it can help answer questions like how can we make people change their attitudes. Organisational change is an important phenomenon that has been the subject of numerous studies

and has over a dozen dedicated academic journals in the English language alone. However, organisational change is one of the least studied phenomena in the Arab world, and in the UAE in particular.

The UAE is a young country that was established in 1971, and has witnessed dramatic changes owing largely to the revenues from its oil production, which have been put to good use in the building of a modern infrastructure, while its population has grown tenfold. In addition, the country has been moving from a traditional kinship community to a modern society which embraces modern technologies and ways of life yet in combination with strong religious traditions and cultural values. It has grown from a quiet backwater to one of the Middle East's most important economic centres. The people of the UAE generally enjoy a high standard of living because of oil wealth. Forty years on, the UAE is the longest surviving successful experiment in federation anywhere in the Arab world.

As a result, the country has been going through significant changes in education, health, welfare, income, and employment (Al-Jably, 2009). Embracing all these changes requires strategic plans, and significant changes in people's perception, and societal attitudes. The UAE government has developed a strategy to improve the quality of life of the people in terms of services, education, welfare, health, and sport. The UAE Government 2011-2013 strategy lays the foundations to achieve the UAE vision 2021. It forms the basis upon which the Federal entities develop their strategic and operational plans, and consists of seven general principles, seven strategic priorities, and seven strategic enablers (UAE strategy 2011-2013). This means that organisations within the UAE also have to change and develop in order to respond to the national strategic visions and disability sport organisations in particular need to adjust. This process of adjustment is not simply a reaction to external pressures but involves active interpretation of the changing environment and the production of strategic and operational responses. Organisational responses entail adjustments to visions, structures, competences and operations. Thus, an understanding of organisational change becomes critical for their survival. Yet, the study of organisational change in disability sport has been an under researched topic nationally and internationally. Very little is known about organisational change in the context of the UAE and virtually negligible information exists specifically about

disability sport as this is a relatively new phenomenon for the UAE. It is still questionable how the wider factors of religion and emerging political and economic reality are going to shape organisational change in UAE disability sport, hence creating the need for this study.

Therefore, this study explores organisational change in disability sport in the UAE. The first disability sport organisation in the UAE was established in 1992 and since then disability sport has undergone significant changes in terms of organisational structures, strategic orientation, and culture, among others. The study employs the contextualist approach to organisational change (Pettigrew, 1987), which considers content, context, and process as the three key interrelated dimensions of change. Although the main religion in the UAE recognizes and supports people with disabilities, it was not until the mid-1990s when the first main sport provision in this area was made. However, despite some 20 years of concentrated efforts by the Government in the area of disability sport, very little has been achieved. We have virtually no knowledge about how the main organisations in the field of disability sport operate and why, in a rapidly changing political, social and economic environment. Formulating and suggesting any new content for strategic change entails a thorough analysis and management of the underlying context and processes. Hence, this study will broadly analyse the outer context (political, economic, and social environment) in which the disability sport organisations operate in the UAE, with specific consideration of the inner context including culture and structure. The content of change will focus on developing resources such as people, technology, and services, and the capabilities of disability sport organisations to enhance their operational performance and to improve their processes. Finally, the analysis of processes will provide a detailed insight into the procedures and mechanisms which impact organisational change. Gathering the management's perspective in this regard is a key to ensuring a smooth understanding of the process of change in relation to the inner and outer contexts.

1.4 Significance of the study

This study investigates specifically the change in disability sport organisations and not change in general. This thesis aims to fill the gaps in the knowledge on the change in disability sport organisation in the Arab world, particularly in the United Arab Emirates (UAE), which has a different culture, religion, language, and laws as compared to the Western world. Firstly, there has been no prior evidence from literature about studies on change in disability sport organisations in the Arab world (especially in the UAE context). Most of the campaigns studied in the literature were from a Western perspective. There is a considerable gap in the literature of using religion to study change in disability sport whether in a western country or in the Arab world, which plays a vital role in organisational change. Therefore, this study is new and original for the Arab world and the UAE in particular in its use of Pettigrew's approach to study organisational change in disability sport. Various researchers have studied organisational change, but as far as it can be ascertained, this is the first study of its nature to be conducted in the UAE since the country was established in 1971. Therefore, the theoretical contribution of this thesis is to examine whether Pettigrew's approach which has been applied in the Western world could also be applied to understanding change in disability sport organisations in the Arab world. This research also complements the literature by studying the evolution of change in disability sport in the UAE by drilling down in to the history and providing a historical view in order to develop foundations for the future research on understanding organisational change by using a contextualist approach (Pettigrew, 1987, 1992, 2001, 2012). Secondly, despite several studies on understanding change in disability sport organisations, the literature still lacks studies that apply Pettigrew's approach for understanding change specifically in the context of disability sport organisations, which is a gap in the body of knowledge and this research attempts to fill such gap. Moreover, the literature lacks attention to the organisational dimensions, which this research considers. The thesis argues that the theoretical approach (Pettigrew's theory) is important to provide rich analysis of studying change in disability sport organisations, specifically in the context of the UAE.

1.5 Aim and Objectives

The broader aim of this research is to study organisational change in UAE disability sport organisations. The main research question to be addressed is "What factors, processes, and mechanisms are responsible for organisational change in disability sport in the UAE?" In order to achieve this aim, the following objectives will be pursued:

1) What is the role of religious, political, cultural, and economic contexts that affect the formation of visions and policies in UAE disability sport organisations?

2) How has time and history shaped organisational change in UAE disability sport organisations?

3) What are the patterns and mechanisms of change and performance in disability sport in the UAE?

4) How and why has the process of organisational change unfolded in UAE disability sport organisations?

In keeping with the main thrust of the contextualist approach this study spans a period of 20 years, from 1992 to 2012.
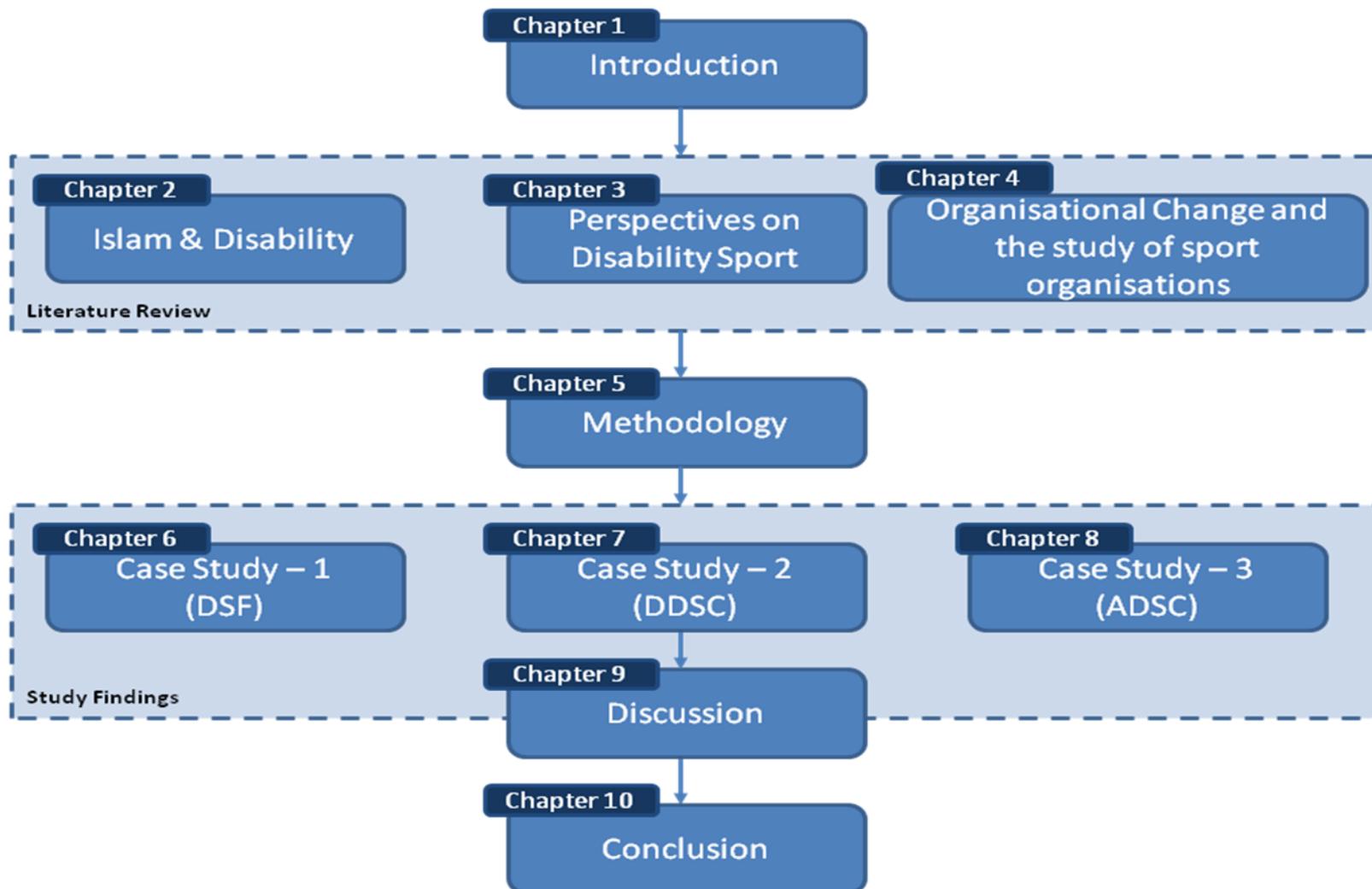
Figure 1.1 Structure of thesis

1.6 Outline of the Thesis

The contents of this thesis are organised in ten chapters as follows (see Figure 1.1): Chapter 1 is the Introduction; Chapters 2, 3, and 4 comprise the literature review; Chapter 5 presents the Research Methodology adopted; Chapters 6, 7, and 8 report findings from the three case studies; this is followed by discussion in Chapter 9; and finally, Chapter 10 conveys the conclusion of this thesis.

Chapter 1 : Introduction

This chapter introduces the main issue and research problem of the study and discusses the rationale of the thesis. It then provides a summary on how the thesis is organised.

The literature review section of the thesis consists of three interrelated chapters on Islam and disability, Perspectives on Disability Sport, and Organisation change. This was deemed necessary in order to set the scene and to better outline the theoretical premise by aligning it to both the theoretical framework and the context of the study.

Chapter 2 : Islam and Disability

This chapter reviews the literature to understand how Islam deals with people with disability. In terms of the Islamic literature, authentic sources have been referred to, for example, the Holy Quran and Hadith. Islam is studied here because it is the main religion of the UAE and government policies are kept in-line with Islam. In order to better understand organisational change in disability sport in the UAE, we studied several external contexts of disability sport organisations, such as the link between Islam and the culture of the UAE, and economic, social, and political pressures.

Chapter 3 : Perspectives on Disability Sport

This chapter explores the different theoretical perspectives on disability sport in general, analysing the roots in terms of the history of disability sport, how it was initialised and how it has developed over time. In addition, this chapter analyses the current state of literature on disability sport to identify gaps in the current knowledge, by considering the organisational perspective and role of disability sport organisations. This chapter, therefore, considers the social, biomedical, and

functional perspective of disability sport in terms of the attitude of society towards people with disability participating in sport, and how the perception of society has changed. Furthermore, the chapter highlights the role of technology in disability sport, and the impact it has to enhance the performance of athletes and organisations.

Chapter 4 : Organisation Change

In the literature review, specifically in Chapter 4, we employed Pettigrew's (1987) approach to understanding organisational change in UAE disability sport. This approach includes three key elements and tackles the what, why, and how of change. It involves "questions about the content, context, and process of change, together with the inter-connections between those three wide analytical categories" (Pettigrew, 1987, p. 657). Pettigrew's approach concerns the long term processes in organisational change. Moreover, his approach aimed to explain change and at the same time to integrate the history, the processes, and the actions associated with such changes (Pettigrew et al., 2001).

Chapter 5 : Methodology

This chapter outlines the philosophical positions and the research design for the present study. It also includes a discussion of the chosen ontology and epistemology underpinning the research design. In addition, this thesis uses both interpretative/inductive and deductive approaches to evaluate existing theories that are relevant to the key objectives of the study. Furthermore, this chapter describes the case study strategy as well as data collection via secondary sources and semi-structured reviews as well as the data analysis processes. Moreover, it considers the issues raised by the author's role as a case study observer in organisations, and addresses the common issue of reliability and validity.

Chapters 6, 7 and 8 : Research Findings from three case studies (DSF, DDSC, and ADSC)

These chapters explore and provide an in-depth analysis of the findings from the data collected by studying organisational change in the three disability sport organisations, the Disability Sport Federation (DSF), Dubai Disability Sport Club (DDSC) and Al-Thiqa Disability Sport Club (ADSC).They offer an initial analysis of the collected data. In addition, they relate the findings to the theoretical framework

and literature, as discussed in Chapters 2 and 3. The first section explores the findings from the outer and inner contexts in terms of policy, structure, politics, economics, religion, and culture for the three cases. The second section in each chapter explores the findings from the point of view of the content (people, services, technology) for the three case studies. Finally, the third section explores the findings from the process in terms of communication, decision making, and formalization. Overall, these three chapters present how change has unfolded and influenced disability sport organisations in the UAE over time.

Chapter 9 : Discussion

This chapter provides an in-depth discussion of the findings from the three disability sport organisations studied in the context of organisational change literature. Furthermore, it highlights the implications and significant lessons that emerged from the findings. The chapter addresses various key analytical tasks, as identified in the methodology in Chapter 4. Those key analytical tasks include understanding the importance of time and history in comprehending organisational change, identifying change patterns, identifying the role of process in organisational change, studying the impact of change on organisational performance, and factors influencing organisational change.

Chapter 10 : Conclusion

Chapter 10 concludes this thesis by synthesizing the theoretical and policy implications of the study, considers its limitations, and makes recommendations based on the research evidence. Moreover, it explains the thesis' contribution to knowledge and cites some implications. Finally, this chapter highlights the key contributions, and some ideas are suggested concerning how this work can be used in order to draw up future research directions.

CHAPTER 2 : ISLAM, DISABILITY AND SPORT

2.1 Introduction

This chapter presents a general Islamic perspective on disability and how specifically Islam recommends dealing with such people. Islamic teachings are reviewed in terms of the verses of the Qur'an (the Holy Book of Muslims) and the Sunnah (the sayings of the Prophet Mohammad, PBUH) in order to understand the Islamic perspective towards people with disability. In line with the overall aims of this thesis, this chapter discusses also the Islamic view of change and sheds light on society's view of disability which is often intertwined with religious values. Seeing disability as a revenge, punishment and/or test by God is a common view in many Islamic countries including the United Arab Emirates (UAE) (Alghazo and Gaad, 2004). Furthermore, by exploring the relationship between Islam and disability in the UAE context, the chapter critically engages with the social solution for people with disability from an Islamic perspective. It also presents a clear view of sport in Islam and how Islamic perspectives respond positively to people with disability and encourage them to aspire to full integration with society. To this end the status of disability sport in Islamic societies is explored within the UAE context.

All of the above mentioned information is from the Islamic perspective because in the UAE the dominating religion is Islam which has particular influence on decision making and government policies.

2.2 Religion and culture

The Islamic religion began in the seventh century AD (Qutb, 2000). Islam (from *salaam*) means "peace" (Abdul Rauf, 2004, p.2) as well as submission to God's will. This is clearly demonstrated in the Muslim greeting "Asalm-O-Alykum", which means "Peace be upon you" (Azer and Afifi, 1992; Qutb, 2000). Islam is considered one of the main three religions in the world. The two main sources of Islam are the Holy Qur'an, the Holy Book of Muslims, and the Sunnah, Prophet Mohammad's (PBUH) sayings and actions. Islam is constructed around five pillars which are belief in one God (Allah) and his Prophet Mohammad (PBUH), prayer (five times a day),

fasting during the holy month of Ramadan, giving alms 'Zakah', 2.5% annually, a mandatory contribution to the poor, and pilgrimage to the holy city of Mecca once in a lifetime. In addition, Muslims believe in six pillars of faith: in Allah, angels, holy books, prophets, day of judgement, and destiny (Al-Aoufi et al., 2012).

A few years after Prophet Mohammad (PBUH) died in 682AD, Islam spread across the whole Arabian Peninsula and in a few years reached Northern Africa, Asia, and Southern Europe. Al-Aoufi (2011) reported that Islam is considered one of the fastest-growing religions and the main source of legislation in many countries in the world, as with the United Arab Emirates. Islam is considered as a way of living (Al-Ghazali, 1994) which impacts on every part of a Muslim's life such as eating, sleeping, working, and playing. In addition, as the culture of Muslim people derives from Islam, it is sometimes hard for non-Muslims to distinguish between the cultural and religious practices of an Islamic society where all people in an Islamic system are first and foremost accountable to God. Moreover, in Islam no distinction is made between nationalities, gender, colour, ethnicity or social class (Ahmad, 2006). Rather, Islam sees a sense of unity between worship and deeds, and between the practical and spiritual aspects of life (Qutb, 2000). The Qur'an states: "O mankind! We have created you from a male and a female, and made you into nations and tribes, that you may know one another" (Qur'an, 49; 13).

As mentioned earlier, there are only two sources that Muslims follow: the Qur'an and the Sunnah. The Qur'an is the word of God on which Muslim faith and practices are based. The Qur'an has 114 chapters and not a single word has been changed over the centuries. The Sunnah is the practice and example (i.e. life history) of the Prophet Mohammad (PBUH). This is the second authority for Muslims after the Qur'an. The Sunnah comprises compilations of the Hadith, which is a report of what the Prophet Mohammad (PBUH) said, did or approved of. Islam emphasises kindness; it not only encourages being good to others but also commands kindness in all its forms and purposes, thus making it a most wonderful virtue (Ahmad, 1992).

Culture is a set of values, beliefs and ways of thinking about the world that influences everyday behaviour (Trumbull and Farr, 2005). Islam emphasises good manners and defines the correct way to deal with others, whether Muslims or not.

Relations between people are very significant in Islam, and maintaining good relations with others should be a main concern of a practising Muslim.

Two decades ago the relationship between people with disability and many organisations in the UAE was not good. Organisations were not interested in hiring people with disabilities despite their education and qualifications. The main reason behind such thinking was that the people responsible for hiring were not aware of the potential of disabled people. However, the government created several laws to help and support people with disability in the UAE. Over time, the implementation of these laws has had a positive impact and raised awareness in this area so many people working in these organisations have changed their attitude and behaviour towards people with disability particularly in sports organisations (Alghazo and Gaad, 2004). This transition would have not been achievable without the help of the government. This shows that culture has been shaped by different interactions, including those with sport organisations, which played an important role in helping people change their attitude towards people with disability (Alghazo and Gaad, 2004).

Although Islamic norms dictate that kindness and care should be given to the ill and disadvantaged, Arab social norms tend to approach illness and disability with fear and social avoidance. This can be witnessed through the cultural perceptions of disability in the Arab world today, which are influenced by fear and shame towards a disabled member of the family or society. Moreover, many families with disabled children avoid social participation because of these factors (Ahmad, 2007; Al-Dousari, 2000; Bourquia, 2007; Davidson and Jalla, 2009).

Islam considers piety as more important than any other characteristic such as physical appearance (Hasnain et al., 2008). Islam commands that any "disadvantage" (including disability, illiteracy and poverty) is the will of God, and the sufferer should be treated with care and respect. Families either accept or reject this (Davidson and Jalla, 2009). Bourquia (2007) stated that parents' denial is also fuelled by the social perception of disability. In Muslim countries people with disabilities are often marginalised. It should also be noted that there is no contradiction between accepting God's fate or will and seeking a cure for the disability. These visual

affirmations along with ignorance, lack of education and insufficient information cause parents to experience guilt such as "Why have I deserved this?", or shame, fear or anger, "Is this divine punishment, revenge of a jealous person?" (Davidson and Jalla, 2009, p.2-3). Families who accept disability as God's will may be passive in terms of accessing services that could help with the disability. It should be noted here that understanding Muslim people's submission to God's will is a key factor in understanding people's perception of disability in Arabic countries (see Turmusani, 1999). The Qur'an also teaches, however, that every person must assist the hungry and poor; that every person is to be treated with dignity and has a worthy existence; Allah is pleased with those who endure the greatest of difficulties; faith is put to the test, God recompenses for trials, and the greater the trials the greater the recompense.

Currently, parents' perspectives on disability are changing somewhat but they still feel too reserved to go out and communicate with other families and join in social activity (Arif and Gaad, 2008). In the countryside they might stay at home their whole life, and keep the disabled child in the house, not permitting him or her to access facilities to aid participation. Florian and Shurka (1981) point out that Arabs have traditional family structures in which great significance is attached to embarrassment, shame, honour, and dignity. Parents of people with disabilities in Arab cultures may keep their children at home, limiting their opportunities for integration in community activities, and make wide use of informal support from the extended family (Jones et al., 1984; Raif and Rimmerman, 1993). The main reasons for this are lack of education, funds, infrastructural support, and socio-cultural influences. Moreover, their attitude is largely to do with pride and self-esteem and other people's perceptions about their family (Alghazo and Gaad, 2004).

Conversely, local cultural perceptions tend to see disability as a curse or punishment of God that should be kept away from others. As a result, parents are more likely to attribute disability to false reasons such as a curse or punishment for things done in the past (Ahmad, 2007). They are more likely to experience social embarrassment about the child and to conceal it, which results in lost opportunities to respond to the disability in the early stage of diagnosis (Hasnain et al., 2008; Hadidi, 1998; Turmusani, 1999). This might be attributed to several factors such as lack of education and awareness. (Hasnain et al., 2008). In summary, both individual and

organisational lives in the UAE have been dominated by a complex combination of Islamic values and cultural beliefs. These have shaped a particular context which impacted on the constitution and operations of disability sport organisations and public attitudes in general.

2.2.1 The concept of disability in Islam

The definition of disability varies according to different civilisations and societies (Al-Matrodil, 1991) and various definitions of disability are found in the literature (Ahmad, 2007; Hasnain et al., 2008). For example, a person with disability is not capable of performing tasks that a non-disabled person would easily perform (Davies, 1998); and cannot control actions that a normal person can easily control (Ahmad, 2007; Brechin and Liddiard, 1981). Chapter 3 explores in more depth various perspectives on disability, but here we concentrate on its Islamic interpretation.

Persons suffering from disability are unable to conduct independently various personal or social tasks and therefore need external assistance (Altman, 2001). Disability in most contexts encompasses the social, psychological, mental, economic, and physical aspects of the person (Al-Matrodil, 1991; Ahmad, 2007). This thesis, however, focuses only on the physical and mental aspects of disability including disability related to body movement, communication (speech), loss of sight, and mental disorder. Formal or pure Islam does not condemn disability and it is mentioned in the Quran and Hadith several times, as shown in Table 2.1.

For instance, An-Nur, verse 61, directly relates to the role of organisations to support and help people with disability. It highlights the responsibilities of the community and society to provide such individuals with their essential needs such as care, food, safety, and protection. Moreover, Abasa, verses 1-3, illustrates that people with disability (the disadvantaged) have a right to be educated regardless of their abilities and capacities. Al-Ĥujurāt, verse 11, indicates that we should respect people with disability and non-disabled individuals should avoid over-generalising or under-estimating others. Moreover, Al-Baqarah, verse 286, illustrates that God does not ask people for more than they are capable of, whether disabled or not, and this is

kindness of God to His creation (Ibn ashur, 2009). Disability is considered in a wide and general sense (Ahmad, 2007; Hasnain et al., 2008), i.e. taking not only the physical aspects but also the social aspects, such as poverty and minority, into consideration (El-Hessen, 2006, p.40). Therefore, the concept of disability refers to the notion of "disadvantage", which means some people are privileged over others in terms of health, wealth, education, or social status. Islam states that disadvantaged people are neither blessed nor cursed; their disability is simply part of the human condition (Bazna and Hatabb, 2005; Hasnain et al., 2008; Musse, 2002) and therefore they should be treated with kindness and mercy: "No blame attaches to the blind, nor does blame attach to the lame, nor does blame attach to the sick" (Alnoor, 24, verse 61).

Table 2.1 Chapters and verses in the Qur'an mentioning people with disability (the disadvantaged)

Chapter	Verse
An-Nūr	"There is not upon the blind [any] constraint nor upon the lame constraint nor upon the ill constraint nor upon yourselves when you eat from your [own] houses or the houses of your fathers or the houses of your mothers or the houses of your brothers or the houses of your sisters or the houses of your father's brothers or the houses of your father's sisters or the houses of your mother's brothers or the houses of your mother's sisters or [from houses] whose keys you possess or [from the house] of your friend. There is no blame upon you whether you eat together or separately. But when you enter houses, give greetings of peace upon each other - a greeting from Allah, blessed and good. Thus does Allah make clear to you the verses [of ordinance] that you may understand" (61).
Abasa	"The Prophet frowned and turned away (1) Because there came to him the blind man, [interrupting] (2) But what would make you perceive, [O Mohammad], that perhaps he might be purified (3)" (1-3).
Al-Ĥujurāt	"O you, who have believed, let not a people ridicule [another] people; perhaps they may be better than them; nor let women ridicule [other] women; perhaps they may be better than them. And do not insult one another and do not call each other by [offensive] nicknames. Wretched is the name of disobedience after [one's] faith. And whoever does not repent - then it is those who are the wrongdoers" (11).
Al-Baqarah	"Allah does not charge a soul except [with that within] its capacity" (286).

Source: (Qur'an, 2012)

Islam shows leniency towards those who are involuntarily weak and are unable to obey its commandments (Al-Matrodil, 1991, p.87), as mentioned in the following verse: "Except the feeble among men and women and children who can contrive nothing, and are not guided to a path. Perhaps God will yet pardon them, for God is Clement, Forgiving" (Women 4, verses 98-99). Islam is a religion of equality (Ahmad, 2007, p.68; Hasnain et al., 2008) and discrimination of any type is not allowed.

When it is said that Islam is a religion of equality, we find some people tend to challenge this fact on the basis that the countries in which governments are run by Muslims they have regulated certain laws, for example, that women cannot drive in the country (Ibn ashur, 2009). We must understand the point of view that these laws that are enforced within a country are its rulers personal interpretation of Islam and this interpretation has no relation whatsoever with Islamic law in terms of being a religion of equality because Islam has instructed equality to be implemented within society. But for some reason the rulers of Muslim countries in reality have not implemented Islamic teaching fully. Therefore, people with a disability should not suffer exclusion from society (Al-Matrodil, 1991).

The notion of equality in Islam can also be confirmed by the following sayings of the Prophet Mohammad: "All people belong to one human family; every person is created out of the same father and mother, and this equality of biological origin should be reflected in the equality of the human dignity common to all" (Al-Sheha, 2001).

> There are many verses in the Qur'an that mention protecting and helping the weaker members of society and it is an obligation of Muslims to take care of those who need assistance. This is based on the Hadith of Allah's Messenger in his advice to his companion Muaad Bin Jabal when he sent him on a mission to Yemen: "Tell the people of Yemen… that the Almighty Allah has prescribed a certain percentage of their wealth as Zakah (obligatory charity) to be taken from the rich members among them and given to the poor and needy ones (Hasan, 2009).

In the above, the poor refers to the people who have less wealth whereas the needy refers to the people who are disadvantaged (Musse, 2002; Turmusani, 2001). Bazna and Hatabb (2005) concluded that people's attitudes and actions need to be addressed in terms of their response to disadvantaged people; this would promote respect and dignity for the disadvantaged in society. The Qur'an mentions that people with disabilities should be treated with full respect and have the same rights as other members of society. Hence, from an Islamic point of view society is responsible for improving the condition and status of those with disability or disadvantaged people (Bazna and Hatabb, 2005) by assessing, assisting, and providing respect and giving them equal opportunities in society (Mohammed et al., 2001). This justifies the promotion of disability sport in the UAE that caters for encouraging the integration of people with disability into the society. Since Islam talks about equality among all human beings, those with disability have the same social rights as other members of society in terms of equal opportunities for education, health, social integration (such as sport), and employment.

Table 2.2 Chapters and verses in the Qur'an on the prevention of disability

Chapter	Verse	Protect yourself against disability
Al-Baqarah	"And spend in the way of Allah and do not throw [yourselves] with your [own] hands into destruction [by refraining]. And do good; indeed, Allah loves the doers of good" (195).	Avoid anything that impacts negatively on your life (e.g. smoking, etc.)
Al-Furqān	"And those who say, "Our Lord, grant us from among our wives and offspring comfort to our eyes and make us an example for the righteous" (74),	Prevention of genetic causes.
Ţāhā	"Eat from the good things with which We have provided you" (81).	Eat healthy food.

Source: Qur'an (2012)

Table 2.2 illustrates some verses from the Holy Qur'an for the prevention of disability by avoiding certain actions and behaviours. For instance, Al-Baqarah, verse 195, forbids any act that impacts negatively on your life (like smoking). Islam advises avoiding smoking to keep the body healthy and protect it from disease. Al-Furqān, (verse 74, 2012) describes the prevention of genetic causes, and scientific studies confirm that most common genetic diseases, most notably blood and metabolic defects and common single gene diseases, are the main cause for disabilities in children; thus Ṭāhā, verse 81, mentions eating a healthy diet and avoiding foods that have a negative impact on body and health.

Table 2.3 Chapters and verses in the Qur'an showing how to treat people with disability (Source: Qur'an, (2012)

Chapter	Verse	Expected response
An-Nisā"	"And do not give the weak-minded your property, which Allah has made a means of sustenance for you, but provide for them with it and clothe them and speak to them words of appropriate kindness" (5).	Take care of the rights of people with disability by saving their money and invest it in appropriate ways.
Al-"Anbyā	"Every soul will taste death. And We test you with evil and with good as trial; and to Us you will be returned" (35).	It is advised that people with disability and their families should be patient as it is a test from God.
Āli `Imrān	"It is He who forms you in the womb however He wills. There is no deity except Him, the Exalted in Might, the Wise" (6).	However you are born as an individual, even if lacking perfection, it is the will of God.
Al-Qaşaş	"And do good as Allah has done good to you. And desire not corruption in the land. Indeed, Allah does not like corrupters" (77).	Give charity to people with a disability.
Al-Ĥashr	"They love those who emigrated to them and find not any want in their breasts of what the emigrants were given but give [them] preference over themselves, even though they are suffering privation. And whoever is protected from the meanness of his soul - it is such people who will be successful" (9).	Provide assistance and love to people with disability.

Table 2.3 illustrates how the Qur'an suggests dealing with people with disability in several fields in terms of giving them rights in society and investing resources in an appropriate way. People with disability and their families are also advised to be patient as it is a test from God, and society is directed to give charity to people with disability and provide them with assistance and love (Ibn ashur, 2009).

Also, as can be seen in Table 2.3, the expected responses clearly indicate that in order to treat people with disability there is a need for an establishment of some sort. This includes sport organisations that support and develop the lives of people with disability in terms of providing them with adequate services, education, employment and health improvements. So, as discussed, Islam recommends that people with disability should be treated with kindness, mercy, and full respect. They should be given the same rights as other members of society.

Hence, organisations in the UAE, particularly sport organisations, need to play a significant role in improving the condition and status of people with disability. Moreover, the changes in sport organisations need to reflect the recommendations of Islam, thus ultimately providing appropriate services and facilities so that people with disability are encouraged to participate in social activities.

As made clear below, and in Chapter 3, the Islamic views of disability can be considered as a precursor of the social model of disability that has been developed more recently, particularly in the West. The teachings of Islam provide three key points for understanding its relationships with disability. First, disability is framed as a human condition, and people are encouraged to accept it and be empathetic towards it. This requires that disabled people cannot be discriminated against on the ground of their physical or mental limitations. Secondly, Islam sets out a programme for preventing disabling conditions by promoting a particular way of life. Finally, Islam is also offering strategies for treating various forms of disability all of which require the participation of society and its institutions. From the point of view of this thesis, it should also be mentioned that Islam specifically outlines the role of organisations in society and points out their responsibilities in protecting disadvantaged people.

2.2.2 A Social View of Disability in Islam

According to Islam, it is the responsibility of society to care for and look out for all those persons in need of assistance. In addition, Islam urges universal inclusion in society, despite a person's individual capabilities (Al-Matrodil, 1991; El-Hessen, 2006). The religion considers disabilities to be a social issue that must be considered by individuals and Muslim society as a whole (El-Hessen, 2006; Hasnain et al., 2008). As opposed to Western countries, who used to see disability mainly as a medical condition requiring medical treatment, Islam advocates for the inclusion of all types and conditions of persons as it applies equally to all types and conditions of life (Barnes, 1999). However, Islam does not discard or disregard medical solutions all together (Ahmad, 2007). More details of medical and social models are provided in the next chapter.

Islam affords rights and prospects to people with disabilities, but it also expects society to take responsibility for the care of such people. Based on an assessment of sharia (Islamic law), three key issues can be highlighted namely equitable treatment, social welfare, and human rights (El-Hessen, 2006). Regarding the first key issue of equitability, we consider the attitude and principles of Islam towards personal interactions and relationships. Both the Qur'an and Sunnah outline that those who live with disabilities should not be excluded or demeaned as a result (Ghaly, 2006). There is a well-known incident mentioned in the Qur'an as shown below (Absa, verses 1-3) where the prophet is criticised because when his meeting with the leaders of Mecca is disrupted by a blind man, he sends the man away.

"The Prophet frowned and turned away (1) Because there came to him the blind man, [interrupting] (2) But what would make you perceive, [O Mohammad], that perhaps he might be purified (3)" (Absa, verse,1-3).

This incident shows societies need to behave responsibly towards everyone, to assess people based on their fundamental features and not their physical appearance. It shows the unacceptability of treating people badly based on their level of ability or strength (Ghaly 2006; Rispler-Chaim, 2007). Rispler-Chaim (2007) notes that the

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blind man, referred to earlier, later became a governor and military commander, who led a number of campaigns.

As well as upholding ethical standards in its interactions, the community is also required to provide an appropriate level of social welfare, which is the second key issue. This obligation is primarily established by the Islamic system of Zakah (charity), which obliges Muslims to provide for those who are economically disadvantaged. Zakah aims to sustainably provide for the essential needs of all members of society (Ghaly, 2006). People with disabilities who cannot provide for themselves as a result are compulsory recipients of Zakah reserves. A further posits that Zakah reserves should be drawn on for the establishment of professional training courses and opportunity-creation schemes for those suffering from disabilities (Rispler-Chaim, 2007). Governments have had authority over Zakah funds over the course of Islamic history, and have a duty to disseminate the funds and to provide necessary social services, such as health and housing facilities for people with disabilities (Abdalati, 1995; Rispler-Chaim, 2007). In the past, this obligation has been realised in Islamic governments through the establishment of hospitals and home-based care for those with disabilities. Governments also provide, or use agencies to provide, financial aid, support professionals, guides and interpreters (Hasnain et al., 2008) for people with disability including sport services.

Therefore, both in terms of financial and service-based care, Islamic law expects society to take responsibility for promoting the welfare of people in society who are dealing with disability. Finally, disabilities are seen as a human rights question in Islamic teachings, which is the third key issue. Islam clearly establishes that everyone shares common humanity and, therefore, is entitled to equitable and dignified treatment, interpersonally and within social welfare systems (Rispler-Chaim, 2007). Therefore, Islam establishes a comprehensive view of disability, which requires constant adjustments and improvements in both individual and social attitudes and policies. This brings to the fore the notion of change which is discussed below.

2.2.3 Islam and change

The Qur'an and Prophetic Sunnah are the key sources of Islamic legislation which brought a form of change on the Arab society especially and Muslims in general. The Qur'an itself portrays change through the imposition of several rules of conduct in all aspects of life on Muslims, thus it became the first reference for Muslims; it taught them a new way of life, which they did not know before Islam (Ashour, 2005). The Qur'an regulates different aspects of people's life; it imposes on Muslims a single economic, social system, as it also contains the laws that govern relationships among people in both peace and war (Al-Naklawi, 1998). Muslims now have a reference guide in the Qur'an that assists in all fields of life including resolving conflicts among people. It is considered as pride for the Arabs that Allah honoured them with the Quran, which is the most important factor of change from the beginning of its revelation to the present day. Ashour (2005) noted that searching for and encapsulating the change that the Qur'an had introduced to Islamic societies is beyond the reach of a human being; the Qur'an is not merely a book for reading, but rather it is a complete guide for a way of life providing a set of rules or standard patterns including reflection, analysis and examination, out of which the religious sciences emerged.

The sciences encompassing the laws governing the lives of people, and from which the Islamic civilization emerged included all sciences known at that time (Ashour, 2005; Arafa, 1995). Change has been stated explicitly in the Qur'an when Almighty Allah said: "Indeed, Allah will not change the condition of a people until they change what is in themselves" (Al-Rad, verse 11). This verse tells us that we need to understand change as an ongoing process.

This verse is interpreted as if you sought change, you must prepare yourselves physically and psychologically so that you can reach your desired goals in changing your reality to the better, similarly if the insides of your soul becomes worse, then Allah will change your reality in the same direction as your soul to punish you or bring you again to the right path (Al-Naklawi, 1998). Hence, it can be concluded that "change" is twofold; psychological and practical which depends on the will. It is not enough for our souls to be willing to change without taking any actions that are in

accordance with our beliefs. Moreover, the causes leading to the occurrence of change must be adopted (Al-Rifai, 1997).

According to another saying of Almighty Allah (God): "That is because Allah would not change a favour which He had bestowed upon people until they change what is within themselves" (Al-Anfal, Verse 53). This verse is interpreted as the change is subject to 'the change of souls' and that Almighty Allah will not change the condition of people until they start changing inside their souls (Ashour, 2005).

This partly explains what has happened with disability sport organisations, and we can see the relevance of this saying above with regards to disability sport organisations in Chapters 6, 7, and 8.

When referring to the prophetic Sunnah, the responsibility is laid directly with the Prophet Muhammad (PBUH). He lived his daily life among people seeing and hearing matters between them, so he was aware of their religion and life (Al-Naklawi, 1998). There were a lot of patterns of daily behaviour that needed to be changed or even abolished in some cases. The Prophet (PBUH) developed divine grounds for change in his people, so he became the pioneer of comprehensive change and building the entire society. We find in the life of Prophet (PBUH) the practical lessons for change, and he mentioned some Hadiths related to change, such as: Abu Sa"id al-Khudri, reported that the Messenger of Allah had said: "Whoever amongst you sees anything objectionable, let him change it with his hand, if he is not able, then with his tongue, and if he is not even able to do so, then within his heart, and the latter is the weakest form of faith." (Abu Sa"id al-Khudri, 2010, p 22)

From the aforementioned, it can be asserted that the apostles were, in fact, advocates of change with a divine support. No matter how many reasons for which the apostles and messengers were sent, this in general constitutes a call for change in the doctrinal, ethical, social, and economical systems and all matters related to the individual and society. This was necessary in order to move them from an anomalous situation that contradicts the human instinct to a situation balanced between the

human instinct and practical reality, in a manner that reconditions both life and the afterlife (Al-Rifai, 1997).

Social change is both a feature and law that is inherent in human societies. This matter was not overlooked by Islam due to the prominent role which the society it came to reform has in Islamic thought and because it is one of the pillars on which it builds on (Ashour, 2005).

Islam accepts any change, whether at social, personal or organisational level, but it requires such change to be compatible with the Islamic Sharia and to be beneficial to individuals – whether disabled or non-disabled – and society as well (Ashour, 2005). Al-Naklawi (1998) indicates that Islam supports such changes in human life that begins from individuals to groups to include all aspects of life, and the people with disability within groups that in their entirety are part of society. Organisations should pay attention to this category (i.e. people with disability) and provide them with all facilities and services just like non-disabled people.

In summary, this section has explained that Islam both accepts and encourages change whether on a social, personal or organisational level. Religious texts state that in order for change to be beneficial to people (both able and disabled), it requires compliance and compatibility with Islamic law. Changes occur in all aspects of human life and this includes those with disabilities. It is clear that the role of the organisation to pay attention to this section of society needs to be examined to show the role and impact of organisations on disabled people. In addition Islam actively encourages people and organizations to study and reflect on change, which is an important condition for understanding change in disability sport organisations.

2.2.4 Sport in Islam

Islam encompasses all aspects of life and does not deprive people with disability of a social role (Ahmad, 2007). Islam encourages participation in sports and wellness programmes (Al-Dousari, 2000). Ghaly (2008) discusses the treatment of disability in Islam by physical and spiritual means. The former includes treatment by physiotherapy that can be provided by sports clubs and recreation centres. The idea

of rehabilitation, sports, and wellness is not in conflict with the beliefs and values of Islam. So, there are many sports organisations in the UAE that look after people with disability whether by rehabilitation or participation in sport and general wellbeing. Therefore, encouraging people to practice physical fitness and sports and keep the body healthy is in accordance with Islamic teachings (Abdalati, 1995; Al-Dousari, 2000; Al-Gellaish, 1981), as mentioned in the following Hadith: "There are two blessings which many people do not appreciate: health and leisure" (Bukhari, 2009, p 6220).

From the perspective of sport, Islam emphasises that the power of the believer lies in their physical strength, integrity of mind, honesty of heart, and virtuous behaviour (Al-Kholi, 1994). The significance of physical strength in Islam cannot be denied. Therefore, Islam supports physical activities that develop and strengthen the body and mind (Mohammad, 2000). Prophet Mohammad (PBUH) also said: "No blessing other than faith is better than well-being. As an aspect of grace, man should express gratitude to God for it, and it should be properly looked after" (Bukhari, 2009, p 6221).

The fact that sports are beneficial for people with disability is well-recognised, as physical activity or exercise has the potential to reduce the risk of many illnesses (Durstine et al., 2000). For example, DePauw (1986) reported on the treatment of people with a disability such as Down Syndrome with horse riding, which is one of the most popular sports in Arab countries and also supported by Islam, as it is mentioned in the Qur'an: "Teach your children swimming, archery and horse riding" (Al Qardawi, 2013).

Participation in sports is beneficial to the community as well, and also helps to change the attitudes of society in general (DePauw, 1986). In order to implement Islamic recommendations Muslim countries have built rehabilitation centres, special needs education centres (Arif and Gaad, 2008; Bazna and Reid, 2009) and sport clubs dedicated to people with disability (Ibn-Habib, 1987). Despite the well-recognised significance of sport, there has not been an extensive study on the place of sport in Islam and in Arab Islamic societies, but in the last thirty years or so there

have been several pieces of research dealing with the issue (Al-Dousari, 2000; Al-Gellaish, 1981; Al-Kordi, 1982; Amara, 2012). All academics concur that Muslims of both sex are permitted to participate in sports, provided that they are balanced and physically advantageous. Sport also serves to emphasise the scale, flexibility and thoroughness of Allah's course for humans. Furthermore, Islam emphasises the value of sport in conjunction with spiritual and moral education. Additionally, within Islam, sport is seen as a way to strengthen interpersonal bonds between different individuals, rather than being aggressive or essentially competitive (Arrifai, 1973). This also supports the enhancement of social ties and cultural values. Al-Gellaish (1981) noted that Islam suggests a wide range of games to its adherents, highlighting them as a pleasant recreational activity that also prepares people for other Muslim duties, including worship. Sports that are based on commitment and ability are appreciated, as well as those which enhance physical strength and fitness (Al-Kholi, 1994). Other sports highlighted individually include racing, swimming, shooting and equestrian sports for both men and women (Amara, 2012).

The next section discusses the UAE context in order to set the scene for better understanding of organizational change in disability sport organisations.

2.3 UAE society, and social change

The United Arab Emirates (UAE) is located in the Arabian Gulf and was formed on 2 December 1971 as a federation of seven emirates or states namely Abu Dhabi, Dubai, Sharjah, Ras Al-Khaimah, Ajman, Umm Al-Qaiwain, and Fujairah, which were known in the past as the Amicable States. In a spirit of awareness and cooperation governors agreed upon a union between emirates and the formation of a Council to be the supreme authority on political decision-making in the state. The Council consisted of the rulers of the Emirates, who agreed to develop a permanent federal constitution in order to provide effective governance of the state and define the powers of federal institutions and the granting of residual powers to local authorities in each emirate (Al-Jably, 2009).

In addition to the Supreme Council, the system of governance also includes the executive authority, the Council of Ministers, and the legislative authority that comprises the Federal National Council and an independent judiciary authority headed by the Federal Supreme Court. Each of the seven emirates has local administrative bodies which are parallel and in some cases overlap with federal bodies (UAE Yearbook, 2008). The foreign policy of the UAE comprises fixed rules based on credibility, understanding and dialogue, openness and concern for good-neighbourly relations with all countries based on mutual respect and non-interference in internal affairs and compliance with codes of the United Nations and regional and international organisations. The UAE stands on the side of right and justice and supports international stability and peace (Al-Jably, 2009).

The country has experienced a dramatic change since the discovery of oil reserves in 1971. From being a predominantly rural society it is becoming more and more an urban society with big cities like Dubai and Abu Dhabi (Morris, 2005; Tanmai, 2005), and its population has grown more than tenfold (Al-Abed, 2001; Davidson, 2005; Ghanem, 2000). According to the National Bureau of Statistics (2010), the population of UAE was 7.2 million by the end of 2011; and this figure was expected to increase to 7.6 million by the end of 2012 (growth of around 5.6%). The UAE has undergone significant changes owing to the increase in oil prices between the 1970s and 1980s which has greatly impacted on the rate of economic development of the country.

This economic development has also brought about several social changes (Al-Abed, 2001). Those changes have not been shared equally by all UAE states, however, as some states are more developed than others in terms of facilities and services, for example, universities, hospitals, and disability clubs (Tanmai, 2005). The UAE economy is considered as one of the largest emerging economies in the Middle East, and is ranked second after Saudi Arabia. The economic performance of the UAE improved significantly during 2008, when economic sectors benefited from higher crude oil prices in global markets. This was reflected in the rates of growth in all economic sectors in general and also reduced the deficit in the state budget, brought about the recovery of the domestic market and high surplus in the trade balance during the period from 2004 to 2008 to more than double, where the rate increased

from 6.5% to 33%, supported by strong growth of the sector of petroleum and petroleum products and the non-oil sector (Ministry of Planning, 2013).

The Ministry of Planning (2013) stated that the UAE continued to implement its policy of investments in economic development to create an economic base balanced by the development of different productive sectors, relying on oil revenues for the development of domestic investment on one hand and to attract foreign investment on the other, which resulted in a continuous increase in the volume of fixed investment per year. Such reports indicate that the country has achieved high rates of human development and has worked to provide a high standard of basic services to its citizens through the implementation of economic and social development programmes. The UAE has had success in terms of educational attainment and real income and life expectancy, which are the three standards adopted by the human development index (Ministry of Planning, 2010). The economic policy of the UAE has been stable because the political system and the economic sector are characterised by openness, economic freedom, the adoption of market mechanisms and values and traditions which promote trade and economic activities (Ministry of Planning, 2010).

The UAE is one of the new countries in the Arab world, which is catching up with modern society in all areas of life. One indication of progress is the development of sporting activities in all cities of the state (Morris, 2005). Moreover, a combination of economic factors and government policies, together with Islamic laws, is beginning to give people with disability an opportunity to significantly expand their roles (Al-Junaibi, 2004). The country's law also respects and encourages toleration of all other religions represented in the UAE. The UAE government aims to promote and support Islamic culture in the country as it is important to keep it aligned with the Qur'an and Hadith. Moreover, the Islamic culture of the UAE contributes to the laws that govern the daily activities of its citizens. This also includes organisational activities and decisions in various sectors such as sports (Al-Junaibi, 2004).

The UAE constitution advocates for the rights of people with disability including adequate care and proper rehabilitation. This predominantly derives from the teachings of Islam, which is the main religion followed in the UAE. The Interim

Constitution of the State (UAE Federal Law, 2006, p.16) concerning the rights of individuals with special needs posits in Article 21 the establishment of a "specialised committee for sports and culture for individuals with special needs" by a Cabinet Division. Recent economic and social developments in the country have created the conditions for a more holistic approach to disability sport that takes into account both the general welfare needs of people with disability and the delivery systems responsible for providing various services including recreation and sport.

2.3.1 Sport in the UAE

In the UAE sport is a social phenomenon linked with various economic, political, social and educational systems. Since sport not only improves the health and condition of people but also impacts on their mode of life and reaction to social changes, it has become part of the social systems that comprise society as a whole (Sharif, 2004).

Sports activities in the UAE have been rooted in the local environment, so diving, hunting and sailing are popular. Since the union of the states in 1971 more sports clubs have been established and more young people have benefited. A separate Ministry of Culture, Youth and Community Development has also been established (Abbas, 2005). Sports develop and flourish in Islamic education and this can be seen in the objectives of the state and the customs of local societies (Al-Junaibi, 2004).

There have been several changes in UAE sports, which in turn have brought about many valuable achievements in the growth and service sectors. The youth and sports sectors are targeted for particular development (Abbas, 2005), as building blocks of the future. From 1980 to 2002, the UAE government established more than one hundred and fifty playgrounds and swimming pools and completed the projects necessary for the infrastructure; it established Zayed Sports City in 1980 which is now considered as one of the best international sports establishments in the UAE and the world in general (Al-Junaibi, 2004). Moreover, the General Directorate of Youth and Sports, presided over by the Minister of Education and Youth, supports and cooperates with Arab and international bodies through different cultural and sporting activities, championships and youth festivals (Abbas, 2005; Al-Junaibi, 2004; Sharif,

1996). The number of sport clubs has increased as a result of the huge development of sport and cultural activities, from eight clubs in 1970 to thirty three clubs in 2012 and from three sport federations in 1973 to twenty nine in 2012 (Ben Sulayem et al., 2013).

The UAE economic growth and the accompanying social changes have also impacted on sport. As demonstrated, this was particularly reflected in setting up the sporting infrastructure of the country and in its institutionalisation by establishing a wide network of national and local sport organisations. The overall responsibility for the development of sport has always rested with the state and as most of the sport organisations are voluntary bodies, they could not survive without the support of the state. Figure 2.1 shows the public sector structure of sport in the UAE.
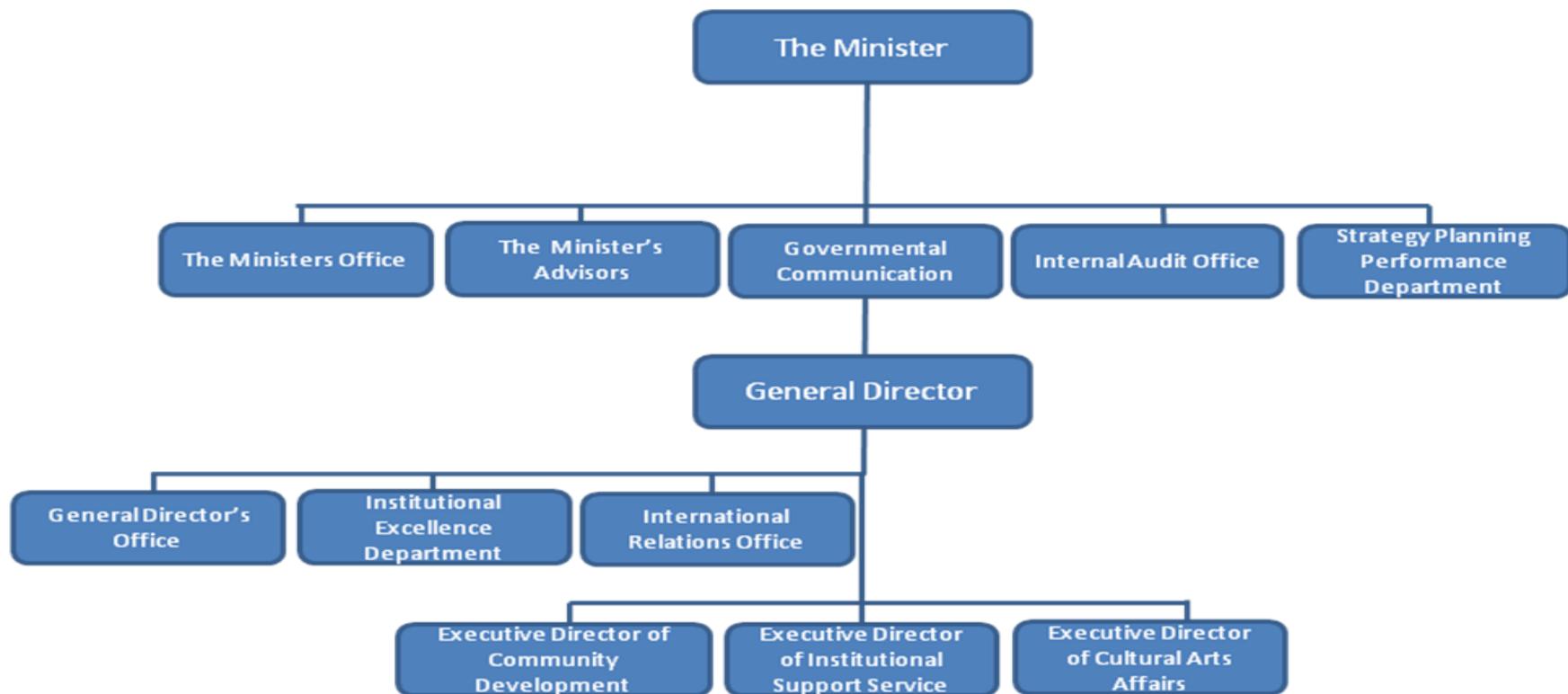
Figure 2.1 Structure UAE Ministry of Culture, Youth and Community Development

Source: Ministry of Culture, Youth and Community Development (2013)

2.3.2 People with disability in the UAE

The estimated resident population of the UAE is 7.2 million, out of which 21% are UAE citizens according to the National Bureau of Statistics in 2010. People with disability or special needs are found in the general population of the UAE. It is challenging to estimate the percentages in each of the special needs categories owing to the lack of an appropriate central data collection agency. Therefore, in the UAE, no consistent survey has been conducted to investigate the total number of people with disabilities or the percentages in each of the disability category. A rough estimate however, suggests that people with disabilities constitute 8% to 10% of the total UAE population. This percentage is similar to the worldwide average (Dukmak, 2010).

The Ministry of Social Affairs monitors accessibility for people with special needs. Also, some government sponsored centres provide facilities and services like funds, special education, and transportation, including sending a team to the Paralympics (UAE Ministry of Social Affairs, 2006). The UAE constitution guarantees the rights of all people with disabilities, including labour rights, adequate care and proper rehabilitation. Everyone is assessed on the basis of individual needs and circumstances and the necessary support and cooperation are provided, as Islam honours individual rights and needs (Sharjah City for Humanitarian Service, 2011). The Ministry of Social Affairs requires private sector companies (with more than 100 employees) to reserve 2% of the jobs for people with special needs. Article 16 (UAE Federal Law, 2006) of the UAE constitution clearly states that "proper community care should be provided to children and mothers to protect minors and other people who are unable to take care of themselves for reasons such as disability or old age, unemployment, etc. Necessary assistance should be offered to them for their benefit and for the betterment of society" (UAE Federal Law, 2006, p.9). Moreover, Article 17 (UAE Federal Law, 2006) mentions the continued disbursement of assistance to those with any sort of physical inability so they can be rehabilitated or trained to increase their efficiency so as to be able to support themselves and their families (UAE Ministry of Social Affairs, 2009).

The Ministry of Labour and Social Affairs was responsible for reform of the law in 2006 and the establishment of bodies and institutions necessary to provide vocational rehabilitation services for the disabled. Consequently, several centres for disability have been established with the view to cater for a wide range of needs of these people including psychological, physical, social, cultural, sporting and religious.

The government wishes to rationalise the trends in public opinion towards the treatment of disabled people using various media, whether print, audio or video (Abdulmajeed, 2004; UAE Federal Law, 2006). The Ministry of Health has also opened a number of medical rehabilitation centres to provide services for disabled adults and children and the elderly, and an example of these centres is the Abu Dhabi Medical Rehabilitation Centre, which was established through the cooperation of the Ministry of Health and the Department of Public Works (UAE Ministry of Social Affairs, 2010). The UAE government has issued a mandate to the appropriate authorities to take due care of people with disabilities and to facilitate them to take part in the national development, so that they are encouraged to participate in social or sport activities. Following these mandates, a significant amount of work has been done in recent years to provide services to disabled people (Abdulmajeed, 2004; Zayed Higher Organisation, 2008).

In the recent past, such services have been expanded to cover all of the UAE and an even larger number of beneficiaries has resulted (Zayed Higher Organisation, 2008). The level of interest shown in taking care of disabled people in the UAE has risen thanks to the national legislation and constitution as well as the visionary leadership of the Ministry of Welfare in the UAE (UAE Ministry of Social Affairs, 2008). Special supervision is provided for people with disabilities and proper rehabilitation guaranteed (UAE Ministry of Social Affairs, 2008). The Ministry of Social Affairs thus plays a very prominent role in the implementation of the national directives and has ensured that all necessary operational elements are provided including equipment, teachers, coaches, social workers, and psychologists (UAE Ministry of Social Affairs, 2009). According to the Council of Ministers' resolution for 1977, one of the major responsibilities of the Ministry was to support the needy and provide care for the disabled members of society (Zayed Higher Organisation, 2011).

Considerable efforts have been made in the UAE to integrate people with special needs within society and turn their energies into productive power that can contribute towards the overall development of the nation. Examples of such accomplishments include the Farming and Empowerment Project (Zayed Higher Organisation, 2011).

This has seen the establishment of the very first farm in the world for the rehabilitation of people with disabilities. The project trains those with disability to work as farmers and earn their living. The empowerment project was designed to enable training, support and guidance of the visually impaired in the UAE in order to qualify them to act as active members of society. The main objective of the project is to provide a focal point for the visually disabled citizens of the UAE to receive the vocational training necessary for them to engage in the local labour market, enhance their skills, and help in creating job opportunities (UAE Ministry of Social Affairs, 2009).

With regard to the enhancements in UAE constitution in respect of people with disability, changes are also being made in the sports sector (UAE Ministry of Social Affairs, 2009), which are discussed below. The section has highlighted the political responsibility of the state and the role of key Ministries and local authorities for developing sport. They are important agents because they become part of the context in which disability sport organisations operate.

2.3.3 Public attitudes towards people with disability in the UAE

Insight into the historical changes that have shaped UAE culture and attitude towards religion, gender and disability is essential in order to understand the views and operation of sport organisations. "A small section of the UAE's population has strong, local culture, whereby the basics of the Islamic faith dominate the cultural, moral, social, economic, legal and political aspects of life" (Heard-Bey, 2005, p.135). There is a wide gap between Islam and cultural practices that are misconstrued as Islamic. Arif and Gaad, (2008) concluded that gender inequality in the Arabian Gulf region, particularly in the Middle East, has stronger socio-economic and political roots than religious roots. In the UAE and the Arab world, Gulf culture shows a negative influence on gender relations towards people with disability but

this has been changing over the years. Studies have shown that attitudes towards the education of women and girls have changed, and international human rights campaigners have turned their attention to whether children with disability should be educated in mainstream schools or in special schools (Arif and Gaad, 2008). According to Alghazo and Gaad (2004), in a small society like the UAE where everyone knows every second person, women sometimes find the marriage market difficult owing to the presence of a Downs Syndrome child in their family, for example. Regardless of developments in UAE laws on the right to receive an education, attitudes shown towards individuals with this syndrome are disappointing. In interviews conducted by Alghazo and Gaad (2004), a large percentage of parents who had children with a disability hid them during any family gatherings. They displayed mixed sentiments of shame, discomfort and inadequacy when asked to speak about their "special" children. This cultural stigma still largely prevails in society regardless of the continuous efforts of the government to eradicate it.

People with learning difficulties are seen mainly during the transition to adulthood; for instance, adults with disabilities have a narrow range of leisure opportunities. If they need to start work or study they will require some kind of official recommendation or help from influential (wastah) people. Continuing dependence on parents are factors often unobserved by wider society. The situation in the UAE is no better than that which Thomas et al., (1998) describe regarding the lack of communication concerning intellectual disability. The segregation of those affected, either by being closely confined to the home or in a few cases educated in separate schools (e.g. Al-Noor School for Special Needs), shows that there is little acceptance of such people by the general public. Despite a ruling passed by the Ministry of Social Affairs (Social Affairs, 2006) to facilitate the establishment of a more inclusive society, success has generally eluded it. The status of gender with regard to intellectual disabilities is in many countries affected by cultural attitudes. All the above constitute important concerns in terms of education and equitable life chances, including sport activities. The above has suggested that this research will be an important guide in terms of improving disability sport in the UAE. However, the acceptance is conditional on a raised level of awareness in UAE society.

2.3.4 Disability sport in the UAE

In the UAE, disability sport activities started in the early 1980s, when a group of people initiated a movement for disability sport in the country. This movement continued to develop erratically until 1985 when the Lajnat al-Maqeen (Support Committee for People with Disability) was formed in Sharjah city as a result of the support and encouragement of one of the members of the movement (UAE Disability Sport Federation, 2010). The committee met in the Cultural Club in Sharjah before shifting to Abu Dhabi in order to discuss the future and the possibility of changing it to a club for the disabled. Following the establishment of the Support Committee for People with Disability, the setting up of a permanent centre for the committee came under consideration (UAE Disability Sport Federation, 2010). The UAE has paid much attention to the disability sport sector, considering that people with disability are respectable members of the country towards whom care and attention should be directed (UAE Disability Sport Federation, 2010). For this reason, the UAE has assumed patronage and care for people with disability with regard to the social, health, psychological and sporting aspects of their lives (Disability Sport Federation, 2010).

Owing to the importance of providing people with disability the utmost care and attention with regard to sport and cultural aspects and to prepare them adequately for the future, the government established the UAE Disability Sport Federation (DSF) in June 1996 under a decree issued by the Ministry of Culture, Youth and Community Development. It is responsible for the progress of disability sport in the UAE and widening the sport base (Abdulmajeed, 2006).

The UAE has given special consideration to citizens with disabilities and has laid the foundations for projects and institutions to assist them (Sharjah City for Humanitarian Service, 2011). These bodies take care of people with disability and work to rehabilitate them in various different ways. The Interim Constitution of the State Law (2006) concerning the rights of individuals with special needs posits in Article 21 the establishment of a "specialised committee for sports and culture for people with disability" within a Cabinet Division. The committee is responsible for producing policies that ensure the integral development of an individual with special

needs and give him or her the opportunity to practise safe and enjoyable athletic, cultural and recreational activities. In addition, broadening the scope of participation in athletic, cultural and promotional activities among individuals with special needs, and developing programmes for qualified staff to work with individuals with special needs in the areas of sports, culture and recreation. Moreover, to encourage the integration of individuals with special needs with their peers who do not have special needs (UAE Federal Law, 2006).

The UAE government seriously considered the role of sports and the qualification of youths, either by incorporating physical education as a subject in the basic education curriculum or supporting student scout movements. This was done with the aim of developing the personalities, talents, and the mental, physical and moral capabilities of people and imparting to them the necessary principles and values for improving their integration in mainstream society (Dubai Disability Sport Club, 2009).

Sports for the disabled in the UAE were set up much later than in many developed countries (Jawad and Hassan, 2005). Organisations sponsoring sports activities such as the General Organisation for Youth and Sports, National Olympic Committee and the Sports Federations Council have been established in order to develop and implement a strategy for developing activity of both healthy and people with disability in the country. During the last decade, however, it was widely acknowledged that there was a lack of information that would allow the concerned authorities to monitor progress in this area (Abdulmajeed, 2006). The government is committed to ensuring that everyone is given an opportunity to participate in sports and physical activity by reducing barriers and widening choice. Thus the UAE Disability Sport Federation (DSF) has a crucial role to play in ensuring disabled people enjoy the same sports opportunities as their non-disabled peers (Abdulmajeed, 2004).

The DSF also overlooks various other sports clubs for the disabled in the UAE such as

   (1) Al-Thiqa Disability Sport Club (ADSC) – established 1992

(2) Dubai Disability Sport Club (DDSC) - established 1993

(3) Al-Ain Disability Sport Club - established 1997

(4) Al-Khourfakan Disability Sport Club - established 2005

(5) Abu Dhabi Disability Sport Club - established 2006

There are more details about the three case studies in Chapters 6, 7, and 8 respectively. The critical point in this section is that in the space of some ten years, from 1984 to 1996, disability sport in UAE has changed from a volunteers' initiative to a well-regulated and controlled sphere of public activities under the leadership of the federal state and local authorities.

2.4 Conclusions

This chapter demonstrates that Islam provides a background for the social model for disability where a society is responsible of people with disability and the onus is not on the individual. Islam advocates for a comprehensive change based on changing attitudes. In addition, there is disconnection between Islam as a religion and Islam as a worldly view of the culture and attitudes. This shapes a social and political environment which presents a number of challenges, and has also highlighted the role of sport organisations in this process.

This chapter also focused on Islamic perspectives on disability. It analysed Qur'anic verses and the Hadith of Prophet Mohammad (PBUH) and showed that Islam considers disability as part of the human condition, and more importantly, that people with disability should be accepted and integrated in society without hesitation. It highlights that Islam supports such changes in human life that begin from individuals to groups to include all aspects of life. This chapter also sets out the role of contexts such as religious, political, social, and cultural, which has significant impact on the ways organisations operate in the UAE. UAE disability sport organisations have a long history of welfare development and change overtime in terms of services, education, health, employment and sport for people with disabilities which are investigated in this study. Research in this field shows that

local cultural perspectives play an important role in shaping attitudes towards people with disabilities and consequently the responses to their needs. This is elicited from the UAE context on disability sport in Islamic societies. Indeed, as Al-Aoufi et al., (2012, p.13) state: "as [there are] different understandings of disability and its causes and treatment within the context of religious values, this can lead to very different views about educating disabled individuals". This clearly indicates that several practices in Muslim societies are committed in the name of Islam. Mixing pure Islam with local cultural perspectives is evident in UAE society and as a result services, including sport are not taken seriously. The next chapter will explore various perspectives on disability sport in order to both better locate the present study in the extant literature and to outline its contributions.

CHAPTER 3 : PERSPECTIVES ON DISABILITY SPORT

3.1 Introduction

Even though individuals with disabilities have participated in sport for at least 100 years (DePauw and Gavron, 1995; Reid and Prupas, 1998) still very little is known particularly about disability sport organisations. With over 650 million people with disabilities around the world, the current disability sport literature does not reflect this reality and this research aims to fill this gap. Nixon (2007) mentions that limited attention has been given to the issues concerning people with disability and to the changes that have taken place in recent years. Therefore, the role of this chapter is to analyse the current state of literature on disability sport with the aim of understanding the organisational perspective and role of disability sport organisations. As Finkelstein (2001, p6) put it "disability organisations can be viewed as the vehicles of change" so to understand how disability sport has changed we need to understand how organisations have changed. The work by Reid and Prupas (1998) focuses on prioritising and categorising influences on change such as training, coaching, technology, demographics and philosophy; however, there is no mention about the role of organisations. Reid and Prupas' (1998, p2) work was based on conducting a systematic review of research in disability sport. They identified seven key research themes:

- training and/or competition effects

- selection and training of coaches, volunteers, and officials

- technological advances

- sociological and psychological aspects of sport

- similarities and differences among athletes with and without disabilities

- demographics of disability sport

- legal, philosophical, and historical bases for sport.

However, the organisational dimension of disability sport was not one of the key research priorities.

This chapter, therefore, considers the historical, social, biomedical and functional perspective of disability sport in order to analyse how different views of disability interpret the role of sport organisations. The analysis also pays attention to the attitudes of society towards people with disability participating in sport, and how perceptions, which form the outer context of a sport organisation, have changed. Furthermore, the chapter highlights the role of technology in disability sport, and how technology impacts to enhance the performance of athletes. Finally, this chapter considers studies on disability sport organisations to establish the current state of knowledge in this field.

3.2 A Historical Perspective on Disability Sport

The history of disability sport is over a century old yet research has played a minor role in its development (Reid and Prupas, 1998). Wilson and Clayton (2010) had written that before the 20th century, people with disabilities were usually viewed as making little contribution to society and, as a result, were commonly dismissed and expected to provide for themselves with a limited body of organisations available to meet the growing needs of disabled people (Wilson and Clayton, 2010; DePauw and Gavron, 2005). Indeed it was DePauw and Gavron (2005) who had written that throughout the history of sport, individuals with disabilities have always faced difficulties such as exclusion and disenfranchisement which could also be linked to a limited availability of organisations capable of delivering services such as equal employment rights, and access to facilities. Although this movement has been very slow, there has been progress which has helped improve the attitudes held in society. Gold and Margaret (2007) wrote that the expanding scope of disability sport has generated new international disability sport organisations which have helped make great strides towards changes in this field. The foundation of the International Sports for the Disabled (ISOD) in 1964, for example, helped create opportunities for the blind, amputees and individuals with other disabilities in terms of providing facilities for participation in disability sport. Through the creation of these disability sport organisations we saw the broadening scope of disability sport in the Montreal

Olympic Games in 1976. This has not explained why and what kind of organisational change has taken place. It has only illustrated change in terms of an increase in opportunities for disability sport without emphasizing the role of the ISOD from an organisational dimension. Society has made huge strides to improve attitudes towards people with disabilities. The number of disabled people partaking in active sports and competing on a global level has been rising year on year which can be correlated by the growing number of organisations being set up to support disabled people and the institutionalisation of such organisations (DePauw and Gavron, 2005). Le Clair (2011) wrote that there are approximately 650 million people with disabilities worldwide; 450 million in the global south or resource poor countries which would include the Middle East.

Over the past few decades, we have seen significant changes within disability sport, with a greater media coverage, uptake in disability activities in organisations and a greater following than ever before due to changes in attitudes and cultural views. David and Robert (2011) argued that belief in principles like the survival of the fittest provided the backdrop for crimes such as the killing and neglect of children with disabilities. Change to these norms seems to have been prompted by the emergence of a large number of disabled survivors of local and international wars, with society's attitudes and perceptions having changed from a process point of view. DePauw and Gavron (2005) also followed up by mentioning that nearly 10% of the world's population is now considered to have a disability; with greater visibility and societal acceptance within the sporting world. Hence it is important to understand the history behind these monumental transformations that have taken place in disability sport and analyze the key drivers behind such changes. This is in line with the theoretical framework adopted by this study, which will examine change as being shaped by the content, context and process within which organisations function.

Bailey (2008) stated that official sports programmes for the deaf took place in Berlin in 1888, which seems to be the first instance of such endeavours. In 1924, the deaf Olympics (Deaflympics) began. During the Second World War, Dr. Ludwig Guttman developed sporting programmes for people with physical disabilities. He was a neurosurgeon in the English hospital of Stoke Mandeville, and a director of the hospital's spinal cord injury programme (Bailey, 2008; Brittain, 2010). The doctors

involved in this programme saw exercise as an important element of the recovery process and naturally this developed into different rehabilitation patients competing with one another (Steadward and Foster, 2003). It can be argued that through the early work of such medical centres, we started to see a change in the situation of disability programmes in reaching out to their target audience. Since the end of the Second World War, we have seen disability sport organisations start to become more formalized and professional, in particular with the rise of medical centres and facilities such as the deaf Olympics (Deaflympics). Thomas and Smith (2009) wrote that when the Olympics were held in London in 1948, Dr. Guttman launched the inaugural Stoke Mandeville Games at the hospital, which became an international event in 1952 when a team was sent from the Netherlands to take part. The International Stoke Mandeville Games continue to take place today. The Olympic-style competition described as the Paralympics first took place in Rome in 1960, based on a growing awareness of the value of international competition between athletes with disabilities (Fitzgerald, 2009). Four hundred sports people suffering from different kinds of disabilities came from 23 nations and took part in eight different sporting events. It quickly became clear that different categories of disability would need to be established and in 1964, the International Sports Organisation for the Disabled was established to create games for athletes who were blind, missing limbs and suffering from movement disorders, as well as for those with spinal cord injuries (Bailey, 2008).

There has been a great deal written about the Olympic Games but relatively little dedicated to the Paralympic Games (Legg and Steadward, 2011). However, there are signs that this is changing with recent publications by Brittain (2012) and Misener et al., (2013). According to Leavitt (2012, p10), "the shift towards an ethos of high performance at the Paralympics legitimized the need for establishing of an International Paralympic Committee (IPC)". However existing works lacked an understanding on the roles of these organisations in shaping this up and creating change. People with different disabilities first participated in the same competitive event at the 1976 Olympics. In the same year, Sweden hosted the first ever winter Paralympics. Since its inception, the Paralympics have taken place in the same city as the Olympics, but they did not use the same venues until Seoul in summer 1988 and Albertville in winter 1992 (Brittain, 2010). In recent decades, the standard of

competition in the Paralympics has soared and the athletes participating are now truly elite. 4237 athletes from 164 countries participated in the most recent summer Paralympic Games in London in 2012 and, across twelve days of competition, 251 new Paralympic records were set (Games Paralympics Committee, 2012). All this has been achieved due to the greater institutionalization of Paralympic sport both nationally and internationally.

The Paralympic or Parallel Games for athletes with disabilities have played a major role in changing attitudes and perceptions towards disability and have accelerated the agenda for inclusion (Gold and Margaret, 2007). They are seen as the summit for disability sport by changing attitudes by emphasizing achievement rather than impairment. With the growing interest in and growth of the Paralympic Games, there has been very little research on the legacy it has left for disability sport organisations. Misener et al., (2013) wrote that there has been minimal attention paid to legacies relating to the Paralympic Games, and for most part this has been primarily theoretical or anecdotal in nature. This would imply that the impact on organisations benefiting from such international activities has not been thoroughly examined or reviewed. Today athletes with disabilities compete in most international sanctioned events but at the same time, there are still examples where Paralympic Sport has not moved beyond the medical origins (De Matos and Clegg, 2013).

Based on a recent agreement between the IPC and the International Olympic Committee (IOC), there has been an extension to the marketing and broadcasting agreement through to 2020. This means host countries will need to consider organisational developments not only for the Olympics but the Paralympics. This convergence has allowed the Paralympics to be embraced within the Olympic movement (Gold and Margaret, 2007). On the back of this, there will be a greater expectation that host communities will be well-established in disability sport and so further research is required to understand this effect on disability sport organisations.

Also culturally, disability is treated very differently from nation to nation. Misener et al., (2013, p12) had argued that "the Paralympics offers an opportunity to showcase human abilities through awareness and human capital outcomes". Beyond the aspect of sport, such processes can instigate social changes such as opportunities for people with disability - employment, volunteering and sport officiating and improvements to

access for spectating in major sports events. These cannot be achieved without respective changes in disability sport organisations. Therefore, studying how disability sport organisations change in order to respond to the internal and external challenges becomes of greater importance.

Over the last 60 years individuals with disability have fought for the right to be recognized and have had to adapt as a result. By adapting and changing through sports, people with disability, have transitioned from patient to athlete and from athlete to citizen. Within this context, the process of change ("how of change") in terms of how host cities will work towards creating the Paralympics legacy will have a direct effect on how disability sport organisations will change to positively influence disabled people. In summary the lesson learnt from the growing stature of the Paralympic Games is that the internationalization of Paralympic sport has had a huge role in changing the acceptance of disability sport and changing people's attitudes towards it. The role of international disability organisations have helped facilitate these changes and are increasingly helping raise participation and awareness.

From a brief review of the history of disability sport, it is obvious that its content has changed significantly from rehabilitation to full integration and participation in society. Organisations charged with promoting sport have become more professional, with better processes, facilities and support systems. It is quite clear that the landscape of disability sport has rapidly been transformed and organisations have grown in significance. The role of international sports competitions for disabled people has also changed the attitudes towards disabled people and social acceptance towards them.

According to Howe (2008, p. 40), "by the time of the games in Athens 2004, the ethos of high performance was all there was room for". The movement struggled to increase participation and instead created a hierarchy for elite athletes who simply wished to train and compete like any other high performance athletes. Howe's work provided little in terms of explaining the role and changes within disability sport organisations that had taken place. The legacies of major international sports events within the context of the Paralympic Games has paved the way for greater visibility and uptake for disabled people but very little has been researched in this regard. Very

little research has also been undertaken on the Paralympic Games, with most studies focusing on other tangible positives rather than the changes to disability sport organisations (Misener et al., 2013). The understanding of change in disability sport organisations cannot be realized without further commitment to research within this field.

3.3 A Social Perspective on Disability Sport

To further examine the role of disability sport organisations, it is important to understand the dominant perspectives on disabilities that have shaped our understanding over the years. The three dominant perspectives have been the biomedical, social, and functional models of disability which are discussed in greater detail in the following sub-sections. Sørenson and Kahrs (2006) wrote that social definitions do not just happen over chance; they serve an important role and function. Over time, the potential that people with disability have to fully participate in society has been advanced significantly, particularly with regards to improved education, health, and work (Aitchison, 2003; Deborah et al,2012). Filmer (2005) explained this political evolution, based on increased understanding of the inequality and prejudice that people with disability endure, was largely prompted by disability and human rights activists. However, Deborah et al, (2012) ; Loeb et al., (2008) and Watermeyer et al., (2006) argued that while the situation has improved as a result of such efforts, the rate of change has not been consistent around the globe, and a large number of people with disability are still institutionalized, suffer discrimination and are socially isolated. As explained in Chapter 2, this continues to be the case within the context of UAE, where the people with disability still face isolated. With an increasing number of people with disability around the world, there is a greater need to understand how disability sport organisations have changed over time to address some of the needs in this field. Moreover in order to understand the social model of disability, the views of Finkelstein (2001, p 6) prove to be quite significant. Finkelstein (2001, p 6) argues that it is society and the social system that causes disability and not the actions of the individual, "it causes disabled people to live in a social prison". It is argued that in order to tackle such disability issues, society needs to be broken down which would lead to the freedom of people with disability and the

growth of disability organisations. Moreover, it is argued that disability is a form of social impression (Thomas, 2004) and not caused by impairment. Hence, disability should not impair or prevent an individual from participating in sports activities. This study aims to highlight the fact that through the role of sports organisations, social impression can be reduced and prevented.

DePauw and Gavron (2005), along with Bailey (2008), suggested that there has been a modern global trend and increase in the prevalence of disability sport and with that a change in disability sport activities. DePauw and Gavron (2005) have also added that, despite this, there are extra factors that must be included when referring to people with disabilities playing sports, compared to non-disabled people playing sports. It has also been shown by the World Health Organisation (WHO, 2011) that around one billion people, representing more than 15% of the global population, are disabled in some way; with around 200 million people (2% of the global population) facing large hurdles in terms of everyday physical ability. From these figures, and according to DePauw and Gavron (2005) and Bailey (2008), it is clear that disability sport has faced some tough challenges such as getting wider recognition and support to promote its activities but from perspective of contents such as services and facilities, we are seeing changes in public and social perception which is encouraging organisations to start taking disability sport more seriously. Limited information is available about what has been the cause of such changing attitude towards disability sport and the organisations that support it.

The United Nations (2006) reported that human rights movements have altered the ways in which disabled people have been perceived resulting in a more welcoming and inclusive system and facilities. Deborah et al,2012 and DePauw and Gavron (2005) have also suggested that the relationship between disability and human rights has been communicated through increasing media presence and overall accessibility to knowledge. For this reason, it is argued that society, and the sports industry, now place less of a stigma on people with disabilities. Right to Play reported that:

> The sports industry has been aiming to avoid exclusion of people with disabilities, firstly by working with them to alter their perceptions of themselves, and secondly by working with groups in society to alter their

perceptions of disability. It is suggested this trend will continue in the coming years.

(Right to Play (2008 p.171)

Furthermore, Prager points out that school is an extremely important and influential element when attempting to change perceptions. It is argued that contemporary society is focused on avoiding prejudice and exclusion, and that schools should follow suit. It is important that sports teachers, trainers, and coaches have a strong understanding of disability sport management if they wish to support the growth of disability sport. A significant way for achieving this growth is for these figures to be given the appropriate knowledge about the field of disability sport (Deborah et al,2012 ; Prager, 2004).

One reason why people with disability are restricted from participating fully in society is due to their stance as a minority. Another reason is because of their perceived lack of ability. Thus a certain level of exclusion also exists in the socially and culturally important realm of sport (Howe, 2008). Over the years people with disability have been excluded from sporting activities. However, DePauw and Gavron, (2005) had argued gradual changes towards people with disability in sport had been occurring more frequently. In order for these changes to further progress, society's attitude towards the place of disability within sport needs to be transformed. Sørenson and Kahrs (2006) also pointed out that organisations have reported improved attitudes towards people with disability, although the integration of such people within an organisation is still questionable. This highlighted the need understanding disability sport organisations. Furthermore, people believed that those with disability were weak and therefore not able to participate in physical activity. Thus, as sport is a showcase of physical strength and ability, they were naturally excluded due to their assumed incapacity. Based on this conventional definition of sport, those groups in society who were not viewed as physically robust, for instance women and therefore in particular women with disability, were not permitted to partake.

Another barrier that has obstructed the participation of people with disability is exclusion on the grounds of medical reasons (DePauw and Gavron, 2005; Kissow,

2013). DePauw and Gavron, (1995) argued that although the opportunity to participate freely without restrictions still faces some challenges, the perception held by society towards people with disability has been altered and thus improvements made in the form of avant-garde research, focus on ability rather than disability and increased opportunities to participate within society. By allowing people with disability to participate in sport they are provided with an opportunity for socialization as well.

For those with disability, playing sport competitively has regularly met with disapproval. Although Kissow (2013) mentions that the idea of people with disability partaking in sport has become more acceptable it is not yet fully accepted. It is claimed that since people with disability lack either full physical or mental ability and that competition poses no benefits in terms of rehabilitation or treatment, there is no reason for them to compete. In this view, sport participation by people with disability is degraded and thus sportsmen and women with disability do not receive the same accolades, recognition or organisational opportunities as their 'non-disabled' counterparts. A situation in which a person with disability can compete fairly with someone who is not considered as disabled is a rare affair. However, how sport is perceived and even how it is defined is starting to change (DePauw and Gavron, 2005). Through the changes made in the societal attitudes and context of increasing number of global disability sport competitions, we have seen significant advances being made by such disability sport organisations.

The Commerce Department of the US has published figures that suggest that countries that strongly support a movement towards participation for people with disability have a range of income between $700 billion and $1.2 trillion in purchasing ability (Digh, 2004; Shapiro, et al., 2012). Increased opportunities for sportsmen and women with disability to be recognized for their achievements and gain publicity will cause an increase in popularity for competitions such as the Paralympics Games (Cottingham, et al., 2011; Shapiro, et al., 2012; Pitts and Danylchuk, 2007; Stergioulas and Tripolitsioti, 2007).

Society's perception of people with disability in sport has created obstacles in terms of participation. These obstacles are born from the socially acceptable norms and

prejudice maintained by society (Brittain, 2004; DePauw and Gavron 2005; Howe, 2008). The majority of these have arisen from attempts to classify different populations within society based on perceived difficulty or disability. This culture of classifying disabilities has had many damaging impacts. Blending the individual into a group based on their disability allows for the formation and survival of prejudices (DePauw, and Gavron 2005).

DePauw and Gavron (2005) claim that people with disability face many obstacles in relation to taking part in sport due a lack of organisation of sports schedules, exposure to sports activities at a young age, teaching and classes as well as the presence of restrictive psychological and sociological elements. Abdulmajeed (2006) argued that the most commonly faced barriers for people with disability to join sports clubs within the Arab world and particularly in UAE was due to culture and social barriers. But his work failed to address the role of the organisation within this process.

Certain economic, psychological and sociological aspects of society continue to present obstacles for those with disability who wish to enter the world of sport. Among these are the financial costs of providing the required tools and facilities, as many people with disability may need further equipment or assistance. As a result of the many problems outlined above, people with disability can often experience psychological difficulties relating to self-esteem (DePauw and Gavron, 2005; Martin, 2008).

Studies by Brittain (2004) and Schantz and Gilbert (2001) demonstrate an increase in the viewing of disability sport. The media play a crucial role in changing societies' perception of disability sport and can be seen as the facilitator for process of change. Despite these advances, most researchers agree that disability remains on the fringes of press interest. The lack of attention of the press and comprehension of disability not only exists in relation to sport but is a general trend in all areas concerning disability. Haralambos and Holborn (2000) attribute this shortage of comprehension and recognition to the fact that those wielding power within the media industry belong to a bourgeois background and older generation and that there is a definitive absence of people with disabilities. Brittain (2004) stated that people with disabilities are portrayed in the media by those that actually have no insight into what it means

in to be disabled. Nixon (2007) follows by stating mass media can influence types of sports participation for individuals with disabilities who wish to pursue sport as well as having the chance for integration and inclusion within sport. Increased media coverage can help make changes but these changes have to stem from the changing landscape of disability sport organisations. Changes within such organisations can lead to wider coverage as seen by International Paralympic organisations. Media in disability sport should be seen as an important factor which helps shape attitudes of people towards disability sport. With the growing role of media in the global world, further research needs to be undertaken to examine the role it plays in changing the public's attitude. Nixon (2007) also suggests that with the increasing visibility of Paralympians within the mainstream, it could act as a powerful force to positively transform negative stereotypes about disability. However, very little is usually mentioned about the organisations that have supported, and coached athletes with disabilities. The importance of such disability sport organisations cannot be undervalued as it is their actions that have enabled disabled athletes to perform. As sports organisations change and transform investing more time in their athletes and offering greater opportunities, this helps increase the visibility of sports success, leading to more respect and opportunities in sport and society for athletes. This plays an important part in integrating disabled people and changing the structure of disability sport organisations. Within the US, if a sport organisation is to comply with the laws and be fair to people with disabilities, they usually will need to build adaptations and accommodations into their sport (Nixon, 2007). Such changes are taking place and further research is needed to understand how they are taking place within organisations.

According to Schantz and Gilbert (2001), how society in general views the participation of people with disability in sport is determined by the amount of coverage that the media give to events such as the Paralympics. In order to assess the accuracy of this belief, it should be apparent in how sportsmen and women with disabilities and people with disabilities in general are given coverage by the press. Haller (1999) argues that one could deduce that the different amounts of coverage received by non-disabled and disabled sports are representative of the value assigned to each by the broadcasters.

The attention a sporting occasion receives from the media is proportionate to the worth the broadcasters assign to it. There are many reasons why a broadcaster may choose to report a certain event. Legg and Steadward (2011) state that it is often due to financial gains, the demands of viewers or sponsors or that the event has been deemed significant enough to be reported. Also, Barton (1993) mentions that sport is based on the abilities of people without disability and thus favours certain human body manoeuvres. This engrained image of what embodies sport clashes with disability sport which does not conform to these societal norms. Therefore disability sport is hidden from view and as a result people with disability have less of a chance to be made aware of the opportunity to participate in sport and to aspire to such achievement (Brittain, 2004).

The 2012 London Paralympics represented a major advancement for people with disability due to the wide-spread attention it received from the world-wide media. The media have the potential to play a fundamental role in transforming how disability is perceived. This can be done by creating jobs for people with disability within the industry and especially to broaden the portrayal of disabled people within the media. Composed by the government, the legacy statement recognizes the potential influence broadcasters can have on the situation. (UK Government, 2013). The UK Government has also explicitly used the London 2012 Paralympic Games to promote change in social attitudes towards disability as one of the main legacies of the Games. As will be demonstrated in Chapter 8, the media in the UAE has been playing an important role in shaping public attitude.

In summary, this section has stated the changing social attitudes towards disability and how this has shaped the environment within which sport organisations operate. Historically, societal attitudes towards disability have not been positive which has made the work of sport organisations challenging. Changes in attitudes have made people work much more easily within the social context of sport organisations. Social attitudes represent an important part of the context in which sport organisations operate.

3.4 Models of Disability

Schneider and Marshall (1998) define the word model as a concept's ideology, perspective or structure. This implies that conceptual models have not only analytical power but they also shape views and behaviours of individuals and organisations. To further examine disability sport organisations, we will need to understand the biomedical, social and functional model of disability that has largely shaped the outer and inner contexts in which the organisations operate, as well as their processes. The biomedical model focuses on people, the social model focuses on the environment and functional model focuses on the changing of a person's function.

The following section looks at explaining these three models in greater detail as well as illustrating their relevance on disability sport organisations. Smart (2009) identifies that models have the power to shape our understanding on disability. The daily lives of disabled people in terms of how they live, work and most importantly perform sport are in a large part determined by models of disability. However, it is important to note that no single model can reflect all the needs of disabled people hence a complete understanding of each model as examined by this chapter will help provide a greater understanding of disability sport organisations. Models of disability can exert a powerful influence on public perception and the public attitudes towards disability and hence this is an important point to note.

3.4.1 A Biomedical Model of Disability

In this model, it is believed that disability hinders the person, and that it originated through a biological or physiological malfunction, with an emphasis on the restrictions the person faces. The focus on this model is on the individual and does not incorporate the role of the organisation. This model does not take into account outside influences on the individual's capability for activity nor does it include the effect of outside organisations (Ahmad, 2007; Shapiro et al., 2012; Shakespeare, 2006). Kasser and Lytle (2005) explained that traditionally, people with disabilities were categorised purely on the type of disability they were suffering from or by the fact that they had a disability. Shapiro et al., (2012) and DePauw and Gavron (2005) also pointed out that, in the past, the biomedical model meant that people with disability were subjected to unfounded stigma and were prevented from partaking in

group exercise, leaving people with disability segregated from the larger, non-disabled groups.

Le Clair (2011) wrote that the medical model focused on the individual so indeed there is a need to understand the role of organisation within this framework. An individual can only go so far and there is a need to understand the role of disability organisations in how they have facilitated such issues. Clapton and Fitzgerald (2005) further argued that a 'religious model' was the predecessor to the biomedical model, believing that faith had a large role in disability. Recent critical disability studies have challenged the biomedical model which located the "truth" of disability in the "abnormal body", and moved towards the use of a progressive social model of disability. Smart (2009) wrote that the biomedical model ignores the social aspects of disablement and treats all individuals with the same diagnosis, which leads to the term of "diagnosis-driven" rather than "individual-focused". This implies that the model focuses on the individual rather than on the effects of organisations which is a major limitation when understanding change.

From a medical perspective, disability leaves people with a catastrophic hindrance, and this model sets out to determine the types of ill-health through examining issues with psychology, behaviour and interaction (Ahmad, 2007; Al-Zyoud, 2011). It has been suggested that once specialists in a particular area have created the theory and the terminology related to it, it requires the help of other specialists if this is to be refuted (O'Donnell, 1997). O'Donnell (1997, p. 99) further pointed out that this ability gives medical professionals a sense of authority in the field, and that this runs alongside 'discipline and control'. The medical sector is now (particularly in the Western world) able to govern a large number of concepts because the professionals working in this sector are capable of treating ill-health and providing an understanding of it through specialised terminology (Brittain, 2004), but this terminology fails to appreciate the role of organisations and not just the work of professionals.

In the medical model, disability is viewed as having only a biological cause meaning that the challenges encountered by people with disability have no correlation to external influences, such as their surroundings, politics or society. Furthermore, the

terminology and theoretical stances of the medical model have been a key cause of the social stigma surrounding disability (Brittain, 2004). Wendell (1996) followed up this point by stating this is because medical opinion has the power to sway all kinds of organisations, from non-profits to insurance firms, educational establishments to law courts and various healthcare establishments to government departments. Medical professionals also exercise considerable authority with all types of employers, certifying people medically capable or incapable of working. This means that everyone (both disabled people and those without disabilities) is swayed by the wide prevalence of one viewpoint of disability: that it is a hindering factor that excludes disabled people from certain activities or ways of living, as according to the medical model (Brittain, 2004).

Addelson (1983; in Wendell, 1996: p. 117) called this 'cognitive authority', meaning that the biomedical field has the power to change the way people think about disability. This leads to the belief that people with disability is down to internal issues, for both the people with disability and the various establishments mentioned above. Consequently, regulations are shaped by this belief, and there is a general consensus on the medical view of disability, in which disabled people are under the control of these regulations or establishments (Shakespeare, 2006). It can be argued that people with disability are the best qualified to explain and create terminology and theory regarding disability, rather than the medical profession alone, which has built a deeply-instilled theory on disability, which does not necessarily help people with disability in the most effective way. However, since the biomedical model of disability is so widely held, this leaves little room for a persuasive argument against the medical model in overall society (Brittain, 2004).

Before we move onto the social model of disability, it is necessary to outline that the medical model has been the dominant ideological force surrounding discussions of disability in both the past and the present. In summary, the biomedical model has served to situate disabled people within the realm of rehabilitation. This has given rise to a number of rehabilitation institutions such as clinics and centres at the expense of setting up other organisations capable of helping disabled people, including recruitment agencies, leisure and sport organisations.

3.4.2 A Social model of disability

The social model of disability is a contemporary one, which was developed in Britain and gave opportunity for those with disabilities to organize and resist the claims of the biomedical model. Oliver (2004) had mentioned that in this viewpoint, people with disability are grouped together as a minority, and are therefore segregated in some way from the larger groups without disabilities, due to stigma and exclusion. Its focus is more on the social environment than on the organisation. Kasser and Lytle (2005) suggest that the social model proposes that all people with disabilities can relate to the same issues, or rather, one issue: having a disability. Rather than being based on biological causes, the social model focuses on society's perceptions of disability in contrast to the medical model which focused more on the impairment on the individual. Instead of viewing disability from the perspective of internal issues, the social model views disability in terms of the comparison between the disabled and the non-disabled (Ahmad, 2007, Al-Zyoud, 2011). Specifically, the social model argues that the only reason for segregation between the two groups is that they have been manufactured by a largely non-disabled social system (Shapiro et al., 2012). This essentially leads to the majority of the population viewing disability as 'different' 'less able' and a 'minority' situation, and this then becomes the most commonly-held viewpoint (Shapiro et al., 2012). It does not shed any light on the role of organisations, and disability sport organisations in particular, that have changed over time and how they promote sports for disabled people.

Sherrill (1997) and Kasser and Lytle (2005) have pointed out that while current society separates the notion of disability, there must be a decomposition of previous stigma and viewpoints in society if disability is to become viewed in a more encompassing manner. The benefits of this change would be that those with disabilities could be thought of, and treated as, unique people with unique successes and challenges (Brittain, 2004). This would, in turn, lead to greater confidence and respect for disabled people. It can be argued, however, that it is not effective to analyze disability from only a social or medical perspective, even though both the social and biomedical models of disability are generally thought of as separate theories. Instead, a broader, more varied and inclusive model of disability should be adopted (Brittain, 2004). Both models fail to explain the role of organisations and change and how these have unfolded over a long period of time. Both models serve

to explain the impairment and enablement of disabled individuals and call into question the "nature" of their exclusion.

In an attempt to support the social model, a number of scholars such as Devine (1997) tried to create new descriptions for people with disability. It has been said that the social model of disability aims to help others understand how ideas are generated and consequently accepted to be true (Devine, 1997). The social model has been utilized by those involved with disability reforms, who have wished to change the widely-accepted medical-based status quo regarding disability. For example, it has been suggested that, in the UK, both Vic Finkelstein's action in 1980 and the Union of Physically Impaired against Segregation in 1976 incorporated the social model of disability (Brittain, 2004), where they advocated to change societal attitudes and perceptions towards disability thus enhancing interaction with the people with disability. Priestly (1998, p. 80) pointed out "that these two studies have bred the key beliefs of contemporary disability scholars". Furthermore, it is argued that a great number of hurdles often linked to disability would be overcome if society's stigma surrounding disability was eradicated, thus lifting the road-blocks of the current climate regarding disability (Morris, 1991; Shakespeare, 2006). It has also been argued that it is not the 'disability' itself that leads to a 'lack of ability'; but rather, that society is responsible for the notion of a 'lack of ability' through the word 'disability' (Brittain, 2004).

Despite the compelling points made in this theory, it is often refuted. Drake (1996) had thought the opposite of this by refuting the notion that society is responsible for the concept of a 'lack of ability' in 'disability' meaning that society does not have to take the blame for creating an exclusive and restrictive climate for people with disability (Drake, 1996; in Imrie, 1997). On the other hand Imrie (1997) argued that it is unrealistic to imply that disabled people's day-to-day reality can be altered by adapting the environment, with a greater number of disability-inclusive facilities, such as wheelchair ramps. If the day-to-day reality for people with disabilities is to be changed, it requires more than a physical change. There must be a revolution in terms of stigma and exclusion. Imrie (1997) further suggests that the social model essentially 'forgets' about the physical body, and only focuses on the views of society and how these influence social regulations. The social model implies that the

stereotypical way of thinking in society must evolve if reality for people with disability is to become different (Brittain, 2004). But stereotypes and perception can help to be altered surely through the changing landscape of disability sport organisations who can be the facilitators of change.

Furthermore, according to the social model, since society has the power to shift regulations and politics, a more inclusive viewpoint of disability would surely result in more inclusive regulations and guidelines. In terms of sport and disability, there is an opportunity for further exploration here, since Devine (1997) argues that despite the fact that a number of scholars such as Kew (1997), Henderson and Bedini (1997) have explored the topic, hardly any have explored it under the viewpoint of the social model. But any further research on this topic must address the questions how, why and what in disability organisations has changed over time if we are truly interested in taking an inclusive viewpoint on disability.

3.4.3 A Functional model of disability

The functional model of disability defines disability as a 'role failure', which implies that the individual is not able due to his/her disability (Smart, 2009, p4). Also Smart (2009) mentions that disability is not always present because some functions may not present difficulties. The focus on the functional model of disability is the changing functions of an individual. Thus, the focus is deflected from the rehabilitation of the individual to the changing of the function of the individual. Taking a contextualist approach, this model focuses on the changes within disabled people rather than on changes to disability organisations so there is a clear gap in the current literature. The model also stipulates that it is the 'the lack of accommodations' that causes disability.

With regards to the content of the research, the focus on the individual has its limitations as it does not address the role of organisations on changes within disability sport. Sports organisations have the capacity to change the function of the person as they provide services aimed at increasing a disabled person's functional and psychological abilities. As the focus is on the individual, as individuals change so do their functional needs and desires. For example, gaining education or changing

worldwide economy will cause the functions of people with disability to change because of increased awareness in the society. The changing nature of the worldwide employment market has rapidly been transformed over the past 100 years (Smart, 2009). Employment opportunities used to be mainly involving manual labor which was often not suitable for disabled people. Move fast forward to today, most of the employment opportunities are service and technology based which is more conducive for some disabled people (Smart, 2009). The same can be said for the disability sport sector where people's function has changed over time in relation to the types of sports they would engage in. In the past, the disabled would not be able to participate in many sports due to the individual view that because they were disabled, it was not their function to perform and engage in sports. Advances in technology have changed the requirements of an individual's function, allowing them to participate in sports. This model is not as easily understood as the social or biomedical model due to its focus on work as being the only function taken into consideration (Higgins, 1992). The functional model does not have a lifespan perspective (Smart, 2009) and so excludes children and older adults (Smith, 2002). When understanding organisational change, you would not exclude such age group categories as sport is universal regardless of your disability and sport organisations have a responsibility to provide for all. The limitation of this model within the context of lifespan is plain to see and further research is required to understand change from an organisational perspective.

In summary, the functional model does have the capability to add strengths to an individual. However, the model views disability as an abnormality or deviance. There are clear gaps in the current research on how the functional model addresses change not just on an individual level but with respect to organisations. A person may be perceived to be born with an 'abnormality' which may reflect their function, but the role of an organisation can change this function. Sports organisations have the capacity to change the function of people with disability from a dysfunctional person to an athlete.

3.5 Technology and disability sport

Wilson and Clayton (2010) state that equipment such as prostheses and wheelchairs are fundamental in allowing some people with disabilities to carry out the tasks of daily living. Moreover, technology is used to create the facilities in which a sport takes place (Wilson and Clayton, 2010). Technology is the driving force behind changes to the lives of the people with disability, societal attitudes and organisations through various advancements for such athletes. Therefore, the role of technology in understanding disability sport is not limited to technical innovations but it also shapes the way sport programmes are designed and delivered by various providers. Technology is also a key dimension in Pettigrew's (1987) contextual approach to organisational change.

Indeed technology is a fundamental tool for explaining how disability sport has changed over the past few decades by helping increase the participation of people with disability within sports (Le Clair, 2011). When discussing technology, you need to look at the wider context and not just at the advancements in prosthetics and computer technology. There is a need to consider the change and advancements that have been made in disability sport organisations which have facilitated such great strides. Consider for example sporting grounds such as courts, pools, pitches and gymnasiums. In the past, sportsmen and women with disability have altered their assistive devices in order to improve their abilities and thus these changes have been taken on board by manufacturers of such items to improve everyday life (Burkett, 2010). For instance, during the 1970s, wheelchair sportsmen and women would enhance their speed and performance by removing the arm and leg rests from their wheelchairs. As a result, the modern 'lightweight' wheelchair was designed and produced (Wilson and Clayton, 2010; DePauw and Gavron, 2005). Nowadays sports organisations are using better technologies to aid disabled people and there needs to be greater research on how disability organisations have changed to develop athletes with the aid of cutting edge technology.

Currently designers have started to focus on technologies that aid leisure and competitive sports and are relevant to both sportsmen and women that do or do not have a disability. An example of this is Beneficial Design's development of a canoe seat that has improved in terms of use and comfort for those needing spinal support

(DePauw and Gavron, 2005). Those who work in sport research areas such as biomechanics and exercise physiology are also responsible for re-defining sport in a way that provides access and assistance to aspiring athletes with disability. For instance, parallels can be drawn between developments in the helmets and wheels used by wheelchair users and professional cyclists (DePauw and Gavron, 2005). Improvements in assistive equipment rely on technological advancement. For example, the design of the energy-storing prosthetic foot means those who have undergone amputation of a leg will benefit from more effective, quicker movement (Burkett, 2008, 2010). Research supports the positive impact of this development in prosthetic technology in causing a considerable increase in speed of amputee athletes. On the other hand, the use of these developments has also been the centre of controversy. An example of this was the polemic that surrounded Oscar Pistorius, also known as the 'Blade Runner', in the run up to the 2008 Beijing Olympic and Paralympic Games. As a result of the combination of his athletic capabilities and prosthetic aid, Pistorius was a suitable candidate to race the 400 meters in both the Olympic and Paralympic Games (Burkett et al., 2011; Edwards, 2008). The relevance of this example shows that the sport organisations need to accommodate changes to technology and as a result they need to change the way they operate to facilitate change for disabled people.

3.6 Studies on disability sport organisations

Finkelstein (2001, p. 6) mentions "disability organisations can be viewed as the vehicles of change, so to understand how disability sport has changed we need to understand how organisations have changed. Moreover, through organisations the social perceptions can be influenced and altered". Hence, this section offers insight and critical analysis of the literature on sport organisations within the context of disability. This review attempts to draw out the main patterns, directions and key dominant themes within the field to cultivate a mature and sound understanding. This section also addresses the role of change in disability sport organisations, examines if religion is addressed as a factor behind changes and whether they are relevant to explain the changes within the context of the Arab world. The research reviews the relevant literature in order to highlight the key trends and changes that have occurred within disability sport organisations which require more academic attention and

further research. The literature synthesised is from different research domains; including organisational change, Paralympic and Olympic Games, disability rights, leisure capital, equality and diversity acts. This review follows the guidelines offered by Webster and Watson (2002, p3) asserting that literature reviews should comprise of articulated and clear contributions. This can be demonstrated through developing current understanding of disability sport organisations, clarifying the limitations and where insufficient attention has been paid to a topic (change in disability sport organisations), and finally leading to significant implications for practice being highlighted. The taxonomy used to investigate the literature on disability sport organisations is derived mainly from the key categories in the contextual framework namely, content, context, and process (Pettigrew, 1985). This section provides findings from the literature review in Table 3.1

Over the past few decades, significant changes have been witnessed within the area of disability sport with a greater media visibility, uptake, and following than ever before. There is a real need to understand how these changes have occurred by analysing the how and why. The need to understand this context is fuelled by the ambitions of any industry which wishes to undergo growth, which evidently is prone to challenges and opportunities as highlighted by Legg and Steadward (2011). Le Clair (2011) highlights a need to recognise the embodied nature of disability within sports emphasising that citizens have the right to participate in all aspects of a social life, including sport and physical activity. In all of the articles critically reviewed in Table 3.1, it is evident that there is serious omissions in understanding change within the context of disability sport (Le Clair, 2011; Legg and Steadward, 2011; Rioux 2011) and in particular the role played by organisations in this regard. For example, Le Clair (2011) failed to address the perspective of religion on changes to disability sport organisations. Although, her work focuses on the context of disability sport, it only outlined the issues in relation to different cultural settings, intersected by gender, race, ethnicity, class and age. It also only looked at the context of the disability rights movement which failed to address how organisations would have helped to press forward such rights and acts as laws. The discussion of political, social and cultural factors is merely not enough to explain change; moreover, the discussion about religion has been overlooked.

Table 3.4 Synthesis of studies on disability sport organisations

Authors	Aim and Scope	Dimensions Studied	Research Contexts	Remarks
Le Clair (2011)	Examine disability in global, regional, national and local sport, reflecting pioneering policies and suggest important issues for research in the field.	Changes in cultural Settings – Race, Gender Ethnicity, Class, Age	Review of existing literature on theories, models, economic, media, technology, gender and age	Highlights that disability sport literature does not reflect the reality of disability sport. More studies are needed to illustrate effects classification, meaning of sport, gender, significance of race, ethnicity, and role of technology. However, the dimension of the role of organisation is missing.
Legg and Steadward (2011)	Examine change in the Paralympics Games to understand adequate distance and perspective to better appreciate the growth of these games and consider future growth.	Inclusion of Athletes into Mainstream Sports Activities and Events	Historical Events including 1984 Winter and Summer Olympic Games and Summer Games in Athens	Provides an overview of Paralympics and demonstrate sport can be a catalyst for social change. Some indications of how far the athletes with disability have come, however, there are many examples where they have not moved beyond medical origins.

Rioux (2011)	Review of UN Convention of Rights of Persons with Disabilities (CRPD) – Article 30 which addresses the rights in sport and physical activity. Rights include those in disability sport specific sport and mainstream.	Changes in Disability Rights Globally	2006 UN Convention on the Rights of Persons with Disabilities (CRPD)	Highlights that conventions are a human rights issue and have a social development aspect. Identifies areas where people with disability had to make adaptations to effectively exercise and have their rights protected and reinforced. However, the dimension of the role of organisation is missing.
Gretebeck et al. (2012)	Objectives of the paper to prospectively examine whether physical activity or change in physical activity increases or decreases risk of disability in life.	Changes in Physical Activity and how it effects Chances of Getting a Disability	Survey Data from NHEFA Questionnaire using a regression analysis	Associates increasing recreational physical activity with reduced risk of disability whereas reducing it increased the risk of disability after 10 years. A protective effect of sustained activity on disability in adults. However, the dimension of the role of organisation is missing.

Sørenson and Kahrs (2006)	The evaluation of the commitment to integrate disability sport in sport organisations through the collection of data (through interviews and questionnaires).	Levels of Individual Attitudes Towards Disability	Central and District Level Norwegian Olympic Committee Organisations	Highlights the integration of disability sport and raises the concerns of issues within the structural and organisational levels of the organisation which do link in to what this thesis is about. Clear argument for more relevant competence required in the organisation. Identifies improved attitudes through integration, however, there is no reference to the dimension of the role of organisation.
Legg et al. (2009)	Review of research on inclusion of athletes with a disability to mainstream sport.	Impact of Major Sporting Events	Paralympic Games	Examines from a historical perspective, interviewing key stakeholders using key exhibition events. Offered five alternatives for how athletes with a disability may be included or excluded in the future. The historical review illustrates that changes were needed in how events were run, however, study pays less emphasis on the role of organisation.

Brughelli et al. (2008)	Attempt to understand change of direction ability in sport as existing studies. Existing literature focus on traditional strength and power training which involve bilateral training. Further analysis required on bilateral and unilateral training.	Change of Direction (COD) – Training Strategy	Research on Electronic Databases of AUSPORT	Mentions that it is difficult to discern factors that influence COD ability. Model needs to view COD ability as interrelated qualities to explain COD better. Shows that it can influence functional performance, however, limited analysis on impact to disability organisations and the role of organisation.
Backlund and Kuentzel (2013)	Examines how changing leisure investments can provide a better way to explain multidirectional participation through an outlining of a theoretical framework to enhance specialization research.	Impact of Leisure Investments	Leisure Routines, Limitations, Investment and Diversification	Proposes four mechanisms of leisure capital investments – contemporary diversification, limitations in abilities, development of casual leisure routines and life course changes. Shows that they enhance ability of the framework to overcome nature participation, however, less emphasis on disability.

DePauw (2012)	Perspective on the visibility and disability – cultural contexts of sporting bodies through the perspective of disability to reflect sport as a social institution and as a site for cultural transformation.	Visibility and Invisibility of Sport	Review of Perspectives of Disability Frameworks	Shows that change is critical to the vitality and viability of sport in society. Change should be racial and not realistic. Highlights the challenges to change and a need to change these conditions to become active agents to the social transformation of sport. However, the dimension of the role of organisation is missing.
Spracklen and Hylton (2006)	Evaluation of changing strategies to manage diversity in British sport, in particular tracking organisational commitment to diversity through the racial equality standards.	Racial Equality Standards and its Impact on Organisational Change	Racial Equality Standard Review through Interviews with National Sports Organisations in UK	Studies whether the new, generic Equality Standard is capable of addressing racial diversity and promoting equality of outcomes from an organisational change. However, it is not specifically related to disability sport organisations and sport in particular.

Hoeber (2007)	This article analyses the explanations organisational members used to make sense of the meanings and practices of gender equity.	Gender Equity Gaps Between Male and Female	Canadian University Athletic Department	Illustrates a contradiction theme of denial of gender inequities and a rationalization of gender inequities. This suggests that the respondents misunderstood inequities as natural however, no clear link to how this would explain disability organisational change.
Kosma et al. (2007)	This study was proposed to identify the mediating role of intention and the stages of change in physical activity over 6 months for participants with physical disabilities.	Role of Intentions and Stages of Changes in Physical Activity	Study on Participants with Disabilities based in the United States	Supports that intentions are an important predictor of physical activity. Study shows that stages of change had an effect on physical activity as mediated through behaviour. However, the dimension of the role of organisation is missing.

Visser et al. (2002)	This study examines the association of change in physical activity and decline in mobility performance in older men and women.	Physical Activity	3 Year Study Based on an Aging Study in Amsterdam	Shows that physical activity and especially a regular active lifestyle may slow a decline in mobility performance. A beneficial effect was observed for sports and non-sports activities, independent of the presence of chronic disease. However, study only looks at physical activity dimension and its effect on disability sport.
Moore et al. (2010)	This study examines the effect of top management vision on top management support, practice and the employment of managers with disabilities within the sport industry.	Top Management Vision	Survey on Top Level Management in US Disability sport Organisations	Illustrates that top management support for facilitating the implementation of supportive practices which in turn increased the representation of disabilities in managerial positions. However, study only examines the management division dimension.

| Kanomori et al. (2012) | This study examined the difference in the association incident functional disability and exercise with or without sports organisation participation | Participation in Sports Organisations | Questionnaire Study on Japanese Individuals Aged 65 or over | Suggests that even with a regular exercise habit, incident functional disability maybe better prevented when a person participates in a sports organisation. Illustrates that the role of a sports organisation does have a part to play in preventing disabilities however, it only covers the dimension of sports participation and the role of organisation is missing. |

As shown in Table 3.1, Legg and Steadward (2011) mention changes and growth in any industry coming with challenges and opportunities. With rising expectations on athletes, more focus is being drawn on athletes with disability and what has caused the change in this area, however, very little consideration is paid to the effect on disability sport organisations. This field in general is argued to be dominated by narrower explanations offered by theories such as the changing nature and role of major international sports organisations (Legg et al., 2009), cultural perspectives (Hoeber 2007; Spracklen and Hylton, 2006; Le Clair, 2011), and disability rights (Rioux, 2011). Although, an understanding of how organisations play an important role in forging disability sport is lacking, as pointed out by Sørenson and Kahrs (2006), the need for systematically developing the knowledge for disabilities and disability sport in general is crucial. Studies also reveal that understanding organisations with models and experiences to show the differences between an inclusive organisation and restrictive environment can play an important role in explaining change in disability sport. Sørenson and Kahrs (2006) highlight that a key challenge is the systematic development of competence about disability and disability sport.

Although such dimensions (as shown in Table 3.1) are partly addressed through the growing collection of research studies on disability sport, however, the importance of the role of organisations in the change of disability sport, and the impact of religion is missing. Most of the current work has failed to explain what strategies and approaches are required to ensure opportunities for those with disabilities and equitable opportunities remain wholly unanswered (Legg and Steadward, 2011). Literature highlights the broad overview of disability sport and its history but there is very little on the drivers behind the change (Le Clair, 2011; Legg and Steadward, 2011; Roux, 2011). Gretebeck et al., (2012) focuses on the changing effects of physical activity levels on improved health and reduction on disability, highlighting that prolonged physical activity causes a protective effect on disability among adults. Based on this view, it could be argued that the role of organisation plays a crucial role in enabling physical activity which would help reduce the effect of disability amongst adults. Findings from Gretebeck et al., (2012, pp. 5) are consistent with

other similar work in illustrating "recreational physical activity in being associated with less functional limitation". However, the study is somewhat limited to addressing changes to disability sport organisations. It attempts to show how physical activity in able bodied people can limit disability in the long run which totally excludes the context of disability.

Based on the synthesis of current literature (as shown in Table 3.1), disability sport has been well documented from the following dimensions: cultural settings (Le Clair, 2011), inclusivity (Legg and Steadward, 2011), disability rights (Rioux, 2011), physical activity levels (Visser et al., 2002; Gretebeck et al., 2012), attitudes (Kosma et al., 2007; Sørenson and Kahrs, 2006), impacts of major events (Legg et al. 2011), visibility of sport (DePauw, 2012), equality standards (Spracklen and Hylton, 2006; Hoeber, 2007), vision (Brughelli et al., 2008; Moore et al., 2010; Backlund and Kuentzel, 2013), and participation levels (Kanomori et al., 2012). However, it is not clear what the role of religion is (as highlighted in Chapter 2), and what its effect is on the changing landscape of disability sport organisations. It can be clearly seen in Table 3.1 that the organisational dimension is missing from the literature.

DePauw (2012) mentions the visibility and invisibility of disability in the context of sport to explain change. The study focuses on the marginality in sport by reviewing the three perspectives of sport that has dominated the field of sport sciences, which are societal resistance, social inequality, and cultural factors (gender, race, class). Although these studies have been utilised to examine issues on race, class, and gender, they had not been used in disability sport (DePauw, 2012). Society's attitude coupled with the understanding on inequality can only be addressed by understanding the role of organisations. As an organisation becomes more engaged in society to promote disability sport, it can influence change in attitudes and help reduce inequality. This can then have a positive knock-on effect on cultural factors. DePauw (2012, p8) mentions that "linking of the theoretical perspectives of sport with the complexity of sociological analysis has led to a greater understanding of sport as a cultural representation of social relations". This means that our understanding of disability sport can only be enhanced through the inclusion of marginalized groups in sport because as these groups gain further access, sport can no

longer just reflect dominant societal values. Several other studies have focused on addressing equality and diversity on sport but not in the context of disability sport.

Spracklen et al. (2006) focus on the racial equality standards in the UK and they address the impact of these standards on organisational commitment to diversity; however, they failed to address the changes in disability sport. To uphold and pass through laws to promote diversity, equality and promote inclusivity for people with disability, the government as an organisation plays a pivotal role and this has been completely overlooked in this study.

Another study which tackles the dimension of equality is Hoeber's (2007), examining how gender inequity is perpetuated and embedded within the culture of an organisation. The study attempts to explain the dimensions of organisational culture (gender) and how it plays an important part in explaining inequality in sport. However, the impact on disability sport organisation is quite limited; the study only helps in explaining the gaps, meanings, and practices of gender equality in sports (for able-bodied people and not specifically for the people with disability). When discussing change in disability sport, it is important to consider that disability affects both genders, which is not addressed in this article which moreover, does not address the importance of religion, context, and processes.

The study by Visser et al., (2002) addresses physical activity as being a determinant of change in mobility performance. It attempts to address the change in physical activity and decline in mobility performance rather than the changes happening in disability sport organisations. The study shows that physical activity and especially regular active lifestyles can possibly slow the decline in mobility performance; however, the role of organisations in making these changes is not explicit. If physical activity can decrease the risk of chronic diseases and indeed disabilities, organisations need to be the enabler for such changes; otherwise the impact cannot be properly addressed. Attention on the role of physical activity on functional status, independent of disease, can only examine physical performance and illustrate active lifestyles leading to healthier living. It does not explain the drivers behind these changes as organisations play an important part in promoting activities to people with disability. The study is limited to addressing the impact of physical

activity in reducing the risk of long term chronic disease/disability, thus making an assumption of including the able bodied people as well; however, the role of organisations is ignored.

A study by Moore et al., (2010) examines the impact of non-organisational dimensions, and the leadership vision in addressing the employment of people with disability as managers within the sports industry. The results from the study indicate that top management vision is an important addition to facilitating the implementation of supportive practice, which in turn increases employment of people with disability in top management positions. Although this study is an important one within the field of organisational development, it only provides insights in employment of individuals with disabilities, not for the study of change in disability sport organisations.

An analysis of the key studies indicates that not much consideration has been provided to the general theme of organisation dimension, which the current thesis aims to examine. Further studies are required to really understand sport for people with disability, especially within the Middle East (UAE) context. As Legg and Steadward (2011) argue, sport can be a catalyst for social change, especially for those with disabilities; it highlights the need for such studies to take place. Moreover, the importance of religion is also overlooked, for example DePauw (2012) mentions that sport cannot remain unaffected by the political, social, and cultural changes occurring in the world; however the context of religion is ignored. This clearly demonstrates the lack of understanding of the role religion plays in changing the disability sport landscape, as demonstrated in Chapter 2. It is also important to highlight that many of these studies in disability sport (as shown in Table 3.1) have not applied a particular approach to studying organisational change. Failure to adopt a comprehensive approach for understanding change, such as Pettigrew's, has resulted in religion being overlooked as a factor or crucial context behind change in disability sport organisations. Table 3.1 clearly highlights some key facts including the impact of religion being omitted from current disability sport research, limited articles using the Pettigrew approach, and having a limited impact and relevance to Arab world.

To sum up, significant knowledge has been gained from the existing studies on disability sport to explain change through the change in attitudes, perceptions, organisational development, culture and environment. A greater inclusivity of people with disability has been observed into mainstream sports through changing social perceptions, increased access, the changing landscape of global sports events, and disability rights. However, very little is understood from the organisational dimension and very limited research has incorporated religion as a factor in addressing change. Religion plays a vital role in the ways of life in the Middle East (Arab world) countries and this is paramount to understanding change in disability sport organisations. Hence, there is a need for further studies to address these changes within the Arab context, thus making a rationale for this thesis.

3.7 Conclusion

The history of disability sport demonstrates that further research needs to be undertaken to analyse the institutional perspective and the role of change in disability sport organisations. The history of disability sport also demonstrates that it has significantly changed over the last 50-60 years in terms of acceptance, achievements, and organisational development. It is clear that the acceptance of people with disability in society can only be achieved with the help of integrated efforts by various organisations including medical, media, government and sport. Although the review of various studies demonstrate that sport organisations have increasingly become important agents in disability sport, however, the existing research on disability sport has largely neglected the organisational dimension. Moreover, the three dominant models of disability - social, functional, and biomedical have also largely ignored the organisational dimension by focusing more on the individuals, their functionality, and the environment. Such circumstances drifted public attention and research away from the role of organisations, and sport organisations, in particular. This is exemplified through one of the most authoritative studies in this field, the Handbook of Disability Studies (Albecht et al., 2001), which examined disability studies from a historical and cultural context and provided a critical review on existing literature using these different dimensions but makes no reference to the organisational dimension.

The role of organisations in disability sport has not been explored fully and this study intends to show how sport organisations have changed over time and what are the causes and effects of such changes. This chapter has reviewed the current state of literature on disability sport and critically evaluated the limitations of existing studies. The current state of literature attempts to explain change from many different dimensions which include cultural settings, inclusivity, disability rights, physical activity levels, attitudes, major events, investment in leisure, role of intention and participation levels. Although, it has failed to examine changes from the organisational dimension, significant amount of literature is found on changing activity levels in people with disability and the changing nature of international sports events in incorporating more events for disability sport. Key studies in the fields of disability sport include Le Clair's (2011) work on changes in cultural settings to address disability change, which however ignores the organisation dimension. Legg and Steadward's (2011) study which attempts to address the growth of the IOC and IPC games but only demonstrates how sport can be catalyst for change. Studies on the disability rights movements, equality and societal attitudes (Sørenson and Kahrs, 2006; Spracklen and Hylton, 2006; Rioux, 2011) also investigate change but none of these factors can enable change without the impact of sports, medical, or government organisations. These are the drivers to such changes and limited knowledge is provided in the current corpora of literature from the context of disability sport. Indeed individuals and governments all have a part to play but it is ultimately organisations of all different natures which arguably facilitate and enable change.

Another major gap found in existing studies is overlooking of the context of religion in understanding change in disability sport organisations. As demonstrated in Chapter 2 regarding Islam and disability, religion plays a vital part in pursuing a way of life in Middle Eastern countries (Arab world) and to understand change in disability sport, it is imperative to understand the context of religion which many existing studies have failed to mention. The way in which organisations act and react to change is heavily influenced by the religious moral codes in Islam, thus religion prescribes certain organisational behaviours, In

order to fill the gaps in current knowledge, the institutional perspective and the role of change in organisations need to be examined. Since the 1950s, there have been over 2,500 publications on disability sport (Web of Knowledge, 2014) which shows the growing interest in this area; however limited research has been conducted on the role of disability sport organisations and how change is brought about. Historical perspectives highlight the lack of opportunities in this area and that the social attitudes towards people with disability need to change. It is critical to know how such changes will happen and what will drive them. In order to do this, it is imperative to understand the organisational dimension and ultimately illustrate the changes in disability sport organisations. Hence, the next chapter (Chapter 4) will discuss organisational change and the study of sport organisations.

CHAPTER 4 : ORGANISATIONAL CHANGE AND THE STUDY OF SPORT ORGANISATIONS

4.1. Introduction

Over the past few decades, disability sport organisations have become much more institutionalised and established within society. The previous chapter demonstrated that the role of organisations in understanding and promoting disability sport is very important in modern times. Usually, people practice sport within the context of sports clubs and federations that are responsible for promoting access and services. So this chapter synthesises the current knowledge of organisational change through a greater critical analysis of the existing literature on organisational change in general and sports in particular. This chapter explains the theoretical approach that the current study undertakes to understand the changes in disability sport organisations in the UAE and the role of organisations in dealing within such changes. Finkelstein (2001) describes the context of disability in terms of organisations that can be viewed as the vehicles and engine for change. Therefore, in order to understand how organisations have changed, it is imperative to thoroughly understand the role of organisations. Moreover, understanding change entails understanding the interplay among the context of change, the process of change, and the content of change. So the key questions arising are: "What is the cause behind such changes, why do they occur and how do they come about?" This chapter attempts to understand such questions, as well as to analyse the existing literature contributions to the field of organisational change. Studying such phenomena enables us to examine why and how organisations have changed over a period of time. This can be achieved by studying factors influencing the change processes, change patterns, relationships, and organisational performances.

Various aspects of life, including sport, are becoming increasingly institutionalised, with individuals becoming more and more dependent on the role of organisations to offer services but very limited consideration has been given to this subject area. Chapter 2 on Islam and Disability demonstrated the links between these two areas and illustrated that it is relatively new phenomena within the context of the UAE. Hence, there is a growing need to fill the gap in the existing knowledge within this area to build a greater understanding of organisational change in disability sport. This chapter, firstly, critically analyses the key approaches available to understand organisational change; and secondly, examines the application of a specific approach for understanding change in sport organisations in the Arab world.

4.2 Organisational Change

The study of organisational change is a highly important theme as reported in previous studies, suggesting that any type of change in an organisation is never easy but is part of the process, and such changes have now become usual in the current work landscape (Staren and Eckes, 2013). As discussed in Chapter 3, the role of disability sport organisations is to help facilitate access to sport and promote practice. However, there is still a need to understand the role of the organisation in terms of facilitating and understanding change, which is one of the key rationales for conducting this study. The question about 'What changes have occurred in organisations' has frequently been answered in existing literature from a content perspective, however questions such as 'Why have these changes occurred' and 'How have they occurred' have frequently failed to be addressed. The process of organisational change involves changing certain aspects of the organisation in order to improve the business; this might involve changing the culture, technological infrastructure, or management structure of the business model. Organisational change can be caused by a number of different factors including restructuring, change of mission, new technologies, media influences, new programme mergers, or management (Al-Shahi, 2011). Huczynski (1993) and Taylor and Cooper (1988) report that change can be influenced by both internal and external factors. The ever-changing demands of business environments reflect that

change is necessary for the continuation and development of an organisation (Pettigrew et al., 1992). Changes taking place outside an organisation can be highly varied; the more varied they are, the higher the pressure on the business to change (Pettigrew, 1985). Change is one of the most 'unchanging' aspects of all organisations (Byers et al., 2012, p.1). Yousef (2000) highlights that it could be useful to examine the differing factors which influence behaviour of individuals in the phase of change. As already mentioned, the factors influencing change can be either external or internal. According to various studies (Cao et al., 2000; Cummings and Worley, 2005), there are also several other types of changes to take into account; for example, Erdogan (2008) identifies change as either strategic or non-strategic. Furthermore, change might be gradual (small changes in the organisation, 'fine-tuning'), or drastic (changes in the basic operating structure). Ali (1996) identifies the cultural relationships which were prevalent in the Arab world and their organisational design implications. It is argued that if correctly identified and understood, Islamic values and culture could facilitate organisational change and development as highlighted earlier in Chapter 2 on Islam and disability. So, this chapter reviews the literature related to the study on organisational change for drawing out the main patterns, dominant themes, and gaps within the field to establish a mature understanding of the current knowledge about organisational change. The literature synthesisation is from various research domains and it attempts to explore the different aspects that are adopted in discussing organisational change, as presented in Table 4.1, listing the key themes in the existing work on organisational change. It confirms that there is limited understanding of organisational change in the context of the Arab countries in the Middle East.

Jansson (2013, p. 11) mentions that "organisational change is a communicative action that can be approached through the lens of universality and particularity"; the existing literature on change has a discourse on the change practice paradigm of universality over practicality. However, it could be questioned as to what is a common practice in one country may not be applicable to another. It is very relevant within the Arab world where religion plays a key role in understanding change. It can be seen in Table 4.1 that most of the existing studies reviewed have directly examined change. From an organisational perspective, they have

focused on explaining change from various aspects such as: influences on organisational change (McCallum et al., 2008), health (Dahl, 2011), leadership (Nica, 2013), organisational quality (Smith, 2010), optimisation of organisational change (Staren and Eckes, 2013), social perspectives and behaviour (Silver 2009, Jansson, 2013), and resistance to change (De Matos and Clegg, 2013; Thomas and Hardy, 2011). Only one study (Sidani and Showail, 2013) touched on the topic of religion expressing discursive processes which involve religion in particular and lead to organisational change. Battilana and Casciaro (2012 p. 2) mention that "in order to survive, organisations must convince the public of their legitimacy by conforming at least in appearance, to the prevailing institutions that define how things are done in their environment". This would imply that for nations where religion plays an important part in society (especially within the Arab world), organisational change would be impacted from the context of religion. De Matos and Clegg (2013) and Thomas and Hardy (2011) both discussed organisational change from the perspective of resistance to change, mentioning that structural interventions that are directed can produce organisational contexts that are more amenable to fostering emergent change; this would imply that studying the role of organisation is a key to understanding change.

Table 4:1 Critical review of Organisational Change

Authors	Aims and Purpose	Aspect	Research Contexts	Remarks
McCallum et al., (2008)	Focuses on influence and how it can be examined at the organisational level, instead of at the level of the agents involved; engineers can better understand organisation robustness to structural, behavioural, population changes	Influence	Model of Organisational Change using Agents (MOCA)	It has identified the need for an approach to modelling which would enable designers to gain better understanding of the organisational structure, and to analyse and verify various properties of systems. However, it uses the MOCA and not the Pettigrew approach; moreover, religion is not discussed and organisation is not mentioned as a key aspect to change.
Dahl (2011)	Analyses the relationship between organisational change and employee health; looking at outcomes of change at the level of the employee	Employee Health	Danish Organisations	Findings suggest risk of receiving stress related meds increases significantly for employees experiencing change. However, there is no relevance to disability sport organisations and it has a limited impact on organisations in the Arab world.

Smith (2010)	Looks at quality enhancement initiatives to achieve organisational fitness for purpose to address organisational change	Quality	Case Study: La Trobe University (Australia)	Study finds that quality and change go hand-in-hand. Libraries and librarians operating in an environment of rapid and complex change should add to their managerial "toolkits" to understand the issues of organisational quality and change. However, the study ignores context in understanding change.
Sidani and Showail (2012)	Presents a case of proactive change that occurred in a large organisation in Saudi Arabia using the Stakeholder approach – using religious discourse to institute a stakeholder view	Change Agents and Religion	Saudi Arabian Organisation	Shows that discursive processes, religious in particular can lead to change. Shows that religious discourse under study, aided the legitimization process of the stakeholder approach. This aids the current thesis in raising the importance of religion as a factor for change; however the study does not adopt the Pettigrew approach.
Staren and Eckes (2013)	Addresses the optimisation of organisational change using different factors	Optimisation	Implementation of EHR	Studies specifics of the Electronic Health Records (EHR) in the healthy industry. However, limited relevance to disability sport organisation and to explaining change in sport.

Silver (2009)	Investigates change in savings banks, which is shifting to promote savings into a dominant culture closely resembling commercial banks	Perspectives	Savings Banks	The shift in culture is a result of decreasing values of original visions which is the key findings from this study. However, it is a limited study as the results are applicable for savings banks only and hence not really relevant for understanding change in disability sport organisations.
Battilana and Casciaro (2012)	Analyses change initiatives in the UK NHS to show that structural closure in a change agent network can aid adoption of change	Initiation and Adoption of Change	United Kingdom NHS	Illustrates that low levels of structural closure in a change agent network aids the initiation and adoption of changes that diverge from the institutional status quo, but can hinder less divergent changes. However, the study ignores context in understanding change.
Hellyer (2011)	Analysis of change in the Arab world from a political and national perspective	N/A	Middle East and Arab World	Article addresses that change would have happened in the Arab world as the Arab people are demanding change and the focus of change cannot be simply put back into the stability bottle. However, limited discussion on organisational change even though it addresses change from an Arab context.

Al-Shahi (2011)	Explores the contextual and processual factors that are associated with implementing inter-organisational and collaborative arrangements in the public sector	Inter organisational and collaborative arrangements	Oman Public Sector Organisations	A multi-level contextual framework is developed and validated through literature synthesisation, which can be used to explore contextual and processual factors when implementing collaborative arrangements in the public sector. However this study ignores religious factors that impact on organisation change
Smith (2009)	Provides insight into a potential gap between superficially appealing pronouncements of a high profile management guru and social scientific research on the issue of major organisational change	Organisational Change Processes	ABB – A Case Study Approach	Study shows that although post-bureaucratic form of an organisation and its associated patterns of working cannot be dismissed – and that some evidence can be found of their existence but seldom in pure form, showing relationships between multiple change motors and organisational structuring. However, limited consideration of internal and external factors.
De Matos and Clegg (2013)	Examines intersection of the demands to create shareholder value and to ensure sustainable development	Resistance to Change	Management Research Contributions – EU Strategy	Study illustrates that structural interventions can produce organisational contexts more amenable to fostering emergent change, through minimizing

			structure, shifting roles, and combining paradoxical requirements. However, several contexts are ignored.
Jansson (2013)	Challenges some taken-for-granted practices related to organisational change in order to understand how organisational change as practice is conditioned by mundane assumptions	Human Behaviour and Social Context	Literature Review	Study suggests that certain elements that are believed to be universal in organisational change are in fact, particular within context. The key message is organisational change is in practice is a manifestation of particularity. Provides critical view of organisational change practices. However, limited consideration is provided for processes.
Nica (2013)	Examines the relationship between employee disciple practices and organisation culture, the shift towards the neo-managerial model and conditions that brought about change in personnel administration	Role of Leadership	Public Sector HR Professionals in Local Government Units	Addresses transformative nature of organisational change, looking at complex way in which personnel constraints are manifested in public organisations, as well as coordination and cooperation among levels in hierarchy. Emphasis on role of managers and capacity of managers to bring about change. However, limited consideration is provided for processes.

D'Cruz et al. (2014)	Reports an empirical inquiry on the dynamics of workplace bullying in relation to the organisational antecedent of change	Workplace Bullying	Indian IT Sector Employees	Studies the understanding of workplace bullying-organisational change link. Depersonalised downwards bullying arising from execution role and related to the organisational level of involvement. However, it emphasises solely on bullying which is not enough to explain organisational change in disability sport organisations.
Thomas and Hardy (2011)	Examines the literature on resistance to organisational change and identifies two dominant yet contrasting approaches: the demonizing versus the celebrating of resistance to change	Resistance to Change	US Hospitals and Hierarchy of Medical Staff	Study shows that both of these approaches fail to address power relations adequately, thus raising practical, ethical and theoretical problems in understanding and managing change. Proposes an alternative, more critical approach showing how both power and resistance constitute organisational change. However, this study only considers on resistance to organisational change.

If an organisation is becoming more institutionalised and structured, it would foster change within the organisational contexts. Thomas and Hardy (2011, p. 8) highlight that organisations are understood as "unfolding enactments, constituted by local communicative interactions between its members". This would imply that the actions and movements of members within an organisation can have a profound effect on organisational change through their attitudes and beliefs (such as the religious aspects). From the context of the Arab world, religion drives how organisations operate and function, and so this would have an indirect effect on change as a whole. Such an increased awareness would enhance the chances of understanding change by providing greater insights into how change occurs through the analysis of inner and outer contexts, and from various organisational aspects.

A study by Brown and May (2012) shows that intense competitive pressure from organisations were probably sufficient to facilitate change, however, the role that organisations played is not clear in terms of ensuring that leadership training actually took place, or the right operating environment was in place. Nica (2013) emphasises that managers play an important part in organisational change; the role of managers and capacity of managers to bring about change is explicitly stated (as mentioned in Table 4.1); however, it is not clear that how the organisation is structured and set-up to enable leaders to drive such changes. Finally, it could be argued that half of the literature reviewed in the Table was based on organisations in the western world. As this study seeks to examine and address issues related to the application of organisational design within the Arab world so the findings from this section reflect the message from Jansson (2013, p11) in that "organisational change literature reveals certain taken-for-granted assumptions and it tends to approach change rather through universalities than particularities". By bringing in practice which incorporates the human nature and social sciences including religion, it becomes imperative to understand the importance of the context of organisational change.

4.3 Theories for Studying Organisational Change

This section critically analyses the various theories that study organisational change. Each theory for studying organisational change has its own limitations, which are important to consider. The need to critically analyse each approach is vital to ensure that the most suitable one is used to study change in disability sport organisations, and to achieve the aim and objectives of this thesis. Recent studies have proposed several theories in relation to the investigation of organisational change, including the contextualist approach (Pettigrew, 1987), the network approach (Castells, 1996), the Weberian approach (Weber, 1964), and more as shown in Table 4.2. However, these theories are underrepresented in studies on organisational change in disability sport which is a major gap in the current knowledge base. Indeed, it is not just the change itself which this research is trying to understand but the drivers behind change and how it has influenced disability sport organisations. These main theoretical approaches are briefly reviewed in this section and a synthesis is presented in Table 4.2.

This is followed by a more detailed discussion of the contextualist approach, which will form the theoretical framework of this study.

Table 4.5 Different theories for studying organisational change

Authors	Theory	Main premise	Key elements	Six key challenges	Method preferred
Pettigrew (1987)	Contextual	Organisational change cannot be understood without examining three elements, namely content, context, and process	Content, context, process	Yes	Case study (long-term)
Castells (1996)	Network	Importance is given to networking activities and balance between diversity and coordination. Communities and interrelationships among individuals with social identities are crucial to study the process of change	Identity, process, interdependence, emergence	No	Case study (long-term)
Elias (1978)	Figuration	Understanding power balances among people enables an understanding of complex processes	Power knowledge, figurations	No	Case study (long-term)
Freeman (1984)	Stakeholder	Integrates stakeholder concepts by identifying stakeholders and the type of impact they have within organisational change	Ethics, values	No	Case study (short-term)
Laughlin (1991)	Laughlin's model	Organisational change can be better understood by studying organisational sub-systems, design archetypes, and a combination of interpretive schemes	Sub-systems, design archetypes, interpretive schemes	No	Case study (long-term)
Weber (1964)	Weberian approach	Understanding the role of managers with respect to the change process	Authority	No	Case study (long-term)

As shown in Table 4.2, Pettigrew (1987) identifies the three key elements for studying organisational change as context, content, and process. The contextualist approach offers a more comprehensive understanding on organisational change; providing an integral interplay of different aspects to change which other approaches seem to lack. Clark (1999) and Wilson (1992) are followers of the contextualist approach for studying organisational change. Regarding the theory, this approach favours a case study method as most theories engaged with organisation change prefer the case study method because the context is critical. The key features of Pettigrew's approach are listed in Table 4.3, and further details about the contextualist approach are presented in Section 4.3. Wilson (1992) focuses on the significance of context, however he lacks discussion about the content as he spends more time disparaging the theories of others than he does in devising means of overcoming the limitations associated with different methods.

Castells (1996) outlines a networking theory which claims that organisational evolution is governed by social interaction and networking; this approach focuses on establishing correlations between factors from a social perspective. However, networks, as organisational forms, create contradictions to systems that need to be solved through bargaining, concealment, or challenging (Waddington and Skirtstad, 2008). This implies, when analysing organisational change from a disability sport perspective, the Network Theory will not be able to answer all the questions raised around change within the context of the UAE because in order to understand such a complex phenomenon, multiple contexts and processual factors are needed to be considered which this theory lacks, as shown in Table 4.3.

Table 4:3 Rationale for using Pettigrew's approach as compared to others

Key Features	Pettigrew's approach	Others' approaches
Enables achievement of the aim and objectives of this thesis	Yes	No
Context, content, process	Yes	No
Six key challenges	Yes	No
Time	Yes	No
History	Yes	No
Long-term	Yes	Some of them
Comprehensiveness	High	Low
Rich data	Yes	No
Better understanding of what, why and how changed	Yes	No
Appreciate the importance and role of historical, processual and contextual nature of change	Yes	No
Shows the contextual pressures (internal and external)	Yes	No
Interplay among different aspects of change	Yes	No

The figurational approach (Elias, 1978) differs from Pettigrew's approach by focusing on the game model and on how organisational members and their interaction form the basis of the organisational structure whereas Pettigrew's approach allows for understanding the complete picture of the variables involved in organisational change. The figurational approach also focuses on power and hierarchy, which have a significant influence on organisational change (Hanstad, 2008). However, this approach is limited as it studies individuals in isolation and fails to explore the relationships and interdependences that exist among them (Callon, 1999; Newton, 2001). In comparison, Pettigrew emphasises the importance of both the individual and the overall entities when analysing the organisational structure. It lacks certain key features, as shown in Table 4.3, that Pettigrew's approach offers. Furthermore, Newton (2001) performs an appraisal of the figurational approach as endorsed by Elias (1978) and asserts that it is a limited and overly-simplified approach; he elucidates how it hovers vaguely between a state of order and a state of chaos. So, the figurational approach is also not suitable to fully achieve the aim and objectives of this thesis.

Another theory referred to as the stakeholder approach (Freeman, 1984) involves analysing the interests and contributions of stakeholders and investigating what effect their activities have on organisational change. This approach perceives change in the light of the stakeholder activity and their position in the hierarchical structure. However, it lacks depth and fails to account for more long-term transition (as shown in Table 4.3), which is one of the primary requirements of this particular research study.

Another theoretical approach is Laughlin's model (1991), which analyses how organisational change can be represented historically. However, this approach is also rather restrictive as it lacks adaptability in resolving issues of discord or dispute (Zakus and Skinner, 2008). It lacks certain key features, as shown in Table 4.3, that Pettigrew's approach offers. Furthermore, according to Gray et al., (1995), this approach lacks flexibility and is unsuitable for the analysis of unanticipated issues and organisational change from a real-life perspective. Moreover, this theory does not consider the outer and

inner influences on organisational change, which is one of the objectives of this thesis to study external and internal factors that impact on disability sport organisations.

The Weberian approach (Weber, 1964) focuses on the role of management in the evolutionary process and examines how various management activities can alter the organisational structure (Kelly, 2008). However, this approach also has certain limitations as a manager's fundamental role in an organisation is very difficult to quantify and this theory essentially relies on the testimony of managers themselves, which may not be entirely objective. Moreover, it lacks certain key features, as shown in Table 4.3, that Pettigrew's approach offers.

An analysis of the literature suggests that the existing knowledge of such theories is important and plays a significant role in examining organisational change. However, each of these theories focuses on examining only a part of the organisational change, and does not consider the full picture or posses a comprehensive list of features (as shown in Table 4.3). In addition, they do not help in achieving the objectives of this thesis. The contextualist approach not only looks at the organisation from various aspects but also offers several key features, as shown in Table 4.3, which enable fulfilling the objectives of this research (as mentioned in Chapter 1), and hence, becomes the most suitable approach to be adopted for this research. The contextualist approach (Pettigrew's approach) is elaborated in greater detail in the next sections.

4.4 A Contextualist Approach to Organisational Change

Pettigrew's research on decision making in relation to understanding the organisational change process is one of the most influential approaches to the study of organisational change.

Pettigrew studied the overall change in Britain's largest manufacturing firm, ICI, and also looked into the organisation's history and identified three key elements (context, content, and process) for studying organisational change (Pettigrew, 1987). Pettigrew's contextualist

approach suggested that in order to conduct a useful study of organisational change, it is imperative to consider the context of change, the process of change, the content of change, and the interrelationships among them (Pettigrew et al., 1992). Another study was conducted by Pettigrew and associates (Pettigrew et al., 1992) to discover changes in the British National Health Service, arguing that, similar to the private sector, detailed assessments are necessary for investigating change in the public sector. Hence it is relevant to this study which has also been conducted in the public sector (DSF and clubs).The contextualist approach proposes three elements that are key factors to studying and understanding organisational change, namely content (i.e. what), context (i.e. why), and process (i.e. how), and highlights the significance of various interconnections among them (Pettigrew, 1987), as shown in Figure 4.1.
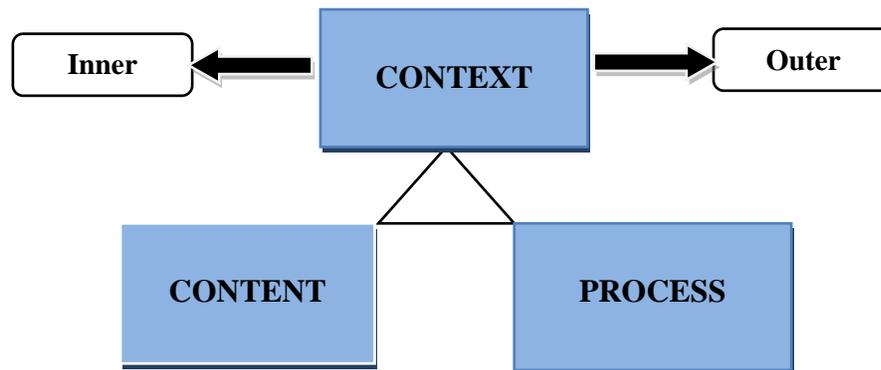
Figure 4.1 Key Elements of Pettigrew's Approach (Source: Pettigrew, 1987)

Change is not only chronological, but has to be understood in the context of local time cycles (Pettigrew et al., 2001). The challenge is dual: firstly, the attempt is to catch reality 'in flight' and secondly to study long-term processes in their contexts in order to elevate embeddedness to a principle of method (Pettigrew et al., 2001, p. 698).The three key elements for studying organisational change are detailed in the following sub-sections.

4.4.1 Content

This element refers to the specific area of transformation that needs to be investigated for studying the change (Pettigrew et al., 1992). In other words, it refers to "what has changed" (Pettigrew et al., 1992, p. 7). Content is an ordering or sequential exercise to perform change initiation. The importance of exploring the content of change is to question the objectives for which change is required and look into various concepts of change. It is imperative to understand what kinds of targets are set and by whom as well as to evaluate changes. The scope of "the content of change" under study could range from the entire organisation to some sub-units within an organisation or could include subjects such as the technology, people, services, or products (Pettigrew et al., 2001). Moreover, it can include more abstract features like radical or incremental changes that may affect adaptability (Pettigrew et al., 2001).

4.4.2 Context

This element refers to the settings or background of change and has been categorised into the inner context and the outer context.

4.4.2.1 Inner Context

The inner context relates to the internal settings of an organisation that has undergone a change. It includes organisational culture, organisational structure, organisational strategy, political processes, management, and other components that are internal to the organisation and impact change in one way or another (Pettigrew et al., 1992). Pettigrew's work for Sir John Harvey-Jones explains that pressures of change may arise from within the organisation; the factions of an enterprise that are unhappy with the status quo and the intentions they have to achieve difficult goals are also very well illustrated in his later works (Pettigrew and Whipp, 1991).

4.4.2.2 Outer Context

The outer context relates to the external setting of an organisation undergoing change. It includes external factors such as economic, political, religious, social pressures, policies and events, and other components that impact change in one way or another (Pettigrew et

al., 1992). In other words, this key element is related to the "why of change" (Pettigrew et al., 1992, p. 7), i.e. the reason for the change. The contextualist approach highlights the usual change triggers in an external environment for economic, business, political, and social factors. The significance of context is magnified when change in organisations needs to be studied in a robust manner in terms of understanding the important events, important actors, or type of change (Thibault and Babiak, 2005). In order to better understand organisational change, it is imperative to appreciate the relational power play within and outside an organisation; therefore, both inner and outer contexts need to be considered. Focusing on the inner context alone would overlook various issues in the wider setting (Pettigrew et al., 1992).

4.4.3 Process

This key element refers to the action, reaction, and interaction of various interested parties (Girginov and Sandanski, 2008; Pettigrew et al., 1992; Thibault and Babiak, 2005). In other words, it refers to the "how of change" (Pettigrew et al., 1992, p. 7). The actions and responses of stakeholders, managers and workers to the actions are crucial to analysing organisational change. The process of change is important rather than the change itself (Girginov and Sandanski, 2008) and the view of process is related to gradual events. Moreover, as Pettigrew points out ''process questioning involves the interrogation of phenomena over time using the language of what, where, why, when and how'' Pettigrew (1987, p. 700). The process is often not researched, but it is necessary to consider it in order to understand how the change was achieved as Pettigrew (1987, p. 659) argues, ''Biases existing in structure and culture can protect dominant groups''. Change can be a long and difficult process, for it may involve a ''challenge to the dominant ideology, cultures, system of meaning and power relationships in the organisation'' (Pettigrew, 1987 pp. 659-660).

Pettigrew (1997, p.3) highlighted that

> 'The aim in a processual analysis is not to produce a case history but a case study. The case study goes beyond the case history in attempting a range of analytical purposes. Firstly there is a search for patterns in the process and presumably some attempt to compare the shape, character and incidence of this pattern in case A compared with

case B. Secondly, there is a quest to find the underlying mechanisms which shape any patterning in the observed processes. The third analytical factor which may turn a case history into a case study reminds us that inductive pattern recognition has also to go hand in hand with deduction".

Pettigrew's approach is an analytical tool for measuring organisational change that focuses on the three key elements (as depicted in Figure 4.1). The behavioural aspect of change is highlighted by the fact that the contextualist approach enables an appreciation of the historical, contextual, and processual nature of change. It also facilitates an understanding of the manager's role and different forces that take part in the change process and its result (Girginov and Sandanski, 2008, p. 24). However, limitations of this approach have been reported in the literature, as most contextualist approaches conceal the richness and complexity of multi-level analysis (Dawson, 1994). The concept of understanding the inner and outer context is imperative while studying organisational change, but the mere categorisation of context is not enough to understand various contextual roles, as it does not inform managers how to deal with contextual differences and their implications (Buchanan, 1991; Buchanan and Boddy, 1992; Dawson, 1994). Caldwell (2006) suggests that Pettigrew's approach lacks interactions or interrelationships between the inner and outer context and that limited consideration is given to the leadership perspective. Carter (2000) argues that Pettigrew's processual analysis claims to be historical but shows a poor understanding of historical description, referring to it as "bad history". Carter (2000) highlights that owing to the over-concentration of events, Pettigrew's approach is too heavily focused on the "here and now". Moreover, despite presenting several choices of theoretical frameworks, the contextualist approach itself does not supply a sufficient theoretical foundation (Girginov and Sandanski, 2008). Such limitations are addressed in this thesis by examining in detail the actions, reactions, and interrelationships among various inner and outer contexts, thus eliciting results from various analysis. Moreover, this research does not only focus on 'here' and 'now' but also investigates the changes that occurred over a period by considering time and history, thus overcoming the limitations of the contextualist approach.

4.5 Six Key Analytical Challenges for Studying Organisational Change

In order to have a better understanding of organisational change, Pettigrew et al., (2001) argued that the literature relating to organisational and management change is underdeveloped in terms of the following issues that are interconnected and must be considered when studying organisational change:

1. Multiple contexts and levels of analysis
2. Time, history, process, and action
3. Change processes and organisational performance outcomes
4. International comparative research on organisational change
5. Receptivity, customisation, sequencing, pace, and episodic change versus continuous change
6. Engagement between scholars and practitioners

Since the previous work of Pettigrew (1987) is related to understanding organisational change by focusing on the three key elements (context, content, and process), there were some challenges faced during his course of study. Therefore, Pettigrew et al., (2001) identified these six key challenges to improve his approach and to address its theoretical limitations. These issues are further explored and discussed in the following section.

4.5.1 Multiple contexts and levels of analysis

The environment in which an organisation works is influenced by many factors. These overlapping influences contribute to the changes within an organisation, meaning that organisational change is not manipulated by only one factor but influenced by the combined force that emerges as a result of the combination of all factors. In order to understand the influence of context on organisational change, it is imperative to consider multiple contexts, which are responsible for influencing the change in one way or another, and take into account different levels of analysis (Pettigrew et al., 2001). In terms of studying multiple contexts, it is important to focus on both the inner and the outer contexts. Therefore, this research studies organisational change using multiple inner contexts such as structure, policy, and culture; and outer contexts such as political, religious, culture, and

economic taking into account the different levels of analysis and study interactions among them.

4.5.2 Time, history, process, and action

Variations in time and history make it complicated to understand organisational change. Moreover, each organisation has different processes that intervene at various levels of change, and actions are varied according to each organisation, which makes it further complicated to study change (Pettigrew et al., 2001). It is therefore important to study change with respect to time and history because historical examinations provide long time series. Therefore, this research studies organisational change over a long-term period from 1992 to 2012 and examines the various levels of change at different time periods.

4.5.3 Change process and organisational performance outcomes

The change process affects organisational performance, which needs to be investigated. The change can be positive, resulting in better performance, or negative, resulting in poor performance. When studying organisational change, it is essential to study not only the change process but also the outcomes resulting from this process (Pettigrew et al., 2001). Therefore, linking the change's capacity and actions to organisational performance becomes imperative and this is challenging because every change may or may not influence organisational performance. So this research studies various organisational change processes in detail in conjunction with the organisation's performance.

4.5.4 International comparative research on organisational change

For studying organisational change, research cannot be conducted in an isolated manner. International comparative research provides a benchmark to compare global studies of organisational change. The potential of international comparative work to map trends in organisational change in and across national boundaries is promising (Pettigrew et al., 2001). International research focuses on comparative study in cross-cultural environments

where the international community has a greater role to play by evaluating the disparities and likenesses in the design and implementation of organisational development programmes across national cultures. The international perspective is also important, as there is increasing competition between markets, which means for a business to be successful, it needs to understand and adapt to international arrangements.

4.5.5 Receptivity, customisation, sequencing, pace, and episodic change versus continuous change

Different types of information are required to study different aspects of change within an organisation. Two broad categories of change have been identified: a) episodic changes, which are infrequent, discontinuous, and intentional and b) continuous changes, which are ongoing, evolving, and cumulative (Pettigrew et al., 2001). It is important to consider the receptivity, customisation, sequencing, pace, and nature of change when studying organisational change because of their significant impact on the change. This is challenging because organisations vary in terms of the change process. Therefore, this research examines various artefacts and takes into account the views from all the actors and stakeholders with respect to the organisational change and organisational processes.

4.5.6 Engagement between scholars and practitioners

In order to fully understand organisational change, research from both scholars and practitioners needs to be taken into account while planning, implementing, or adopting change. Since the knowledge emerging from different perspectives and from the combined effort of different people is valuable, cooperation, networking, and communication are essential elements when conducting organisational change research (Pettigrew et al., 2001). This becomes challenging, as it is difficult to bring scholars and researchers together on a single platform to create a need for them to share knowledge and experiences. Therefore, in order to understand organisational change, this research adopts a case study approach including face-to-face interviews and focus groups enabling engagement between the scholar and practitioners.

The analysis so far suggests that among all these approaches for studying organisational change, the contextualist approach is the most widely adopted and recognised. Other theories do not consider the different levels of analysing organisational change with respect to time, history, and process. Within the contextualist approaches mentioned in Table 4.3, Pettigrew's (1987) approach has been the most significant in terms of its comprehensiveness, as it provides a detailed method of studying organisational change. Other approaches also discuss organisational change from the perspective of context but lack details.

It is improbable that any of these theories for studying change encapsulate a complete description of all the perspectives of change (Girginov and Sandanski, 2008). However, in this regard the contextualist approach is significant, as it supports the adoption of a qualitative and interpretative route to study organisational change, which is a social phenomenon and for which understanding the organisational context is imperative (Klein and Myers, 1999). Any organisational context, inner or outer, is capable of identifying not only the rationale for change, but also the current state of the organisation; as Chapter 2 on Islam and disability demonstrated the context of UAE in terms of political, religious, social culture, and welfare.

The significance of the contextualist approach lies in pursuing a qualitative direction for examining organisational change from the perspective of organisational context in terms of social or historical evidence (Klein and Myers, 1999). Contextualist analysis enables understanding and managing the change and processing the implications associated with it (Iqbal, 2007). This approach has been used by several studies in order to understand organisational change (Nelson and Dowling, 1998; Siti-Nabiha and Scapens, 2005).

The strength of Pettigrew's approach, however, lies in its rich description of context. Moreover, Pettigrew's approach is suitable when the processes of social construction are in focus (Chapman, 2006). It is regarded as a suitable model when change needs to be assessed in terms of the economic, business, or political conditions (Pettigrew and Whipp, 1991). It also helps attain a better understanding of organisational change by showing the

internal and external contextual pressures, key actors and their authority, organisational structures, and organisational strategies that influence change (Skirstad, 2009). One of the major challenges of studying organisational change is exploring the type of change in relation to history, time, process, and associated actions (Skirstad, 2009; Pettigrew et al., 2001). Since Pettigrew's approach addresses this gap by providing a comprehensive way to study organisational change and is considered to achieve the research objective of this thesis. Therefore, this research employs the Pettigrew's approach for studying organisational change in UAE disability sport organisations.

4.6 Applications of the Contextualist Approach in Sport

This section examines the use of the contextualist approach to understanding organisational change in sport. Table 4.4 illustrates the studies applying Pettigrew's (1987) contextual approach to examine organisational change in sport. The study by Girginov and Sandanski (2008) into the shifting state of Bulgarian sports institutions utilises all three key elements of the contexualist approach: context, content and process. Using a contextualist approach enabled change to be examined from an historical, contextual and procedural standpoint and also enabled insight to be gained into numerous factors that have an influence on how an organisation changes and what it changes into, most notably the input of managers. In addition, the study adopts only four key challenges out of six (mentioned in Section 4.5). Skirstad (2009) explores gender policy and organisational change in sports in Norway. By using the contextualist method, Skirstad was able to highlight the essential agents and events involved in change, thus highlighting the process of change. However, the study considers gender policy for board members only for Norwegian sports organisation. In addition, she uses one case study, which may not be sufficient.

Table 4:4 Application of the contextualist approach in sport

Authors	Aspects of theory used	Challenges to theory	Theory development	Method	Study (contextualist approach) in sport	Objectives of the study	Contribution to knowledge in disability sport ?
Girginov and Sandanski (2008) Bulgaria	Context, content, process	No	No	Case study	Understanding the changing nature of sports organisations in transforming societies	Understanding long-term processes in their context on organisational change in sport	Provides good contribution to sport from a contextualist approach but not directly to disability sport
Skirstad (2009) Belgium	Context, content, process	No	No	Case study	Gender policy and organisational change: A contextual approach	Draws on contextualist approach to organisation development to examine implications of gender policy on board members of organisations	Concerned about change in gender diversity and not in disability sport. Limited relevance to thesis objectives
Thibault and Babiak (2005) Canada	Context, content, process	No	No	Case study	Organisational changes in Canada's sport system: toward an athlete-centred approach	To explore the reorientation in priorities, from the bureaucracy of sport to the athletes and their development	Reemphasizes the contextualist approach to examining organisation change in sport. Limited contribution to change in disability sport

Caza (2000) Canada	Context	No	No	Case study	Context receptivity: innovation in an amateur sport organisation	Qualitative, ethnographic case study focusing on two particular innovations (one of which failed while the other succeeded)	Limited contribution to the thesis objectives and no emphasis on disability sport organisations
Cousens et al., (2001) Canada	Context, content, process	No	No	Case study	Adopting a relationship marketing paradigm: the case of the National Basketball Association	To analyse changes in the National Basketball Association in Canada, focusing on changes in the environment of the league and the association	Provides good contribution to sport in general, but no direct relevance to the disability sport context

As shown in Table 4.4, Thibault and Babiak (2005) conducted a study to analyse organisational change in Canada's sports system, which allowed them to discuss and better understand the nature and complexity of the change process in terms of both the internal and the external pressures from a contextual perspective. The limitation of this study is that it focuses mainly on sport systems toward athletes in Canada only and ignores the role of organisations as a whole. Moreover, the study analyses limited elements, context, and content to study organisation change. Cousens et al., (2001) applies the contextualist approach to examine the National Basketball Association of Canada as a whole by concentrating on the league's overall environment. However, only one case study is used and it does not focus on the level of analysis. In addition, this study does not consider religion as an impact on organisational change (as shown in Table 4.4). Organisational changes in the Canadian provincial sports institution, the Amateur Boxing Association, are analysed by Caza (2000) utilising one essential component of the contextualist approach, adopting an eight-factor framework to detail context receptivity in order to investigate the association's enthusiasm for change. This framework is helpful in comprehending the results of organisational change. However, it uses only one element (context) of Pettigrew's approach, without considering the other elements (as shown in Table 4.4).

It has been reported in the literature that applying Pettigrew's approach for studying organisational change has proven to be significant in terms of better understanding and analysing the changing nature of sports organisations in various countries. Each of the studies investigated in Table 4.4 provides a useful understanding despite their different interpretations of the contextualist approach. Table 4.5 presents a comparison of the current study with other studies that have used Pettigrew's approach. It has been applied by several studies to examine organisational change in Western countries; however, literature does not report any study applying Pettigrew's approach in the Arab world, which is one of the contributions of this thesis to the knowledge. Table 4.5 lists various elements used by applying Pettigrew's approach and it can be clearly seen that only limited elements are used by the existing studies.

Table 4.5 Comparison of the current study with other studies that use Pettigrew's approach

Key elements of organisational change	Current study	Other studies (Girginov and Sandanski, 2008; Skirstad, 2009; Thibault and Babiak, 2005; Caza, 2000; Cousens et al., 2001)
Context	Yes	Yes
Content	Yes	Some of them
Process	Yes	Some of them
Time	Yes	Some of them
History	Yes	Some of them
Religion	Yes	No
Outer culture of organisation	Yes	Some of them
Economic	Yes	Some of them
Social	Yes	Some of them
Political	Yes	Some of them
Policy	Yes	Some of them
Structure	Yes	Some of them
Inner culture	Yes	Some of them
Services	Yes	Some of them
People	Yes	Yes
Technology	Yes	Some of them
Arab world	Yes	Some of them
Disability sport organisation	Yes	Western country
Six key challenges	Yes	No
	Five analytical challenges	Four key challenges (at most)

Moreover, they address, at most, four of the six key challenges presented by Pettigrew et al., (2001). Also, none of the studies consider disability sport particularly in the Arab world and they do not consider religion as a significant factor behind organisational change, which is the key contextual focus for this research. Figure 4.2 depicts a mapping among various gaps in the research and their implications. For example, organisational change in the disability sport sector has not been reviewed considering

various organisational aspects. Ignoring such crucial aspects implies a failure to understand the phenomenon of the institutionalisation of disability sport and hence to fully understand organisational change. This thesis considers various organisational aspects, thus providing an extensible insight into the change process.
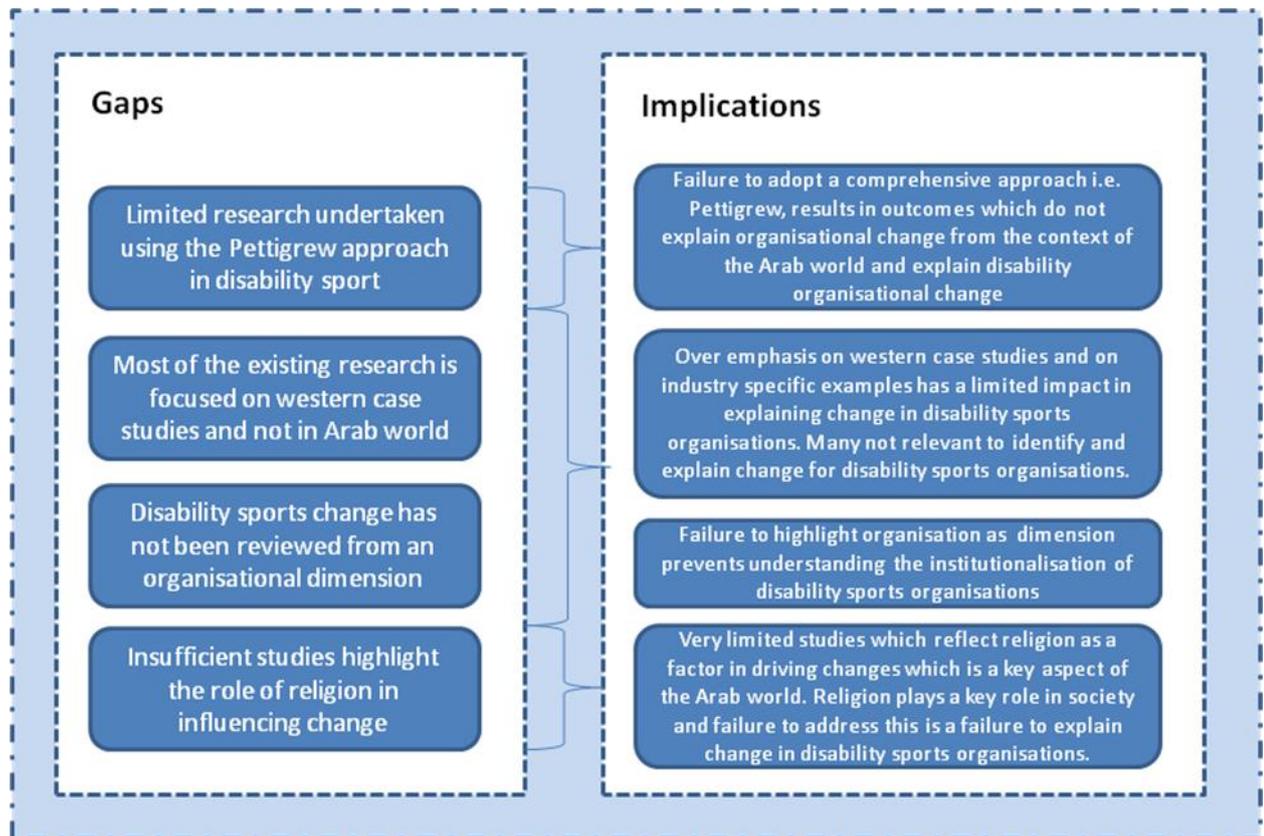
Figure 4.2 Gaps in research and implications for studying organisational change

The mapping shown in Figure 4.2 reflects the fact that there are several gaps in the current body of knowledge on understanding organisational change in disability sport organisations, hence making the case for this research to be undertaken for understanding organisational change by applying the contextualist approach to the UAE disability sport organisations.

4.7 Conclusion

This chapter explains the theoretical approach that underpins this study. Disability sport is still a relatively new phenomenon especially within the context of the UAE. It is unknown how the wider consequences and actions of the role of religion, political environment, social, cultural, and economic conditions will shape organisational change in disability sport organisations, hence building a rationale for this research for using a contextualist approach. The extensive literature reviews conducted in the previous

chapters have so far shown that sport activities for people with disability have become much more institutionalised, with greater dependency on the users, and on the services provided by organisations; hence it becomes imperative to address why and how these changes have occurred. As Chapter 3 highlighted, the role of organisations in understanding and promoting disability is very important in modern times. How the attitudes, behaviours and perceptions of people change depends greatly on the role of various organisations. The role of sports clubs and federations for promoting access to sport needs to be known and established; and therefore this chapter analysed the role of organisations in making such changes.

This chapter analysed various theoretical approaches to organisational change including a contextualist approach, figurational approach, network theory, and stakeholder approach, which are found in the literature along with their key elements and preferred methods of research. Each theory for studying organisational change has its own limitations, which are important to consider; however, the contextualist approach has been well-acknowledged for its comprehensiveness in terms of offering better understanding of organisational change. The contextualist approach has been proven to be better than other theories for studying organisational change because it not only shows the contextual pressures (internal or external), but also identifies the key actors and their authority, organisational structures, and organisational strategies that influence organisational change. One of the strengths of the contextualist approach lies in its rich description of context, which encapsulates actions by pursuing a qualitative and interpretative direction for examining organisational change. It is regarded as a suitable model when change needs to be assessed in terms of social elements such as economic, business, and political conditions. Contextualist analysis also enables a better understanding and managing of the change processes including the implications associated with it.

In particular, this study is concerned with understanding the "What (content), Why (context) and the How (process)?" in terms of organisational change in disability sport in the UAE over a prolonged period of time. The contextual approach is suitable to this study due to comprehensiveness and interplay of different aspects of change which other approaches seem to lack. There are limited existing studies applying the contextual approach to disability sport, thus making this study quite unique and ground-breaking. Moreover, there are virtually no studies on change in disability sport

organisations within the context of the UAE, especially that apply the contextualist approach, which adds another aspect of originality to this research. Moreover, the role of organisations in understanding change in disability sport cannot be understated. Most existing studies have overlooked the role of organisations or have ignored the various organisational aspects in understanding change, which is addressed by this research; thus filling the gap in the existing knowledge on understanding change in disability sport organisations.

Historical evidence shows that the application of the contextualist approach in the sport sector has been successful through facilitating a better understanding of organisational change. A crucial observation made in the literature review in this chapter was that while the research on content, contextual, and processual considerations continues to be responsive to the contemporary organisational needs, the existing analysis of organisational change has been generally geared towards focusing on a limited set of considerations. It is however important to address this when discussing change within disability sport to ensure that a wide and varied set of considerations are undertaken and are seriously considered for this research. Moreover, since most literature reports that the preferred method for studying organisational change within the contextualist approach is the case study, therefore this research adopts the case study method. This research fills the gap in the current literature by applying the contextualist approach to the area of disability sport organisation in the Arab world, specifically within the context of UAE. This type of study on understanding change within disability sport organisations has never been undertaken in the UAE before so the study offers a great opportunity to really understand change with respect to its content, context, and process.

Finally, the organisational perspective is almost completely missing from the disability sport literature. However, the three models of disability have touched on various aspects such as society, environment, and the function of individuals. All these aspects are part of what the contextualist approach understands by content, context and process. Therefore, this study bridges the gap between different models of disability and in particular its interpretation by Islam, and the role of sport organisations. These are further examined by conducting the three case studies, findings from which are presented and elaborated on in Chapters 6, 7 and 8.

CHAPTER 5: RESEARCH METHODOLOGY

5.1 Introduction

Chapter 4 explained organisational change from the perspective of the contextualist approach (Pettigrew, 1987) which is applied in this research to study organisational change in disability sport organisations in the UAE. For this purpose, various aspects are considered in terms of context, content, and process and focusing on economic, social, religious, political, cultural, organisational, service, and technological factors. These aspects need to be considered prior to selecting an appropriate research method to answer the research questions of this thesis. This chapter presents the research methodology used for this dissertation as in order to identify an appropriate research method, it is imperative to understand the research philosophy and research approaches that best suit this kind of study. Moreover, an insight into the research philosophy would enable the clarification of the ontology, epistemology, and methodology for this research. The following section elaborates on the research design including research philosophy, research approaches, research strategies, data collection methods, and analyses of the results obtained. This chapter also sheds light on the ethical considerations.

5.2 Research Design

This study initiated with defining a clear aim and set of objectives for this research, then an extensive literature review was conducted as secondary data collection and also arrangements were made for collecting the primary data. Eventually, data analysis was conducted to draw conclusions for this research.

This study employs a mixed method approach including qualitative and quantitative methods. This is necessary in order to account for the complex interplay between the content, context and process of organisational change.

For this study, the research model presented by Saunders et al., (2003) is followed, as it comprehensively illustrates various elements of a research design, as shown in Figure 5.1 and Figure 5.2.
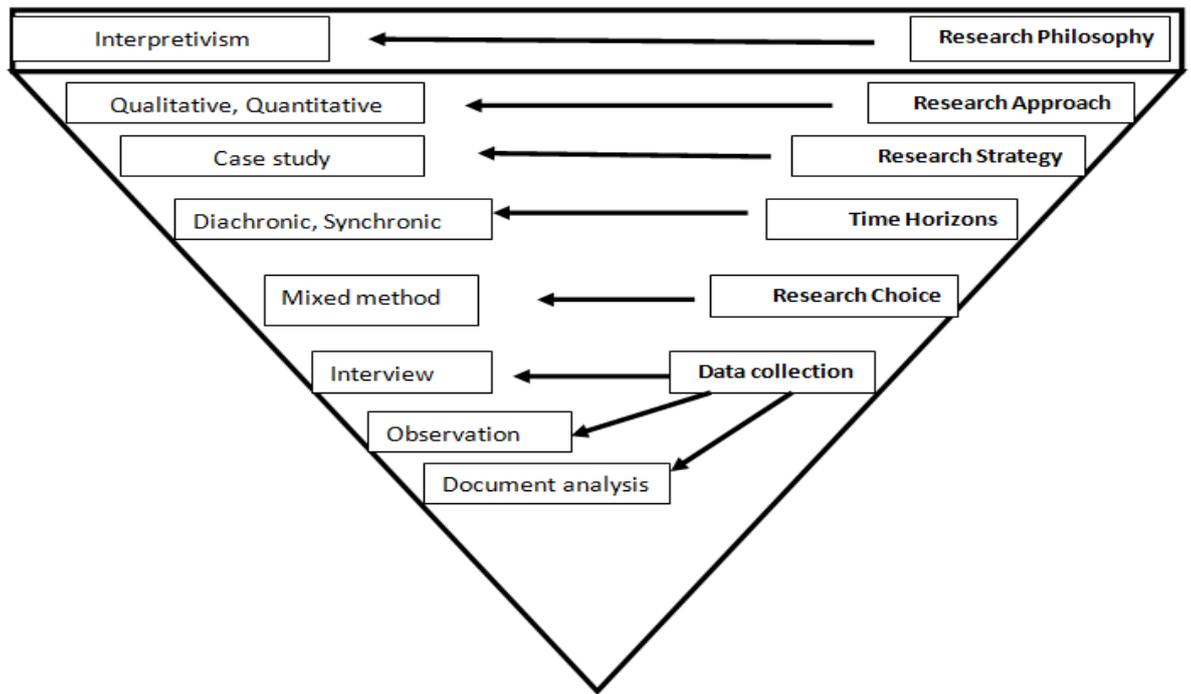
Figure 5.1 Research design for this study

5.2.1 Research Philosophy

Figure 5.2 illustrates the research philosophy, which is also known as the research paradigm. It establishes a set of practices or guides on how to carry out research and make decisions (Guba, 1990). Moreover, a paradigm refers to a set of shared assumptions, values, concepts, and practices comprising a method to view reality for society (McGregor and Murnane, 2010). Guba and Lincoln (1994, p. 107) suggested that paradigms are fundamental belief systems that cannot be proved or disproved.
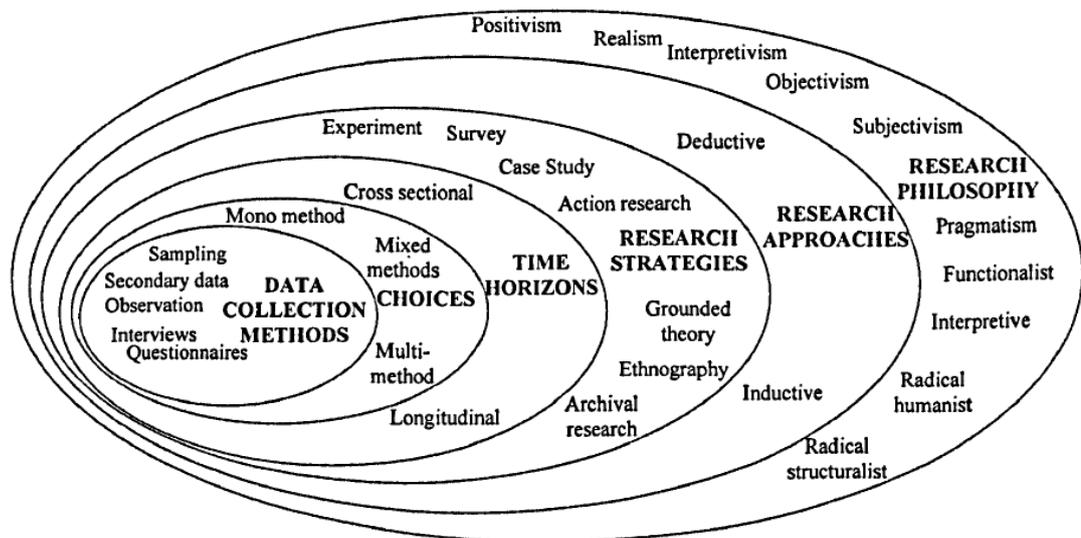
Figure 5.2 The Research Onion (Saunders et al., 2003, p. 84)

The idea of a paradigm is helpful for conceptualising the change process (Porras and Silvers, 1991). Reeves (1999) suggested that a paradigm has its own perspectives and assumptions about knowledge; it focuses on different views of the social world. Patton (2004, p. 20) mentioned that a paradigm is "a world view, a general perspective, a way of breaking down the complexity of the real world". Since this study is about understanding organisational change, which is closely related to capturing the different views of the real world and involves significant social interaction, selecting an appropriate paradigm that reflects these elements and captures these distinct views is crucial to this research. Moreover, Mackenzie and Knipe (2006) mentioned that a research paradigm is a systematic investigation in which data are collected, analysed, and interpreted to understand, describe, predict or control an educational or psychological phenomenon or to empower individuals in such contexts. The theoretical framework, as distinct from a theory, is sometimes referred to as the paradigm (Mertens, 2005; Bogdan and Biklen, 1998) and this influences the way knowledge is studied and interpreted. The choice of paradigm lays down the intent, motivation, and expectations for the research. Without nominating a paradigm as the first step, there is no basis for the subsequent choices regarding methodology, methods, literature, or research design. A number of theoretical paradigms are discussed in the literature such as positivist (and postpositivist), constructivist, interpretivist, transformative, emancipator, critical, pragmatism, and deconstructivist (Mackenzie and Knipe, 2006).

The constructivism and interpretivism research paradigms were examined to assess their suitability for this study. Wildermuth (1993) noted that contrary to positivism, interpretivists allege that the social world encompasses activities, relationships, and influences that cannot be measured objectively. Interpretivists highlight that the social world is prone to "subjective interpretation" manipulated by personal situations; therefore, several dissimilar personal situations could result in deviating or conflicting interpretations of the same event (Thomas, 2004). Moreover, interpretivists believe in living in a world with various realities and refute the supposition that social sciences research can espouse the measurement or theory testing approach (Wildermuth, 1993; Thomas, 2004).

Mertens (2005) mentioned that the interpretivism paradigm emerged from the philosophy of Edmund Husserl's phenomenology, Wihelm Dilthey's work, and the study

of other German philosophers called hermeneutics, suggesting that "reality is socially constructed". Cohen and Manion (1994) highlighted that interpretivist approaches aim to understand "the world of human experience". Creswell (1998) suggested that research participants construct reality. In another study, Creswell (2003) pointed out that the views of participants are important when the researcher investigates the case study under consideration and that through their backgrounds and experiences they recognise the impact of the study. Since this research investigates organisational change and involves capturing different views (confronted with a divergence of ideologies) from the real world through social interaction, the interpretivism research paradigm is most suitable, as interpretivism examines the rationale of human action by recognising the way individuals interpret this world (Sexton, 2003).

The interpretivism paradigm regards organisational reality as a social construct (Berger and Luckmann, 1966) and states that reality by its very nature is subjective not objective. Burrel and Morgan (1979, p. 4) defined reality as "a socially constructed system of shared meanings". Organisational reality is progressively constructed through social interactions by individuals gradually regulating their ideas and perceptions (Vas and Lejeune, 2004). Interpretivism is part of a broad philosophy according to which reality is socially constructed. In order to understand reality, we need to understand the meaning people attach to events, objects, and relationships, which essentially suggests that social reality is not given but rather constructed as a result of people's interpretations and interactions. The main concern of social constructivism is justice about power, relationships and so on.

Since the contextualist approach belongs to the constructivism paradigm (Girginov and Hills, 2009), it is believed, for this study, that it is an interpretivist approach because it emphasises the importance of context and the role of the managers interpretations of change. Bogdan and Biklen (1998) suggested that the interpretivism paradigm refers to a loose collection of assumptions, concepts, or propositions that are logically related and influence both research and thinking. Some authors prefer to discuss the interpretivism framework in terms of "knowledge claims" (Creswell, 2003), epistemology or ontology, or even research methodologies (Neuman, 2000) rather than referring to paradigms. The interpretivism paradigm facilitates the means to better understand and reconstruct a participant's constructs, which affect his or her actions.

The interpretivist approach is based on qualitative methods of data collection and analysis and blending qualitative and quantitative methods; moreover, quantitative evidence can be used in a way that is based on the qualitative collection of data, which helps understanding (Mackenzie and Knipe, 2006). Following the interpretivism paradigm raises a few ontological, epistemological, and methodological issues that relate to the nature and role of theory in research. Alsaqer (2006) suggested that reality is "multiple" and "pluralistic"; it is constructed by the social actions, language, and artefacts generated by research participants. Interpretivists choose to take a subjectivist perspective, which is enforced by a human condition; it is also the sole means of unveiling the constructions or knowledge held by individuals. In cases where realities need to be captured from the intellect or opinion of respondents, the only way to acquire them is by subjective interaction (Guba, 1990). In the context of organisational change, the interpretivism paradigm focuses on the viewpoints or opinions of respondents. It considers a variety of interpretations of respondents reflecting their goals and interests similar to how a metaphor is often regarded as only a device for embellishing discourse but its significance is much greater (Morgan, 2006, pp. 4–5).

Morgan (2006) provided eight metaphors for understanding an organisation including machine, organism, brain, culture, political system, psychic prison, flux and transformation, and instrument of domination. This is in order to highlight the value of interpretations because using metaphors implies a way of thinking and seeing that allows for a general understanding of our world. Moreover, a metaphor applies a formative influence not only on science or on our language, but also on the way we think and express our views and opinions on a daily basis. Metaphors help organisations by creating and describing shared reality. They also provide opportunities for organisational scholars to assist managers and agents of change by identifying and effectively managing unconscious factors that affect organisations (Morgan, 2006). Moreover, metaphors, as imagery devices, provide meaning to deepen understanding in all aspects of life (Morgan, 1996). They also provide meaning through causing unconscious emotional associations which influence our values and beliefs (Charteris-Black, 2005). For example, in one of the metaphors, Morgan (2006) mentioned organisations as machines. This metaphor creates valuable insights into how an organisation is structured to achieve predetermined results. However, it is incomplete as it ignores human aspects and is biased since it elevates the importance of rational and

structural dimensions; moreover, it is misleading as the organisation is not a machine and can never really be designed, structured, and controlled as a set of inanimate parts (Morgan, 2006, pp. 4–5).

This provides a valuable viewpoint and rationale for using the interpretivist paradigm in this study, since there is a probability of encountering diverging social realities in the three organisations studied. This research refers to five metaphors from Morgan (2006) including organisations as machine, organism, brain, culture, and as political systems. These metaphors are relevant to this study due to its nature. The purpose of using metaphor in this study is both to gain better understanding by covering all aspects that relate to organisational change, as well as to organise the investigation, thus making the research valuable. These five metaphors are helpful because of their three potential uses: to help describe the nature and focus of the field (such as current and potential officials, coaches, and players), to help communicate complex aspects of the field to those within three organisations, and to highlight differences of opinion, and as such to contribute to discussions to advance the field.

In order to assess the usability of research paradigms, a search was conducted for the application of these paradigms in the research area of organisational change and sports as shown in Table 5.1 which illustrates the various types of paradigms used in different domains, such as organisational change, management and policymaking, and sports. It shows that most authors adopt the interpretivism paradigm when conducting research in the area of organisational change of sports, because this paradigm is considered to be the most suitable for studies dealing with interpretation (extracting information from human minds) when using qualitative methods for data analysis.

Table 5.1 Research paradigms used in studying organisational change

Domain	Positivism	Postpositivism	Critical Theory	Interpretivism
Organisational change				Smith (2009) Enero (2005) Erdogan (2008) Alsaqer (2006)
Discourse disability sport				Hung (2005)
Resistance to change				Vas and Lejeune (2004)
Disability sport policy network			Thomas (2004)	
Organisational change	Gilmore (2001) Partington (1997) Pellegrinelli (2000)			
Football management				Carter (2000)
Sports tourism				Reeves (1999)

The interpretivism paradigm is a natural choice for research related to organisational change, as organisational reality is constructed by the social interactions of individuals and gradually modified through thoughts and perceptions (Burrell and Morgan, 1979). Interpretivism is the most suitable choice for this study not only because it is the one most scholars have chosen but also because organisational change is a social phenomenon and cannot be comprehensively captured in reality unless the beliefs, thoughts, and perceptions of those undergoing the change are accurately understood and interpreted. Moreover, each of the four paradigms mentioned earlier in this section are characterised by the way in which the three questions about ontology, epistemology, and methodology are answered. Ontology refers to "how the things really are" and "how things really work" (Guba, 1990, p. 18). It is what you take reality to be. Within the realm of the interpretivism paradigm, ontology refers to the reality that occurs in various mental beliefs or constructions that are based either on social or on personal experiences and strongly depend on the person they belong to. Such insights into reality

can be achieved through the analysis of participants in the context of the reality of their lives, including analysing their actions and communications.

Epistemology refers to "the nature of relationship between the inquirer and the knowable" (Guba, 1990, p. 18). Epistemology is concerned with what constitutes acceptable knowledge in a field of study (Saunders et al., 2003). It deals with the nature, probability, and general scope of knowledge. Within the realm of the interpretivism paradigm, epistemology refers to the blended interactions between the researcher and participants that yield findings as the investigation proceeds. In this thesis, multiple sources of evidence are used including semi-structured interviews, focus groups, observations, and document analysis. In order to realise the interpretivist ontology, case study is the most suitable approach, as it facilitates not only using several sources of evidence, but also analysing them in various contexts such as political, social, economic, organisational, and cultural (Saunders et al., 2003). It is also in line with the contextualist approach concerned with understanding change in context as mentioned in Chapter 4.

Methodology refers to how the inquirer should go about finding out knowledge. This research adopts a case study approach that uses various qualitative methods including semi-structured interviews, focus groups, observations, and documentary analysis. Table 5.2 highlights the ontological, epistemological, and methodological methods that are adopted in this research.

Table 5.2 Ontological, epistemological, and methodological methods adopted

Ontology	Understanding how things really are and how things really work according to various beliefs or social constructions in disability sport organisations in the UAE. It is achieved through the analysis of participants in the context of the reality of their lives including their actions and communications in various UAE disability sport organisations.
Epistemology	This research adopted blended interactions between the researcher and the participants from various disability sport organisation in the UAE to yield findings. The participants were selected based on their experience and knowledge.
Methodology	Case study approach was adopted using various qualitative methods including semi-structured interviews, focus groups, observations, and documentary analysis.

5.2.2 Research Approaches

There are two main research approaches, deductive and inductive. In the deductive approach, theory and hypotheses are developed first and then the research strategy is designed in order to test those hypotheses. In the inductive approach, theory is developed based on the results of the data analysis.

Saunders et al., (2003) noted that the deductive approach is generally criticised by inductive approach adopters because it is a firm methodology that does not allow other explanations of reality. If vast literature is available on a particular research topic as well as a theoretical framework, then the deductive approach is more appropriate (Creswell, 2003). However, if particular events are monitored and conclusions are drawn elaborating on the happenings or processes in reality, then the inductive approach is more appropriate (Sekaran, 2003). With regards to the nature of this study, both inductive and deductive approaches are suitable since it is related to understanding human interpretations through the collection of qualitative data and the research context and because we already have a theoretical proposition (Pettigrew, 1987).

5.2.3 Research Strategy – Case Study

The research strategy is selected in accordance with the characteristics of the problem under study (Erdogan, 2008). Examples of research strategies are shown in Figure 5.2. In order to identify an appropriate research strategy for this thesis, various studies were investigated including the works by Abouchedid and Eid (2004), which presented methods such as survey research, case study, laboratory experiments, field experiments, mathematical modelling, and action research. Brace (2008) presented four methods including survey research, case study research, experimental research, and action research. Prior to selecting the most suitable research strategy, this section recaps the research aim and objectives.

The aim of this thesis is to study organisational change in disability sport in the UAE. The main research question is "what factors, processes, and mechanisms are responsible for organisational change in disability sport in the UAE?" The research question plays a key role in the selection of a suitable research method, as it provides the information required to answer this question, the resources available, and the degree to which people are reachable (Patton, 2004). Moreover, social, cultural, and political research contexts also have a significant impact on the research method selected (Abuateya, 2002; Anwar, 1998). In order to meet the objectives of this research, the case study approach seems to fit well, since it is generally associated and compatible with inductive research (Eisenhardt, 1989, p. 532). A case study is referred to as "an empirical enquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident" (Yin, 2003, pp. 13–14).

Moreover, Yin (1994) noted that a case study design especially fits with studies where the context is greatly relevant to the phenomenon of study. Case studies incorporate a thorough contextual analysis of a situation where the nature of the problem is similar to the experience in the present situation (Sekaran, 2003; Yin, 2003). The case study research methodology is a suitable method for examining interventions in the contexts and processes of an organisation and for extracting various perceptions (Grinelli, 2000). Since this research uses the contextualist approach in order to understand organisational change, the research strategy adopted is a case study. In order to capture both inner and outer contexts, it is imperative to study those factors influencing change, identify change patterns, and identify relationships. Therefore, the information needed was the

relationship among various sport entities such as the Dubai Sports Federation (DSF), the Ministry of Culture, Youth and Community Development, and sport clubs, funding, the relationship between Islam and disability, organisational policies, strategies and organisational structure. Taking into account the research design, for collecting this type of information Pettigrew et al., (1992) suggested the use of the case study as the most appropriate method to analyse organisational change. Individuals' perceptions play a key role in the change process (Eby et al., 2000; Macri et al., 2002) and therefore it is imperative to adequately capture disparate perceptions.

For studying content from the perspective of understanding relationships, dealings, or services and the impact of technology, the necessary information included the role and autonomy of each club, sports facilities and equipment they provide, level of participation and staff performance levels. To capture such information, the use of the case study is recommended by Katchanovski (2000), Granato et al., (1996) and Seliger (2002).

Finally, understanding process demands an in-depth understanding of internal operations, the factors that impact decision making, understanding the scope of networking or collaborations and communications strategy. The information needed to study these aspects included the process for policymaking and organisational strategic decision making within each club and the DSF and the type of communications conducted. Yet again, the most suitable method to collect this type of information was a case study. Several types of case studies can be used to analyse the findings, for instance explanatory, exploratory, descriptive, multiple-case studies, intrinsic, instrumental, and collective (Yin, 2003). Owing to the nature of this research, we used an explanatory multi-case strategy.

Since Creswell (1998, p. 61) defined a case study as a "bounded system" confined in time and place, this facilitates a detailed investigation into the communication methods used in the DSF and disability sport clubs in the UAE. Moreover, the case study facilitates the collection of detailed information encompassing several dimensions concerning specific or small numbers of cases (Daymon and Holloway, 2002).

Table 5.3 shows the case study plan for this research following Robson (2002). The case study plan comprises four key elements (overview, procedures, questions and

reporting) that are associated with the tasks carried out for the purpose of this research. When using a case study, it is recommended to focus on the procedures for data collection. Moreover, Table 5.3 also shows the topics around which the questions for interviews and focus groups are concentrated.

Table 5.3 Case study plan for this research (Robson, 2002)

Elements	Tasks
Overview	Study organisational change in three disability sport organisations in the UAE
Procedures	Interviews, observations, focus groups, document analysis, interpret results and data analysis
Questions	- How religious, political, social, and economic factors impact the formation of vision and policies? - What factors, processes, and mechanisms are responsible for organisational change in disabled sports organisations? - What is the relationship between the clubs and the DSF? - What is the relationship between the DSF and the Ministry of Culture, Youth and Community Development
Reporting	Writing notes, summaries, and analyses of information

Grbich (2007) suggested some features for interpretive research including investigating the different ways of people's interpretation and understanding, facilitating an understanding of these external effects on individual's responses, and highlighting through interviews or surveys the formation of individual views while interacting with other people. Denzin and Lincoln (2000), Lee (1991), Miles and Huberman (1994) agreed that qualitative analysis enables an understanding of the nature and complexity of various processes, so that a valuable understanding of new emerging topics can be obtained. Therefore, in this dissertation the data were gathered through a variety of qualitative methods including semi-structured interviews and focus groups, observations, and documentary analysis (as illustrated in Figure 5.1). When using an interpretative approach, researchers use more than one method for data collection to get a valid, holistic, and systematic picture (Mays and Pope, 1999). This approach highlights the differences or overlaps in the views of people in various positions, such as the officials responsible for making the policies, coaches, or players. This research explores how disability sport organisations in the UAE have changed over time, how

cultural, religious, economic, and political factors impact on them, and what was the pattern of the change from 1992 to 2012. Due to time limitations and availability restrictions, it was not possible to carry out interviews with every single sport organisation that was relevant to disability sport in the UAE. However a sampling exercise was undertaken and three disability sport organisations were selected from a total of five clubs. Therefore, the organisations considered for the case studies were the Disability Sport Federation (DSF), Dubai Disability sport Club (DDSC), and Al-Thiqa Disability sport Club (ADSC). They were chosen for the following reasons:

a) DSF is the national sport federation, established in 1996, which was selected due to its supervising and overarching role in all the UAE disability sport clubs.

b) DDSC, established in 1993, is considered to be a model disability sport club, not just in the UAE but also within the Arab world.

c) ADSC is considered because it was the first disability sport club in the UAE, established in 1992, and is also one the best clubs in the country after DDSC.

The UAE is a federal state made up of seven cities (emirates) who exercise a great control over people's welfare and disability sport locally in particular so it was important to capture organisational change in a national and local organisations.

a) Disability Sport Federation (DSF)

The DSF was established as a national body in 1996 by the Ministry of Culture, Youth and Community Development and Sport to help disabled people practice sports activities and sharpen their skills and abilities (DSF, 2010). The federation registers disabled athletes in the UAE and is in charge of the UAE disabled sports development programme. The federation also oversees the various sports clubs and sports centres for the disabled in the UAE. To acknowledge the rights of the disabled, the government has set up a number of sport clubs where disabled persons in the UAE can engage in various sports activities. The DSF consists of officially recognised sports clubs in the country in addition to the associations, centres, and bodies adopted by official organisations. The organisation is managed by a governing board and administrative staff as shown in Figures 6.4 and 6.5 in Chapter 6, respectively. There are eleven members on the DSF governing board, who are responsible for key decisions within the organisation including those taken on finance, events, and enhancements. The administrative staff of the DSF comprises eight members responsible for carrying out day-to-day activities and implementing the decisions taken at the board level.

For this case study, five officials were interviewed that have significant knowledge about organisational change in the UAE disability sport and who work in the sports sector. These are indicated by the shaded blocks in Table 5.7 in Chapter 5 and Figure 6.4 in Chapter 6.

b) Dubai Disability Sport Club (DDSC)

The DDSC was established in 1993 in the city of Dubai. It is controlled by the DSF. The first Board of Directors was founded under the chairmanship of his Excellency, who took responsibility to manage club progress and develop its activities. This club provides training on a regular basis with the help of experts in the field of disability sport. There are many activities and services in the DDSC including sports, cultural, religious, and social activities. The DDSC contains separate sections for men and women. This was the first club in the UAE to introduce a dedicated section for women. Moreover, there are more than 200 members in the DDSC including staff, coaches, players, and volunteers in several disability categories. The organisation consists of the governing board and administrative staff as shown in Figures 7.2 and 7.3 in Chapter 7, respectively. There are nine members on the DDSC governing board, who are responsible for decision making and liaising with the DSF. The administrative staff of the DDSC comprises eight members responsible for carrying out day-to-day activities and implementing the decisions taken by the board.

For this case study, five officials were interviewed that have significant knowledge about organisational change in UAE disability sport and who work in the sports sector. These are indicated by the shaded blocks in Table 5.7 in Chapter 5 and Figure 7.6 in Chapter 7.

c) Al-Thiqa Disability Sport Club (ADSC)

The ADSC was established in 1992 in the city of Sharjah. It is controlled by the DSF. The ADSC have similar activities and services to the Dubai club and it has a dedicated section for women. Its services include organising different activities, festivals, and charitable dinner parties. However, its objectives are to present sport, social, and cultural services in the UAE to people with disability. This club consists of more than 250 members including staff, coaches, players, and volunteers. The organisational structure includes a governing board and administrative staff as shown in Figure 8.2 and 8.3 respectively (see Chapter 8). There are ten members on the ADSC governing board,

who are responsible for decision making and liaising with the DSF. The administrative staff of ADSC comprises seven members responsible for carrying out day-to-day activities and implementing the decisions taken by the board.

For this case study, five officials from this club were interviewed that have significant knowledge about organisational change in UAE disability sport and who work in the sports sector. These are indicated by the shaded blocks in Table 5.7 in Chapter 5 and Figure 8.5 in Chapter 8.

5.2.3.1 Application of the Contextualist Approach in UAE Disability Sport

The UAE Disability Sport Federation and sports clubs have undergone several significant changes in terms of organisational structure, strategic orientation, and culture. Table 5.4 shows the use of the contextualist approach for this research in order to study change in disability sport organisations in the UAE. Five out of the six key challenges for studying organisational change suggested by Pettigrew et al., (2001) are considered: multiple contexts,; time, history and process; relationships between the change process and organisational performance and outcomes; receptivity, customisation, sequencing, pace; and episodic change versus continuous change. The time period considered for studying organisational change in UAE disability sport is from 1992 to 2012 from when the Disability Sport Federation and the clubs were established.

As shown in Table 5.4, six multiple contexts are used to analyse organisational change in UAE disability sport organisations. Out of these five contexts, four belong to the outer context, namely religious, political, economic, and social (or cultural), and one belongs to the inner context (organisation-specific).The outer change process could involve social awareness, such as actions perception in terms of the transformation in mindset or thinking of people towards disability sport. From the point of view of organisation-specific change, the manager(s) or management of the sports organisation are responsible. The inner change process could involve upgrading sport organisations in terms of improving facilities and services, organisational structure, enhancing policies, and increasing the level of participation.

Table 5.4 Applying the Contextualist Approach in UAE Disability Sport

Multiple Context	Time		History	Process	Analytical Tasks (Action)
	Chronology	Construction			
Religious, Political, Economic, Social (Outer)	1992 2000 2005 2012	Perception and formulation of change (state and public)	Patterns of change (episodic vs. continuous)	Social awareness Enhancing lifestyle	Study factors influencing the change process, identify change patterns
Sports sector (outer)	1992 2000 2005 2012	Perception and formulation of change (state, Public Authority for Youth and Sports (PAYS), public)	Patterns of change (episodic vs. continuous)	Upgrade sports organisations Reconfiguration of networks	Study factors influencing the change process, identify change patterns, relationships, and organisational performance outcomes
Organisation-specific: culture, structure, policy, strategy (inner)	1992 2000 2005 2012	Perceptions of the formulation of change (managers)	Patterns of change (episodic vs. continuous)	Professionalisation, specialisation, diversification of services, efficacy, modernization, performance	Study factors influencing the change process, identify change patterns, relationships, and organisational performance outcomes

In order to understand change in UAE disability sport organisations, for the outer context, political, economic, religious, and social (or cultural) aspects are considered to explore the impact of these elements (either positive or negative) on the development of disability sport. Furthermore, it is essential to know if the UAE government follows Islamic law to protect people with disabilities and provide them with equal opportunities in all fields of life. For the inner context, the different aspects for studying change are organisational culture, strategy, policy, and organisational structure. These multiple contexts are considered to analyse in detail the vital role these elements play in improving disability sport in the UAE, which addresses the first key challenge mentioned by Pettigrew et al., (2001).

For applying the contextualist approach to study organisational change in UAE disability sport organisations, the contents include people (such as board members, staff, players, coaches, and volunteers), technology, and services. These elements are studied to explore the way in which the management of sports organisations can achieve their targets to enhance the lives of people with disabilities. For all the contexts mentioned in Table 5.4, the factors influencing the change process and patterns of change are studied and analysed. Moreover, the change patterns in terms of the change processes and actions are identified throughout history (from 1992 to 2012) and the relationships among various change patterns and organisational performance outcomes are identified. This addresses the second and third key challenges mentioned by Pettigrew et al., (2001).

For studying the process of change in UAE disability sport organisations, the actions responsible for change undertaken since 1992 and the outcomes or reactions of those actions are considered from multiple contexts (including outer and inner). In this respect, the change processes considered include social awareness or enhancing lifestyles, economic and political configurations (from the outer context), improving sport organisations in terms of sports facilities and equipment, increasing the level of participation, staff performance, and training methods for players (from the inner context). An incremental transformation for all these processes is considered; this addresses the fifth key challenge mentioned by Pettigrew et al., (2001). More details and the link between methodology and theory are provided in Table 5.5.

Table 5.5 illustrates the link between the methodology and theory, namely the three key elements (context, content, process) of the contextualist approach used for understanding organisational change in the UAE. For this purpose, the key analytical tasks to be performed and the type of information needed were most suitably addressed by the use of a case study research methodology. In total, the fieldwork lasted around three months and it was conducted in one block of time from January 2012 to April 2012.

A list was organised for the people to be interviewed, approval letters were obtained, then interviews (with officials) and two focus groups (with coaches and players) were conducted. The researcher spent one month in each organisation to collect data from the three locations. The researcher divided his time into two slots, namely 8:00 am until 12:00 pm, and 5:00 pm until 8:00 pm, in order to capture the entire spectrum of the functionalities as some organisational processes commenced at alternate timings. The researcher went to these three organisations to investigate, observe and meet with responsible officials with the view to better capture the processes in these organisations. One-to-one interviews were conducted with the officials, and focus groups (including coaches and players) were conducted to examine the internal functionality of these organisations, i.e. how people with disabilities are dealt with? What is the relationship between players and coaches? What are the perspectives of managers and staff towards organisational change? Moreover, the researcher conducted observations and documentary analysis and attended some of the meetings of these clubs to understand the decision making process and how these organisations operate in reality.

Table 5.5 Link between Methodology and Theory

Key elements			Key analytical tasks	Information needed	Method
	Inner	*Outer*		Relationship between club and the DSF	
Context	Structure Cultural Political	Social Economic Political Religious	Study factors influencing change Identify change patterns Identify relationships between the different organisational players (e.g. management, coaches, and players, etc.) Study of links between change and performance Analysing the role of time and history	Relationship between the DSF and Ministry of Culture, Youth and Community Development Sports funding for each club from the UAE Government budget Relationship between Islam and disability Organisational policies, strategies, and structure	Case Study: Interviews Observations Document analysis
Content	People Technology Services		Study relationships between different organisational players (e.g. management, coaches, and players, etc.) Study dealings/services Understand the impact of technology on various processes of organisational change	Documents showing enhancement in sports facilities over time Level of participation in sports Staff performance Procedures and handbooks	Case Study: Interviews Observations Focus groups

Process	Decision making Operations of the boards Internal functions Networking and communications Outcomes of decisions Action, reaction, and interaction	Understand internal operations Study factors that influence decision making Receptivity, customisation, sequencing, pace, and episodic change versus continuous change Understand the scope of networking in terms of national and international collaborations Study communications strategy Analyse the role of process in organisational change	Policies and organisational strategic decision making process within each club and the DSF Change processes within each sports organisation Information about impact and outcomes of decisions	Case Study: Interviews Observations Document analysis

According to the research plan, as mentioned in Section 5.2.1, a series of interviews were organised with officials, coaches, and players and observations were also captured. The researcher faced some problems with data collection, such as being introduced to the board members and staff of these organisations to make them interested in participation and making appointments for interviews due to the busy schedules of participants. Despite these confirmed appointments, on several occasions, the researcher spent time waiting for the interviewee and sometimes the appointment was cancelled. Another problem was accessibility to documentation regarded as confidential; in spite of having permission, staff were reluctant to provide organisational documents to the researcher. Moreover, during the initial observations the researcher had to face staff detestation, since the researcher's presence was not accepted on the premises. The researcher overcame these problems in later observations by conducting friendly informal chats with the staff, as the staff became more familiar with the researcher.

5.2.4 Time Horizons

As illustrated in Figure 5.2 the time horizons may either be cross-sectional or longitudinal depending on the nature of research projects. The terms longitudinal and cross-sectional have also been referred to as diachronic and synchronic in the literature, respectively. If a particular event is investigated at a point in time, then it is called cross-sectional or synchronic, whereas if change and development are investigated over a time period, then it is called longitudinal or diachronic (Saunders et al., 2003; Sekaran, 2003).

Geeraerts (1997) referred to things that happen for a long time as diachronic and those occurring at the same time rather than in history as synchronic. Pellegrinelli (2000) noted that longitudinal cases enable the researcher to practice, realise, and acknowledge various connections, loops, and aspects of events as they are unveiled; however, accessibility is an issue. Johnson (1987), Pettigrew (1985a), and Pettigrew and Whipp (1991) used longitudinal time horizons including a few elements of retrospective analysis. The key benefit of incorporating longitudinal time horizons is the fact that this allows highlighting all significant events, accessing the opinions, and examining the behaviours of participants (Pellegrinelli, 2000). Pettigrew used longitudinal research to

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understand organisational change at ICI (1985a) and investigated the impact of individuals and groups interests and obligations on the decision making processes.

This study uses both diachronic and synchronic time horizons to investigate a particular phenomenon of organisational change and development over a period of 20 years (from 1992 to 2012). The longitudinal time horizon was chosen for this research since access to all case study organisations was secured. However, the synchronic time horizon was used, since the data collection process occurred at the same time in addition to history and particular events were investigated at a particular time.

5.2.5 Research Choices

Research choice, as shown in Figure 5.2, refers to the way in which various research methods are combined (Saunders et al., 2003). The choice can be either qualitative or quantitative methods, or a mix of the two depending on the nature of the study and data to be collected. Bryman (1988) noted that selecting a qualitative or quantitative approach is a primary factor of the research process. Stelter et al., (2003) highlighted the notable increased adoption of qualitative approaches during the past 30 years in the area of sports sciences due to their flexible and interpretative nature, which is barely offered by quantitative approaches. Fellows and Liu (2003) noted that the aim of quantitative research is gathering realistic (real-world) data and studying the relationships between facts and the way they fit with the theories and results from prior research. By contrast, the aim of qualitative research is understanding and collecting data in order to promote new theories.

This research uses multiple case study design because the UAE has union government, and local government. All the clubs belong to local government, and the Disability Sport Federation (DSF) belongs to the union government. There is competition among the clubs in term of sports, securing medals, services, facilities, and helping or assisting people with disability. The adoption of multiple case study strategy enabled capturing comprehensive information from multiple sports organisations in the UAE. It also helps to ensure validity and reliability. Some research generalisations could be made based on a single case (Flyvbjerg, 2006). However, this research considers three cases as one to three cases are appropriate (Yin, 2003). All three cases were cross-synthesised and conclusions were obtained. The rationale behind adopting a multiple case study

approach is not only the advantages this technique has for the research findings and conclusions, but also, as Yin (2009) suggested, the evidence from more than one cases is often considered more compelling thus adding robustness to the study. The main methodological challenge in using a multiple-case approach is to ensure that a replication logic is followed. This entails clearly defining a single or multiple units of analysis and determining the type of study to be carried out. The current study uses a holistic (i.e. a single unit of analysis) case design where the same dimensions of change (i.e. context, content and process – see Table 5.5) are studied across the three organisations.

5.2.6 Data Collection Methods

Data collection methods state the efficiency attained by any research and moreover greatly add to the overall suitability and integrity to be achieved by the study (Uma, 2003). Following this concept, data collection should be recognised in a manner that there is a strong appreciation of the research nature and higher levels of accuracy. Table 5.6 illustrates several data collection methods including interviews, observations, focus groups, and documentary analysis.

The research scope acts as the main facet for articulating the accuracy and feasibility of the results from any study (Trochim and William, 2001). In order to ensure the validity, reliability, and credibility of the data for this study, they were gathered using several methods (Short, 2000; Kendall and Kendall 1993). Moreover, a number of paradigms, methods, and tools used in this study are mentioned in Table 5.6.

Table 5.6 Paradigms, methods and tools used in this study

Paradigm	Methods (primarily)	Data Collection Tools (Examples)
Interpretivist/ Constructivist	Qualitative methods predominate (case study)	Interviews Observations Document reviews Visual data analysis

In order to achieve this aim and to address the research question in this thesis, primary data collection was through interviews, focus groups, and observations and secondary

data collection was through a literature search and document analysis to achieve the objectives of this research in terms of understanding:

1- The role of religious, political, cultural, and economic context in the forming of visions and policies in UAE disability sport organisations

2- Time and history in understanding organisational change in UAE disability sport organisations

3- Patterns of change and performance in disability sport in the UAE

4- The role of process in organisational change in UAE disability sport organisations

Five officials were selected from each organisation with respect to their experience and qualification in disability sport field. Moreover, two focus groups were conducted with players from each club, where the players were selected according to their experience, and participation in national and international events. Also two focus groups were conducted with coaches, where the coaches were selected considering their experience, qualification, and achievement. The focus groups (players and coaches) contained seven participants each, for which the researcher kept into consideration having a reasonable group size, i.e. not too small or too large (Krueger, 1994). Overall, the participants were chosen according to their roles in the area of disability sport in the UAE to ensure high quality and consistent findings.

In addition observing symbols, facilities, and language with an eye towards metaphor content (Cleary and Packard, 1992) and participant observation (Brink 1993) are the key observational data collection strategies. Applying these methods to understand change in three organisations (DSF, DDSC, ADSC) suggests the use of interviews and focus groups with different stakeholder groupings (players, coaches, and officials), document analysis or reviewing printed materials (e.g. reports, books, and organisational strategy documents) and observations (e.g. at training sessions run by coaches, official meetings). This helped the researcher to collect rich and significant materials to support this research in order to understand change in disability sport organisations in the UAE. These methods are explained in the following sub-sections in detail.

5.2.6.1 Semi-Structured Interviews

An interview is an exchange of information among two or more people verbally, where one person is the information collector and the other is the information provider (Pole and Lampard, 2002). Verdurme and Viaene (2003) indicated that an open-ended approach provides an opportunity to interviewees to identify the underlying complexities and issues rather than being directed by the interviewer. Therefore, questions in the research interviews were mostly open-ended. This was to facilitate the collection of the most information from the interviewee. Interviews can provide a better understanding about a situation (Bryman, 1988) and are one of the most commonly used methods in qualitative research (Green and Thorogood, 2004). The questions for both the interviews and the focus groups were designed by considering the literature surveyed about understanding organisational change using the contextualist approach. It was kept in consideration that the questions should be easy to understand and self-explanatory. The interviews were composed of mainly open-ended questions for the convenience of the participant with a small proportion of closed-ended questions (including Likert scales) as suggested by Neuman (2000). All questions were self-explanatory, comprehensive, and detailed enough in order to collect the required information to achieve the aim of this research (as shown in Appendix J and Appendix K).

Arranging the interviews took a long time. Appointments for interviews were made through emails, direct telephone calls, and faxes. The interviews were conducted in three locations in the UAE (Abu Dhabi, Dubai, and Sharjah city) at the arranged times. The duration for each interview was between 45 and 75 minutes; the interview started with an introduction of the participant's role and the recent changes in disability sport in the UAE. A total of around twenty-three hours of focus groups and interviews were taped by the author. In order to address the issues around validity and reliability of data collection different tape-recorders were used for each of the three organisations; this helped in the ordering of the data. These recordings were then written up and translated from Arabic into English with the help of a professional translator in order to prevent any irregularities or inconsistencies. A sample of the interview transcript is shown in Appendix I. The identities of the participants were protected and kept confidential as each response was anonymised. These transcripts were reviewed and the significant information was identified.

In order to collect data, the semi-structured interviews were conducted with the officials responsible for decision making and influencing organisational change. Interviews with officials aimed to investigate how their decisions and policies affect organisational change from the context of economic, political, religious, cultural, and social aspects. Interviews were face-to-face, facilitating the collection of the desired information. Moreover, the researcher was able to converse clearly with participants to clarify the purpose of the study and to gather the necessary data. Details about the organisations studied and participants are mentioned in Table 5.7, which shows the names of the three organisations considered and the number of participants contributing to the interviews and focus groups for this research. The Ministry of Culture, Youth and Community Development was considered due to its contextual impact in terms of policy and decision making that influences change in the DSF, DDSC, and ADSC.

Table 5.7 Participant details (Officials and Focus Groups)

Organisation		Total of 43 Participants
Site 1	DSF	5 officials
Site 2	DDSC	5 officials + 2 focus groups (players, coaches) (7 people in each group) = 19
Site 3	ADSC	5 officials + 2 focus groups (players, coaches) (7 people in each group) = 19

DSF officials: 1- President, 2- Vice-Chairman of the UAE Disabled Sports Special Olympics Sector, 3- Sports Director for Special Olympics, 4- Director of Finance, 5- Secretary General.

DDSC officials: 1- President, 2- Chairman of Chief Executive Office, 3- Head of Girls Department, 4- Director of Finance, 5- Secretary General (Manager)

ADSC officials: 1- Vice-President, 2- Head of Sports Committee, 3- Director for Women Section, 4- Director of Finance, 5- Manager.

5.2.6.2 Focus Groups

A focus group is a type of interview that facilitates rapid and easy data generation by using communication and contact between participants. In order to include the key topics, an interview guide (Gibbs, 1997) is used. For each of the sports clubs, two focus groups were used: one for players and one for coaches. Each focus group consisted of seven people. The total number of participants considered for this study was 43.

For this study, interviews were tape-recorded and transcribed (a sample of the interview transcript is shown in Appendix I). Focus groups were used to support the individual interviews and were carried out with players and coaches of the two disability sport clubs (as shown in Table 5.7). Moreover, focus groups deploy open-ended questions to enable people to offer their own opinions and think about a particular subject or topic, which would be challenging to accomplish through individual interviews only. During focus groups, participants support each other and highlight common experiences (Krueger, 1994).

Greenbaum (2000) noted that in time-limited cases, a focus group is an economical method for obtaining rapid in-depth information. However, Gibbs (1997) highlighted some major challenges in conducting focus groups, including limited control over the discussion; incorrect expression of views by participants; incorrect interpretation of views by the researcher, confidentiality issues; and the need for more planning. Some of the challenges were resolved by getting a consent form signed by the participant to ensure that everything will be kept confidential and personal information will not be disclosed. Another solution was to study the archive to extract any valuable information that had been skipped or missed during the focus groups. Moreover, the researcher maintained control over the discussions during the focus groups by bringing back the attention of participants in the case of deviation from the main topic.

In this research, focus groups were used because of their benefit in helping produce information from a group with similar experiences in this case players and coaches. The focus group interview guide was developed considering the key analytical tasks that need to be addressed for this research (as demonstrated in Table 5.5, Appendix I, and Appendix K) Since the case study is the research method used, observations were

central to this investigation. In addition, documentary analysis was used for data collection in this study as shown in table 5.8.

5.2.6.3 Observations

Atkinson and Hammersley (1998) noted that in order to study society one has to be part of it; therefore, all social research is a type of participant observation. Moreover, Pole and Lampard (2002) identified observation as the collection of information about physical and social worlds. Therefore, observations were conducted at the DSF and the two disability clubs (DDSC and ADSC). The observation technique was also employed to gather data because the researcher wanted to perceive various communications among the partners, their interactions and their work environment. Such observations were conducted to analyse the internal functionality of these organisations, i.e. how people with disabilities are dealt with? What is the relationship between players and coaches and Board members and staff? What are managers and staff perspectives towards organisational change? Moreover, the researcher attended some internal meetings to understand the decision making process and how these organisations operate in reality. In order to best detail the working environment, the researcher visited each disability sport organisation with a notebook and recorder. To account for all settings and actions, the research used unstructured observations (Bryman and Bell 2007). Gathering data regarding participant interaction and communication was best facilitated by observation. As an example, some key informants employed their telephones to establish meetings with the researcher. In such cases, it becomes clear that official interactions and communications are established based on the original arrangements, and further fostered by participants. The researcher spent three months collecting data from these three organisations. Of the three months, the researcher spent a month in each organisation. The observation technique was used to augment the data collection and increase the study's validity and reliability. It is worth mentioning that the organisations accepted and trusted the researcher. Eventually, the researcher was able to attend a meeting in DDSC when the manager met with coaches, and observed that there was a proper agenda in place, and the meeting was on time; there were quite friendly discussions between the manager and the coaches. They discussed the events that were soon planned to be held in the club, and how to prepare for them. The meeting attendees included four coaches and a technical secretary. The researcher wrote a report about this meeting. For the other organisations, the researcher was not allowed to attend

any of their meetings due to the confidentiality policy of these organisations. Moreover, during observations it was noticed that none of the three organisations have any dress code policy. Both DDSC and ADSC show their achievements on various boards. In terms of the staff attitudes and cooperation, the staff of ADSC were more kind and helpful than DDSC and DSF. The researcher was invited to participate as a volunteer in one of the international championships held in the UAE hosted by the DDSC. This enabled the researcher to get more insights into the organisation.

Discussing disability sport in UAE society is not a trivial task. Whether interviewees were officials or focus groups, they would not talk about this issue freely, particularly the women. It is sometimes essential to create and ask questions in different ways and to use prompts to obtain complete responses.

5.2.6.4 Documentary Analyses

In order to complement the data acquired from the interviews and focus groups, documentary analysis was used, as official documents are significant information sources highlighting the interests of organisations and state agencies (Padgett, 1998). In this study, documents provided both an explanatory record of the development of policies and practices and insights into the communal discourse on disability sport issues in the UAE. In this manner, many lessons can be learnt about society (Pole and Lampard, 2002).

The documents used were UAE Law 2006, specifically the Ministry of Labour and Social Affairs UAE (2006) – Federal Law Year 2006 concerning the rights of individuals with special needs as well as archival documents from user studies of the two disability clubs and the DSF as shown in Table 5.8.

Secondary data were collected through a literature review. Literature searches were considering using Arabic and English data bases, and different keyword combinations were used:

- (Islam) AND (disability)

- (organisational change) AND (sports)

- (disability) AND (sports)

- (disability) AND (sports development)

- (contextualist approach) AND (organisational change)

- (contextualist approach) AND (sports)

- (UAE disability) AND (sports)

In the literature review, the results from the latest journal articles were given priority. Other sources included conference proceedings and book chapters. The results were reviewed and data were extracted using qualitative data analysis methods. The findings from secondary data collection were presented in Chapters 2, 3, and 4.

Table 5.8 Documents studied in three organisations (1992 to 2012)

Documents Studied	DSF	DDSC	ADSC
Policy Documents	2	3	2
DDSC Annual Reports -2008/2009, 2010/2011, 2011/2012	2	3	1
Financial Reports	16	18	12
Human Resources management files	8	65	63
Meeting Memos	70	87	50
Annual Evaluation Report for Athletes	-	67	25
Annual Evaluation Report for Coaches	-	25	68
Evaluation Report for International events	-	12	4
Evaluation Report for National events	-	18	18
Newspapers containing information about DDSC	-	1 File	-
Documents total	98	300	243

5.3 Data Analysis

The interpretivism paradigm supports the use of qualitative methods for data analysis. Data collected from all sources were analysed through a qualitative, interpretive method; the data were interpreted and qualitatively analysed. The key elements that affect change such as factors, processes, and mechanisms were presented in individual

tables and then mapped to each other in another table in order to find the relativity of various elements. Finally, the findings were presented by using Miles and Huberman's scale for analysis (1994). For interpretative qualitative data analysis, the tools used were making comparisons and thinking about the various meanings of a word (Corbin and Strauss, 2008). It is necessary to explain the approach and methods adopted for data analysis when conducting case study research (Yin, 2003). This approach provides a structure and arrangement that feeds in criteria for the data analysis phase. Accordingly, a plan and techniques for data processing and analysis has been established for this study (Figure 5.3). It was achieved by following the suggestions and techniques presented by Miles and Huberman (1994).

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	Data Analysis Process		
Miles and Huberman (1994)	Data reduction → Data display → Data verification		Multi-case analysis and synthesis
Robson (2002)	Case study plan comprises of four key elements (overview, procedures, questions, reporting)		Revisions and discussions
Pettigrew (1987)	Research theory including context, content, and process		
Strategies	Focus on research question, data reduction, display, and verification strategy		Research conclusions
Techniques	Pattern matching, thematic and conceptually clustered matrix, and conceptual-based coding		

Figure 5.3 Data Analysis Strategy

The evaluation of qualitative information requires that data reduction, display and verification be carried out simultaneously (Miles and Huberman, 1994). This research adopts Robson's (2002) case study plan comprising four key components: overview, procedures, questions, reporting. These elements are associated with the tasks carried out for the purpose of this research. The data analysis process is further explained in the following sub-sections.

5.3.1 Reduction of Data

According to Miles and Huberman (1994), data reduction can best be described as the transformation of information found in transcripts or written notes into a simplified, organised, focused and selective form. Data reduction begins as soon as information starts to be gathered, written up or coded. In this study, the primary and secondary subjects of the theoretical guidelines provided the foundation for the coding schemes. This focused the analysis on the research objective and question and thus facilitated data reduction. There are a number of methods through which qualitative information can be subjected to data reduction, namely, through being absorbed into a larger arrangement or by being summarised (Miles and Huberman, 1994). This study incorporates the research guidelines into the data reduction phase in the following manner: to begin with, the literature review was focused only on the principal elements of the contextualist approach (Pettigrew, 1987), context, content, process, which allowed concentrating the research on its conceptual groundwork. According to Miles and Huberman (1994), any qualitative study is subject to data reduction throughout. Secondly, the key factors and ideas of the conceptual foundation were used to guide the data reduction, in accordance with practices put forward by Yin (2003). This provides an obvious structure for the gathering and analysis of the qualitative information and further enhances data reduction. Creating a research design is a vital part of conducting case studies and a full and comprehensive research structure is believed to offer concrete direction on what information to gather and on how to then analyse this information (Yin, 2003). Table 5.9 illustrates the coding of information founded on the study's theoretical groundwork.

Table 5.9 Key Themes with Corresponding Codes

Concept/ Level		Key Themes	Questions	Codes
Level 1: Context	Outer	Political	What, why	Government, administrator, officer authorities
		Culture	What, why	Society, traditions, habits, life style, value
		Religion	What, why	Islam, faith, way of life
		Economic	What, why	Budget, account, funds, wealth, money, audits, cost, exceptional
	Inner	Structure	What, why	Constitution, change, steady, stable, enlarge, get bigger
		Policy	What, why	Strategy, plan, guiding principle
		Culture	What, why	Community , civilization, traditions, behaviour
Level 2: Content		Services	What	Facilities, equipment, food, transport
		Technology	What	Rules, regulation, phone, fax, IT, job description
		People	What	Public, person, citizens' attitudes, behaviours, perceptions
Level 3: Process		Action, reaction, interaction	How, when, what	Customisation, sequencing, pace, receptivity, episodic, continuous. Communications, decision making

According to Miles and Huberman (1994, p. 55), research questions and theoretical guidelines protect against excess of information. The previously established themes, which arose out of the literature review and which were expressed in the theoretical groundwork, eased the application of theoretical themes to the analytical process.

Subsequently, new collections of subjects arose and iterative recoding and data analysis aided in refining arrangements of information which then made up the preliminary foundations for this study's results.

5.3.2 Display of Data

When reduced data is transformed into more significant groupings, this task is referred to as data display. Miles and Huberman (1994) describe data display as an ordered and condensed collection of data which enables further action to be taken and findings to be concluded. Presenting data in such highly ordered and refined way enables the confirmation of research outcomes. The use of case study questions expedites the display of data in previously determined topics as these are found in the study questions themselves. As a result developing arrangements and themes can be incorporated in meticulous classifications (Yin, 2003).

Following data display, the responses to the research questions of the current study were depicted according to the theoretical framework and separated into themes (conceptually clustered matrix), within specific cases (Miles and Huberman, 1994). Following Miles and Huberman's (1994) methodology, correlations and contrasts, as well as any proposals for data that may need to be analysed again, were identified through cyclical and iterative analysis between the data display and the analysed text. Thus, a further phase for identifying relationships between information is data display. In this context it was firmly directed by the research questions and objectives. The responses to the research question fell under: Level-1 Context; Level-2 Content; and Level-3 Process. In the data reduction phase, information was shortened in line with the bigger picture provided by the theoretical groundwork. In this phase of analysis, data reduction was refined using the research questions thus confirming the connections explored and focusing on further associations.

5.3.3 Drawing Findings

The ultimate goal of the conclusion drawing phase of research is not, in fact to establish connections and provide suggestions. According to Miles and Huberman (1994), a proficient researcher does not propose firm conclusions but keeps an open mind, offering conclusions that are as yet undeveloped and which are then progressively

refined and verified. According to Saunders et al., (2009), pattern matching is the optimum verification technique for this study as it has adopted the conceptual technique for data analysis which forecasts particular suppositions and clarifications.

Pattern matching seeks to match empirically observed patterns with anticipated patterns. A match between these two patterns can help to support the internal legitimacy of a case study (Yin, 2003). Provided that the anticipated patterns of particular factors are generated before the data is gathered, it is argued that pattern matching is the ideal approach to data analysis (Yin, 2003). Any findings are established by identifying corresponding observed and anticipated results. In this thesis, a number of smaller tasks, namely identifying separate findings, giving names to emerging patterns, connecting findings with one another and singling out a related construct, were carried out in order to confirm the continuations of the contextualist approach (Pettigrew, 1987) and to explore the theoretical consistency of the study (Miles and Huberman, 1994).

The findings from primary data are presented in various tables in Chapters 6, 7, and 8. It is suggested that qualitative analysis should incorporate the use of computer software (Robson, 2002; Saunders et al., 2007). The optimal software programme for qualitative evaluation of focus groups and semi-structured interview is NVivo which has the added benefit of being available in multi-language packages, although this excludes the Arabic language. Coffey and Atkinson (1996) note that qualitative analysis software programmes are now widespread and are increasingly utilised. Although NVivo was recommended by many researchers, the software does not provide acceptable results for the Arabic language. Therefore, the author opted for the manual method for the analysis of data.

5.4 Ensuring Validity and Reliability

Validity and reliability ensures the value, coherence and foundation of research, as well as whether it is valid and reliable enough to warrant attention. This study ensures validity and reliability with particular methods and practices which are discussed comprehensively in the following sub-sections. The particular form of language used while the researcher asks questions and collects answers can have an impact on the analysis of data (Beresford, 1997). Furthermore, if the interviewer and interviewee do not have the same mother tongue this can also cause issues (Green et al., 2004). The

researcher, being native Arabic-speaker, gathered information in the UAE which is an Arabic-speaking nation, thus avoiding any language barriers and ensuring the validity of findings.

5.4.1 Triangulation

The procedure of triangulation offers a more extensive knowledge of a subject and enables verification of the research validity by approaching it from a range of different perspectives, involving the application of multiple research tools in the same research process. Moreover, as mentioned by Sarantakos (2005), it is possible to apply triangulation at any stage of the research process. Methodological triangulation can be either between methods and/or within methods and is deemed by Flick (2008) to be the most widely used type of triangulation. Unlike the use of a single technique, triangulation enhances the quality of research due to the use of more than one method (Maxwell, 2005). In particular, case studies benefit greatly from the application of triangulation as a multi-source basis increases their credibility and accuracy (Yin, 2003). It is achieved in this study through the use of multiple data collection methods, like interviews, focus groups, and document analysis, which are the most widely employed triangulation types. In accordance to suggestions made by several scholars (Flick, 2008; Green and Thorogood, 2008; Sim and Sharp, 1998; Yin, 2003), comprehensive triangulation (Flick, 2008), also known as multiple triangulation (Sim and Sharp, 1998) is applied in this study.

Furthermore, data triangulation is designed to investigate the same phenomena in different periods and locations as well as with different participants. This study also achieves data triangulation through the use of multiple case studies. To create a systematic triangulation of perspectives, distinct perspectives can be employed, like an interpretative approach (conversation analysis) and a reconstructive approach (interview). This study applies the multiple triangulation strategy, which involves the use of multiple triangulation types (Mays and Pope, 2000), such as data are obtained via semi-structured interviews, observations, documentation and focus groups. The case study data analysis techniques suggested by Miles and Huberman (1994) and Yin (2003) are applied in the analysis section of this study.

In order to verify research validity and reliability, this research conducts credibility triangulation (Mays and Pope, 2000); it also facilitates enhancing the value of this

research. This study also employs a range of methods and procedures, including member checks, conformability, reflexivity, and dependability.

5.4.2 Member Checks

To enhance the credibility of a research, the observations made by research participants should be considered, as members' validation can contribute significantly to certify the reliability of acquired data prior to advancing with the research (Bryman and Bell, 2007). Based on this strategy, the understanding of the acquired data can be revised, clarified and augmented. This strategy has been applied in this study through summarising the most important points made by the participants following each interview, and sending a complete interview transcript to obtain a final ratification. This eliminated several inconsistencies that occurred whilst collecting data.

5.4.3 Conformability

According to Bryman and Bell (2007), the aim of validation is to make sure that the researcher enhances research objectivity as much as possible and presents results based solely on the gathered data and not on his/her personal beliefs and theoretical persuasions. By employing validity and reliability procedures, the research must be able to present to readers its ideas underpinned by an unbroken chain of evidence (Yin, 2003). The latter allows following of the evolution of the research from preliminary questions to final case study conclusions (Yin, 2003). In order to preserve the chain of evidence, this research followed a sequence of stages, from case study questions, case study protocol, involving the association of questions with protocol subjects, reference to particular sources of evidence in the case study, to the final case study report. In addition, maintaining a chain of evidence is also reflected in the capacity to trace the research retrospectively, from end to start (Robson, 2002).

5.4.4 Reflexivity

Maxwell (2005) noted that awareness of the potential biased influence of the researcher on the research process implies an approach to eliminate such bias to prevent it from minimising research credibility. Moreover, Mays and Pope (2000) suggests reflexivity as one of the quality criteria for qualitative researches. For this purpose, the researcher identified and monitored all interventions and responses during the acquisition of data.

To ensure that data accurately reflected real life and the experiences of participants, the responses of the participants and those of the researcher were clearly separated.

5.4.5 Dependability

For research to be considered dependable, consistency of the criteria for validity and reliability and the research process must be demonstrated. Moreover, the research must be proven to be accessible for auditing and reliability checks (Bryman and Bell, 2007). Research reliability is achieved by proper documentation in every procedure and research stage, as well as by reiteration, meaning that the same results must be obtained if the same procedures are re-applied. To achieve this, the researcher prepared and maintained all documentation regarding data collection and analysis, available digitally for examination. Moreover, to enhance research dependability, the researcher formulated a case study protocol, encompassing every procedure and approach that was adopted during data collection, and providing accessibility to all raw data and case study reports (Yin, 2003) thus making the data collection and the analysis considerably more reliable.

5.5 Ethical Considerations and Access

Trochim and William (2001) indicated that ethics constitute one of the most important aspects in research as they ensure that the study fits within the jurisdiction of modern societal demands. Researchers must protect the participants of the study by keeping all personal data confidential and by respecting their anonymity (Murphy, 1998). From an ethical point of view, all information should be considered to be confidential and used only for the purpose of the research. While considering the need for collecting consistent information, it was also imperative to ensure the participants of this study about the confidentiality of their personal data or information. In order to do so, ethics approval was obtained from the Brunel Ethics Committee prior to conducting this research. Moreover, consent was obtained from participants. Interviews were tape-recorded and transcripts were kept in a secured place. In addition, responses from interviews and focus groups were anonymised. Introductory visits were made to organisations and emails sent to participants in order to inform them about the aim of this research. The information sheet and consent forms were also sent to participants via email or post, which were returned after being signed.

5.6 Limitations of research design

Although Chapter 3 examines the contribution of the Paralympic Games and the International Paralympic Committee in changing social attitudes towards disability, a limitation of the research design is that the researcher did not fully consider this aspect of the external environment, in particular, the role the International Paralympic Committee, and Special Olympics in shaping organisation change nationally. This was because of the limited resources (i.e. time and funding) available to the researcher which prevented him from undertaking the necessary data collection from these organisations.

5.7 Conclusion

This chapter explains the philosophical paradigm and research methodology adopted for this dissertation and the data analysis methods used to conduct this research. Considering the nature of this research, a holistic multiple-case study method was adopted as suggested by Pettigrew and others researchers within this tradition. Moreover, the researcher used both diachronic and synchronic time horizons of research to investigate organisational change and development over 20 years. With regards to the nature of this study, both inductive and deductive approaches were suitable since they relate to understanding human interpretations through the collection of qualitative data and the research context. This research involves both primary and secondary data collection methods in order to ensure the reliability of the findings. Moreover, the interpretative qualitative research method was used to extract meaningful information from the responses of the interviews and focus groups. The responses (data collected) were then analysed and presented. Chapters 6, 7, and 8 present the analysis of the research findings from the three case studies.

CHAPTER 6: CASE STUDY ONE

DISABILITY SPORT FEDERATION (DSF)

6.1 Introduction

This chapter and the next two present the findings from the case studies conducted on three disability sports organisations – the Disability Sport Federation (DSF), the Dubai Disability Sports Club (DDSC), and Al-Thiqa Disability Sports Club (ADSC). These three case studies were examined using multiple outer and inner contexts to obtain an understanding of organisational change on the subjects outlined in the literature review (Chapter 4). This chapter details the analysis of the findings from the DSF case study. Chapter 7 and Chapter 8 present the findings from the DDSC and ADSC case studies, respectively.

From the perspective of organisational contexts, we studied the factors influencing change, identified change patterns, and various inter- and intra-organisational relationships. From the perspective of organisational contents we studied people (qualifications, experience, behaviour, dealings, and attitudes), technology, and services. Moreover, from the perspective of organisational processes, we studied internal operations including the factors that influence decision making, receptivity, action/reaction to change, and communication strategies. The results from the case studies were analysed and interpreted following a qualitative interpretative approach. Lastly, the conclusions drawn from the case studies were summarised.

6.2 Case narrative

The DSF was established in 1996. Prior to that clubs in the UAE were independent and did not collaborate with each other, so there was little communication, help, support, and coordination. There was also a lack of competitions or opportunity to participate in events. Thus, the government decided to unite all clubs under the umbrella of the DSF. Each board member of the DSF is also a member of a disability sports club within the UAE. Therefore, the DSF is responsible for overseeing many disability sports clubs in the UAE although it does not interfere in the administrative or decision making aspects of the clubs, as they belong to the local government, which by law is responsible for the

budgets and evolution of these clubs.The DSF was established as a national body by the Ministry of Culture, Youth and Community Development to encourage people with disabilities to take part in sports activities and sharpen their skills and abilities (DSF, 2011) and consists of a governing board and administrative staff. The DSF manages the participation of players and coaches in national and international events and is in charge of the UAE disability sports development programme.

In order to fully understand the change that has taken place in the organisation, the three key elements of the contextualist approach were considered ie context, content and process.

6.2.1 Context

To understand the context, the policy, structure, economics, politics, religion and culture of the organisation were studied.

6.2.1.1 Policy

The main policy elements of the DSF include taking care of the various disability sports clubs in the UAE by providing facilities and services for training in disability sports, integrating players with disabilities into society, and considering their health and improving their skills.

> The DSF is also concerned with developing disability sports in the UAE and enhancing awareness about disability sports in the community by using media services, thus promoting local and international championships.
> (DSF Official 2, personal communication, 28-02-2012)

> From 1996 until 2012, the Ministry of Culture, Youth and Community Development and DSF board members have been collectively responsible for formulating the policy of the DSF considering facts such as the number of people with disability in the UAE, the number of disability clubs, and the budget allocated to the DSF. From 1996 until 2007, the DSF was operating under the same policy.
> (DSF Official 2, personal communication, 28-02-2012)

In 2008, this policy changed for the first time due to lack of performance, mismanagement, poor organisation, and problems that occurred during the period 1996 to 2007. Table 6.1 highlights the change in policy elements. The old policy was reviewed and more elements were added, which are also reflected in Islam to address disability issues in society. More details about the impact of religion on the changes in the DSF are provided in the following section.

From 1996 to 2007, there were six elements in the DSF policy, while the new policy (2008–2012) changed to having eight as shown in Table 6.1. It is imperative for the policy formulating body taking decisions on behalf of people with disabilities to interpret and represent such members of society. Therefore, the DSF aimed to increase the number of members with disabilities on the DSF board. Until 2007, there were three board members with disabilities and this increased to five in 2008. This is almost 50% of the total board members (which is currently 11) as indicated in Figure 6.7. Two members with disabilities from the previous board were brought onto the new board in 2008 so that the DSF could benefit from their vast experience. These were the Chairman of the Technical Committee of the Paralympics Committee and the Secretary General Manager with 18 and 13 years of experience respectively.

> The number of board members with disabilities is still low because few people with disabilities are qualified or experienced enough to become members of the DSF board
> (DSF Official 3, personal communication, 12-02-2012)

The new policy made an impact on DSF enhancement in terms of structural change (as shown in Figures 6.4 and 6.5) and improvement (as shown in Table 6.10) in terms of increased players, services, budgets, volunteers, and events.

Table 6.1 Changes in DSF Policy from 1996 to 2012

DSF Policy	
Key priorities from 1996–2007	**Key priorities from2008–2012**
To enhance disability sports in the DSF	To be the best sports federation in the UAE
To consider the social and cultural aspects of the disability	To enhance disability sports in the UAE
To organise national events for people with disabilities in the UAE	To provide integration among people with and without disabilities
To provide consultation and advice for all disability clubs	To increase the types of games for disability sports
To increase the number of people practicing disability sports	To look after talented players
To participate in international championships	To provide importance to the media and use it for leveraging the role of the DSF
	To integrate players with disabilities in society through sports activities
	To increase social awareness about disability sports

Source: DSF (2011), personal communication, 28-02-20

6.2.1.2 Structure

Organisational structure is important, as it is defined as the framework that outlines how tasks are divided, grouped, and coordinated in an organisation and clarifies the various roles, levels of responsibility, and interlinking or reporting mechanisms. (Hoye et al., 2010)

From its inception until 2007, the structure of the DSF was stable (as shown in Figure 6.2). Then, in 2008, a governmental decision was passed to change the structure of the DSF (Official 2, personal communication 28-02-2012). This decision was made because the DSF was going through several problems related to administrative, technical, financial, and regulatory matters as mentioned in the policy section. Moreover, no significant progress in terms of performance or development was observed in the DSF (as illustrated in Tables 6.8 and 6.10). The structural change from 2008 is reflected in Figure 6.4 and Figure 6.5. Figure 6.1 shows the change in the DSF board members from

1996 until 2012. It is worth mentioning that as well as assigning new members, some long-standing members with significant experience remained on the board.
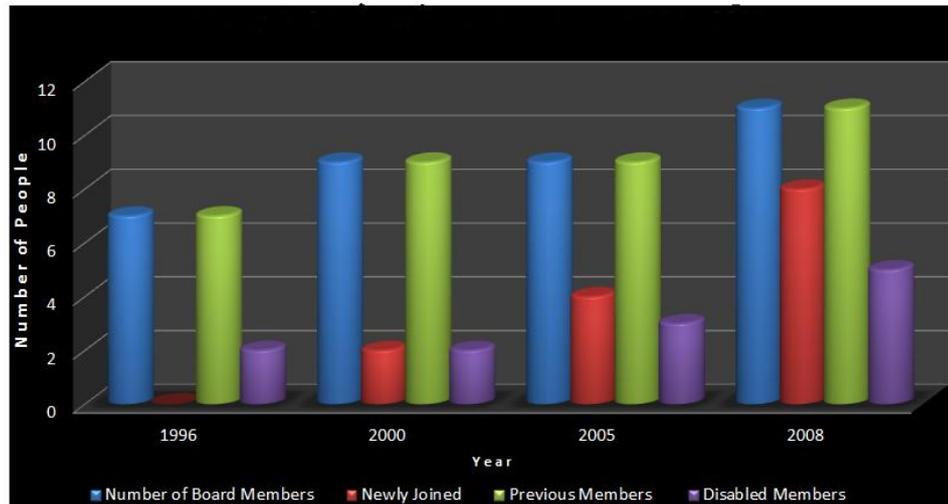
Figure 6.1 Change in DSF board members from 1996 until 2012

For this study, the structure of the DSF is analysed through six dimensions - work specialisation, departmentalisation, centralisation and decentralisation, chain of command, span of control, and formalisation (Hoye et al., 2010), in order to better understand organisational change from the structural perspective of the inner context.

6.2.1.2.1 Work Specialisation

Various roles assigned to individuals represent the key tasks they perform; Figures 6.2 and 6.3 depict the organisational structure for the DSF board and DSF staff respectively from 1996 to 2007.

As shown in Figure 6.2, the DSF structure constituted nine board members including the President. The roles and responsibilities are shown in Table 6.2 and Table 6.3

```
                              ┌─────────────────┐
                              │    President     │
                              └─────────────────┘
                                      │
                              ┌─────────────────┐
                              │  Vice President  │
                              └─────────────────┘
```

President of the Technical Committee	Director of Finance	President of Public Committee	Assistant Secretary (General)	Secretary General (Manager)
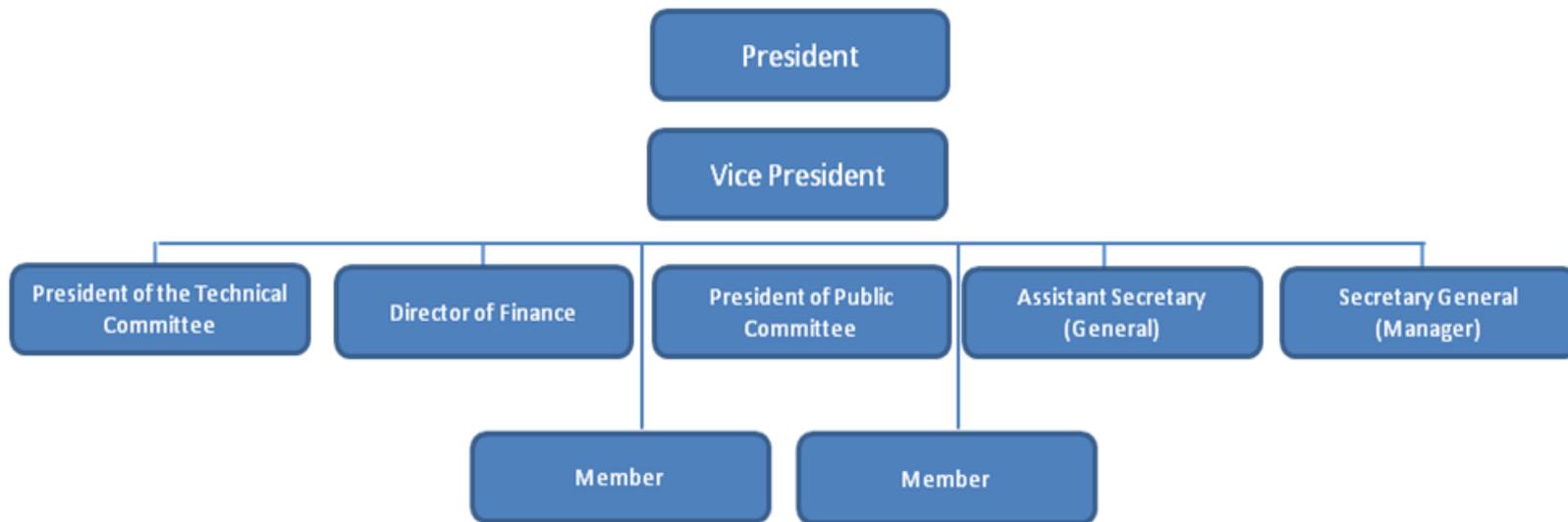
Member	Member

Figure 6.2 DSF Staff from 1996-2007
Source: DSF (2011)

Secretary General (Manager)

Accountant	Technical Secretary	Public Relation Officer	Administration Secretary
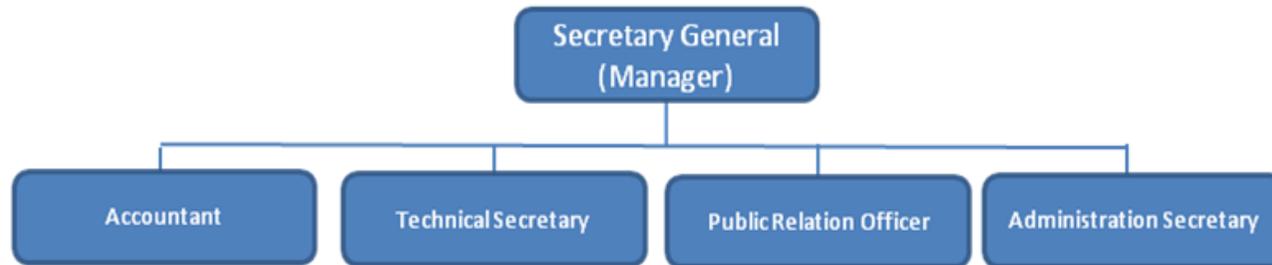
Figure 6.3 DSF Staff from 1996-2007
Source: DSF (2011)

Table 6.2 Roles and Responsibilities of DSF Board Members (1996-2007)

Roles	Responsibilities
President	Responsible for all board members and staff in the DSF and hence the final decision maker
	Represent the DSF abroad and on official missions
	Preside at Board meetings
Vice-President	Take actions in the absence of the President
	Signature with the Secretary General on the record of proceedings
	The right to attend meetings of committees of the DSF
Secretary General (Manager)	Manage all administrative staff
	Prepare agenda for the board
	Arrange meetings and highlight general matters to the board of directors
	Oversee the implementation of the DSF"s administrative and personnel matters
Assistant Secretary General	Help the Secretary General (Manager) and takeover his duties as acting manager in his absence
President of Public Relations Committee	Increase awareness about disability sports in society
	Issue leaflets and brochures for the development of sports for the disabled
	Supervise media coverage in various media
Finance Director	Responsible for budget, salary of staff, purchasing, and general accounts
	Preparation of annual financial report for each fiscal year in collaboration with the DSF Accountant
	Responsible for signing cheques jointly with the President, Vice-President, or General Secretary of the DSF
President of the Technical Committee	Responsible for players, coaches, referees, competitions, and teams
	Supervise the organisation of competitions and sporting events both internal and external
Member	Provide general assistance to all board members

Table 6.3 Roles and Responsibilities of DSF Staff (1996–2007)

Roles	Responsibilities
Accountant	Deposit funds in the bank chosen by the board Follow-up the collection of revenues Supervise all financial and accounting matters of the DSF in cooperation with the Finance Director and General Secretary
Technical Secretary	Supervise the training plan for the national team coaches in cooperation with the President of the Technical Committee
Public Relations Officer	Organise arrangements for events such as accommodation, hotels, visas, tickets for external visitors, etc. Increase awareness about disability sports in society Supervise media coverage in cooperation with the Chairman of the Committee of Public Relations and General Secretary
Administration Secretary	Oversee administrative services such as saving files and archives and record the achievements of the DSF

Source: DSF (2011)

As a result of the change in DSF policy, as reflected in Table 6.1, the structure of the DSF was altered. This structural change is reflected in Figures 6.4 and 6.5. Most board members were replaced by new ones with the number of board members increasing from nine to eleven members. Out of those nine, only three members from the old board continued on to the new board due to their experience and past performance as shown in Figure 6.7. "The new board consisted of heads of clubs and people having more than 18 years of experience in disability sports" (DSF Official1, personal communication, 01-02-2012).

As shown in Figure 6.4, the DSF structure is now based on the two main sectors of UAE disabled sports: the Special Olympics (for athletes with intellectual impairments) and Paralympics (for athletes with a range of physical and intellectual disabilities). The roles and responsibilities of the DSF board and DSF staff are shown in Table 6.4.
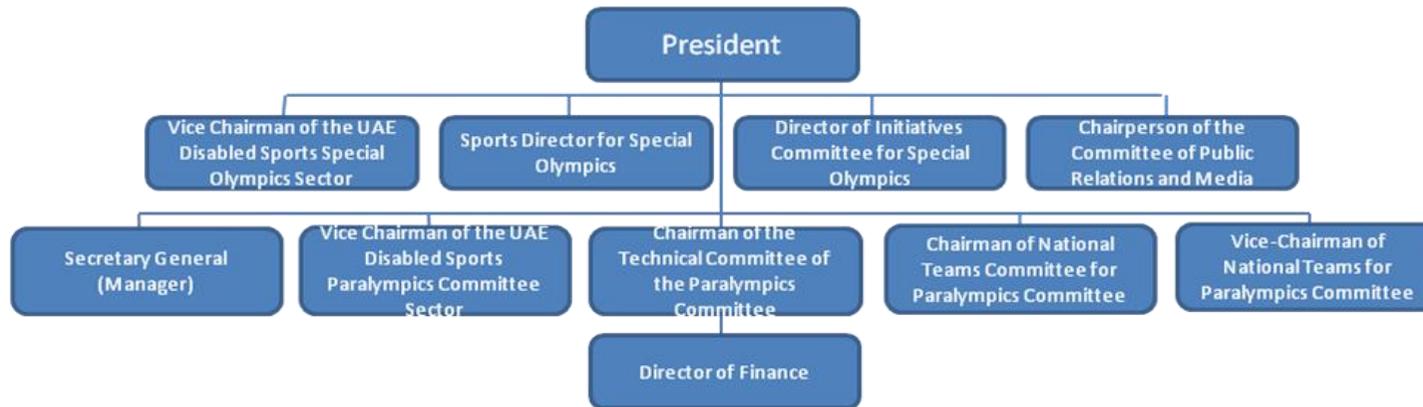
Figure 6.4 DSF Structure from 2008-2012

Figure 6.5 DSF Staff from 2008-2012
Source: DSF (2011)

Table 6.4 Roles and Responsibilities of DSF Board Members (2008–2012)

Roles	Responsibilities
President	The same as previous role and: The right to attend meetings of committees of the DSF
Vice-Chairman of the UAE Disabled Sports Paralympics Committee Sector	Responsible for all tasks related to Paralympics sports
Vice-Chairman of the UAE Disabled Sports Special Olympics Sector	Responsible for all tasks related to the Special Olympics
Chairman of the Technical Committee of the Paralympics Committee	Deal with referees, players, and coaches in the Paralympics sector of the DSF
Chairman of National Teams Committee for Paralympics Committee	Responsible for dealing with tasks related to managing the national teams of the DSF
Vice-Chairman of National Teams for Paralympics Committee	Responsible for dealing with tasks related to managing the national teams of the DSF
Sports Director for Special Olympics	Deal with all tasks related to players, coaches, and teams within the Special Olympics sector of the DSF
Director of the Initiatives Committee for Special Olympics	Deal with matters related to the family of the people with mental disabilities
Chairperson of the Committee of Public Relations and Media	Raise awareness about disability sports in society by promotion through the media and arrange accommodation and hospitality when the DSF holds international championships
Finance Director	The same role as in Table 6.2
Secretary General	The same as before Take actions in case the President and Vice-President are absent Implement the decisions of the Board of Directors and follow-up Prepare the annual report and submit to the Board of Directors

Source: DSF (2011)

Table 6.4 illustrates the change in the DSF board in terms of extended roles and responsibilities. New Co-ordinator roles were added to the DSF staff to cover Media, Activities, and General administration related to the Special Olympics and Paralympics in order to meet the requirements of the new policy of the DSF. As shown in Table 6.4, two new roles of Vice-Chairmen were introduced to the DSF board in 2008, whereas in the old board there was only one Vice-Chairman. These roles are Vice-Chairman of the UAE Disabled Sports Paralympics Committee and Vice-Chairman of the UAE Disabled Sports Special Olympics Sector. These two Vice-Chairmen are responsible for their own sections.

This structural change was made because of the change in the DSF policy in 2008, when the disability sports category of Special Olympics came under the umbrella of the DSF. Moreover, a comparison of Table 6.2 with Table 6.4 provides evidence of the improvement in the DSF in terms of the structure including clear roles and responsibilities, which is evident from Table 6.4; for instance, the responsibility around media coverage was re-assigned from the Public Relations Officer to a new role of Media Coordinator, who was dedicated to this task. This new role was created in order to increase the visibility of the DSF to the outside community and to highlight the activities of the DSF in the media.

6.2.1.2.2 Departmentalisation

The DSF is a relatively small organisation with a matrix structure model. The DSF has departments but it is not clear as to which department is which; however, by considering the structure of the DSF (as shown in Figures 6.2 - 6.5), it can be seen that the departments relating to Finance, Media, Strategic Planning, and Sports in general.

6.2.1.2.3 Chain of Command

The chain of command in the DSF can be seen in Figures 6.3 and6.5. Having a single Manager avoids employees having to deal with potential conflict when juggling the demands of two or more managers and it helps to achieve clear decision making. As depicted in Table 6.2, complex problems were solved solely by the President and ordinary problems were solved by the Vice-President, whereas since 2008 complex problems have been brought into board meetings and solved with a mutual

understanding, while day to day issues are now addressed at the manager level. In terms of the chain of command, all formal documents and letters are signed by the Secretary General of the DSF then attested by the Board of Directors.

6.2.1.2.4 Span of Control

Figures 6.3 and 6.5 illustrate that in 1996, the Secretary General (Manager) of the DSF used to manage five staff members and since 2008 has managed seven staff members. Even though the span of control has increased, the manager is capable of dealing with that many people due to his qualifications and experience (as shown in Table 6.7).

At board level, all issues were addressed by the President at regular monthly meetings. At the staff level, all issues were looked into by the Manager who was responsible for dealing with staff.

6.2.1.2.5 Centralisation and Decentralisation

An organisation is deemed to be highly centralised when the majority of decisions are made by senior managers with little input from employees at lower levels (Hoye et al., 2010). As reflected by the data from the interviews and the structure of the DSF in 1996, decision making was mostly centralised around the President and the Vice-President; their actions impacted on the performance of the DSF. Since 2008, the structure of the DSF has changed to a semi-centralised or partially decentralised structure, as shown in Figure 6.4. "According to this structure, decisions are made in common consensus among board members during meetings; this makes the structure decentralised" (DSF Official 1, personal communication 01-02-2012). In this way, decisions are more transparent and fair, and matters have become more organised. However, at some point the structure becomes centralised with respect to the Manager's central power to take decisions for the administrative staff.

6.2.1.2.6 Formalisation

From 1996 to 2007, due to a lack of qualification and experience the level of formalisation was low. Limited formal files, reports, or documentation, were produced as shown in Table 6.7. Following the structural change in 2008, there have been several improvements in the organisation in terms of the formality of documentation with the

generation of annual reports and meeting agendas (as shown in Table 6.5). Since document analysis is part of examining formalisation in the DSF the following documents of this organisation were analysed, as shown in Table 6.5.

Table 6.5 Documents Analysis in the DSF (1996 to 2012)

Type of documents	Numbers	1996 to 2007	2008 to 2012
Policy Document	2	No change	Improved by containing new elements. Became more formal by adding new policy elements that reflect Islamic norms to deal with disability, as referred to in Table 6.6
DSF Annual Reports -2009/2010 -2010/2011	2	No annual report	Annual Report 2009/2010 was published in Arabic only. This contained news on disability sports in the UAE, a list of board members, and new players. Annual Report 2010/2011 was published in two languages (Arabic and English). More information was added such as conferences, lectures, media coverage, the latest updates on all UAE disability sports clubs and schools, updated list of board members of the DSF and clubs, new players, national and international championships held within and outside UAE with their results or achievements, some elements from the financial report, conferences on disabled sports, lectures, sports festivals, and all activities that were held that year
Financial Report	16	Low level of formality in terms of limited information about what was spent on team camps; rewards to players and coaches; budgets for local tournaments; monthly expenses; monthly incomes; staff salaries	Increased level of formality in terms of enhanced information about budgets for Paralympics and Special Olympics sectors; honours for coaches and players who won gold medals; rewards for volunteers; rewards for the board
Files	8	Limited file management	Formal file management

Meeting Memo	70	Informal with limited information, only single-word clue, and unprofessional language; not captured for every meeting; no mention of the meeting attendees or time of the meeting	More formal with more material included and professional in terms of structure of notes; important decisions are recorded; and a memo is generated for each meeting.

From Table 6.5, each document studied is explained as follows:

Policy Document: The DSF holds only two policy documents (one from 1996–2007, the second from 2008–2012). These policy documents are in line with the Ministry of Culture, Youth and Community Development strategy and contain all policies that the DSF follows in terms of selecting board members, hiring new staff for the clubs, and organising championships. The change in this document is highlighted in Table 6.5.

DSF Annual Report: From 1996 to 2007, the DSF did not publish any annual reports but in 2008, started to produce them. Therefore, in 2009/2010 the first report was produced containing the information shown in Table 6.5; this report was not available to the general public. The second annual report was published in 2010/2011 in two languages (English and Arabic), was comprehensive and available to all.

Financial Report: Since 1996, the DSF has generated a financial report each year that contains comprehensive information about the income/funding from the Ministry of Culture, Youth and Community Development, donations from the King/Prince, and sponsors or business associates. In 2008, the report was improved (as shown in Table 6.5) in terms of quality and more details were added such as information about the expenses of the DSF such as staffing, awards to honour players, coaches, and volunteers, the cost of organising internal and external camps for UAE teams, and the cost of buying new services, equipment, or other facilities.

Staff File: In 1996, the staff files contained only personal information about the full-time employees of the DSF. In 2008, the new board took action to enhance the information contained within the staff files, such as personal information, history, salary, and performance evaluation. The Administration Secretary has always been responsible for managing all staff files in terms of recording, storing, and maintaining details.

6.2.1.3 Culture of the DSF

The culture of the DSF has undergone a dramatic change since 2008; clearly there has been a shift from an immature and unprofessional culture to a more professional and structured one with a strict code of working ethos. Furthermore, there is a clear line of control (as shown in Figures 6.4 and 6.5) and a reporting culture where lower-level managers have to report to senior managers or members of the board.

During the observations over 15 days, the researcher noted that staff members have good relationships amongst themselves in terms of collaboration and cooperation in various tasks. They work closely with each other in generating outputs, such as creating documents (e.g. the annual report) or organising events. It was also observed that timekeeping is taken seriously with the office hours of the DSF being Sunday to Thursday 9 am–1 pm and 4:30 pm–9:00 pm, which are adhered to by staff members even though there is no automatic check-in and check-out system. Sometimes, staff members work overtime and spend considerable effort completing their work, especially if an event date is approaching. It was also observed that staff members dealt with visitors in a kind and friendly manner. In addition there is no special uniform for staff.

> All employees of the DSF are willing to enhance disability sports and support people with disabilities; this is translated through their working ethos and dedication towards their work in terms of maintaining document archives.
>
> (DSF Official 3, personal communication, 12-02-2012; as shown in Table 6.5).

This cultural change has enhanced the performance of the DSF.

For the outer context, economic, political, social, and religious factors were studied.

6.2.1.4 Economics

In 1996, when the DSF was established, the initial budget was minimal i.e. AED 80,000 (£12,307 per month)[1] as shown in Table 6.10. This was not enough even to pay employee salaries. So the DSF were using money from charity and from the Prince paying to help the organisation.

> The financial situation changed since the rise in oil prices during 2005–2008 (UAE Book, 2005–2008); due to globalisation, the rate of economic development

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[1] **In 1996 £1 (UK) equalled 6 AED (UAE) and in 2013 equalled 6.2 (AED).**

of UAE has significantly increased (UAE Book, 2010). This economic development has impacted on several aspects in the UAE including education, society, and sports

(DSF Official 2, personal communication 28-02-2012).

This economic impact has been reflected in the DSF budget, which has drastically increased from 2005, as shown in Table 6.10, with the DSF undergoing several changes in terms of increasing its services (as shown in Table 6.8), the number of players and athletes involved, and the events calendar has grown (as shown in Table 6.10).

6.2.1.5 Politics

The UAE government looks after the people with disability. UAE law (2006) stipulates that people with and without disabilities must be treated equally without any discrimination. "According to the UAE government's rules and regulations for sports, the board has to be changed every four years. New members are appointed by the government" (DSF Official 4, personal communication, 19-02-2012). Since 1996, DSF board members have changed five times. This political factor has thus influenced the DSF's policy and structure. In 2008, the policy and structure of the DSF changed completely (as shown in Table 6.1 and Figures 6.2 and 6.4). In 2008this decision was made by the UAE government to bring in new people to develop and address the issues in the DSF. The change in the board was therefore a result of governmental pressures and not brought about through election.

The old and new board members are shown in Figures 6.2 and 6.6 respectively. The policy goal was to enhance disability sports in the UAE with the main objective of extending the services that the DSF provides. This objective was achieved as the new board came with fresh ideas such as expanding the services of the DSF (as indicated in Table 6.8). "In 2008, the UAE government decided on three categories of disability sports (Sports for the deaf, Paralympics, and Special Olympics) under the umbrella of the DSF" (DSF Official 3, personal communication 12-02-2012), which means that all disability sports in the country were put under the supervision of the DSF.

In 2006, the UAE government introduced a law for people with disabilities in order to help them in different fields, particularly employment, by legislating that 2% of each organisation's jobs should go to people with disabilities. However, there are no people with disabilities working in the DSF; the reason behind that is they do not have good

qualifications and experience. Also, the salaries are very low, which is discouraging in comparison to other organisations.

6.2.1.6 Religion

Islam has always been supportive of people with disabilities; the problem is that the teachings of Islam have not always been transferred or translated into coherent policies of the state to take up the cause of the disabled and to really help them be treated equally in society   (as seen from Table 6.1 the DSF policy in 1996 -2007).

> As people portray their beliefs into actions, all policies, rules, and laws made by the DSF are according to Islam and do not conflict with Islamic laws. For example, in 2008, the decision to change DSF policy was made due to the political influence considering the Islamic laws/teachings about dealing with people with disabilities
>
> (DSF Official 5, personal communication, 15-03-2012).

 Table 6.6 shows an excerpt from the DSF policy elements (2008–2012) that reflects Islamic norms on disability.

Table 6.6 An Excerpt of the DSF Policy Elements (1996–2012)

DSF Policy Priority Reflecting Islamic Norms on Disability (2008-2012)
1.   To provide integration among people with and without disabilities
2.   To integrate players with disabilities in society through sports activities
3.   To increase social awareness about disability sports
4.   To increase the number of players practicing disability sports
5.   To use the best techniques and equipment to train players
6.   Provide facilities and equipment for people with disabilities

As seen in Table 6.6, all the new elements added to DSF policy in 2008 are also reflected in Islam to address disability issues in society. For instance, a clear line can be found, as Islam recommends:

- dealing with people with disabilities equally, which is reflected in policy elements 1 and 2

- creating awareness and encouragement for people with disabilities, which is reflected in policy elements 3, 4, and 5

- providing facilities and services to people with disabilities, which is reflected in policy element 6

6.2.1.7 Cultural

In 1996, when the DSF was established, the customs and cultures of UAE people were different from those of the present day. People did not send their children with disabilities to sport clubs due to a lack of awareness and general perception in society.

> Moreover, most people were ignorant about the value and positive impact of sport on the lives of people with disabilities. Since it is purely upon the people to make choices or decisions about their behaviours and attitudes, one reason for the lack of the prevalence of disability sports in the UAE is the attitude or hesitation of people (DSF Official 4, personal communication, 19-02-2012).

Furthermore, as mentioned in Chapter 2, UAE and Arab social norms tend to approach illness and disability with fear and social avoidance. This can be witnessed through the cultural perceptions of disability in the Arab world not just in the UAE, which are influenced by fear and shame towards a disabled member of the family or society. "Moreover, many families with a disabled child probably avoid social participation because of these factors, which limited children participating in sports in the past in the UAE" (DSF Official 3, personal communication, 12-02-2012). This cultural impact is reflected in the DSF in terms of the limited numbers of players, coaches, volunteers, sponsorships, and donations (as shown in Table 6.10).

To overcome this cultural impact, a change in DSF policy was witnessed in 2008 (as shown in Table 6.1) where the new board aimed to generate common awareness about disability in UAE society via sports conferences and lectures. Moreover, an action was taken to focus on the media in order to raise awareness in society about the role of the DSF towards people with disabilities. This action made a positive impact on UAE culture in terms of social behaviours and attitudes towards people with disabilities

participating in sports activities. Moreover, UAE society is becoming more aware and educated in terms of attaining western knowledge, with regular exchanges through the media. This helps reduce their hesitation or shyness in terms of coming forward and accepting people with disabilities. This cultural impact is reflected in a change in the DSF in terms of increased numbers of players, coaches, volunteers, sponsorship, and donations (as shown in Table 6.10).

6.2.2 Content

For understanding organisational change in terms of content, this study considers people, services and technology.

6.2.2.1 People

The change in the structure and policy of the DSF, as mentioned in the context section, has affected staff attitudes, as it has changed their opinions and awareness towards people with disabilities. This was highlighted during interviews with DSF officials; in 1996, during the early days of the DSF, there were only three employees working on a part-time basis, as shown in Table 6.7. Staff were unprofessional: they did not know how to deal with people with disabilities, most of them were not qualified, and they were unaware of the various categories of disabilities and the types of sports that could be participated in. Moreover, personal interests and partiality towards some members of staff created problems.

> The attitude and behaviour of the Technical Secretary towards staff and players was quite unethical, creating problems among staff and board members; despite receiving several complaints from players, staff, and board members, no action was taken against this person due to the president's partiality. In 2008, when the new board members were appointed, the new president dismissed this person"
> (DSF Official 5, personal communication, 15-03-2012).

Table 6.7 Change patterns in DSF staff from 1996 to 2012

Time	DSF Staff Details		
Period	**Qualification**	**Experience**	**Number of Staff**
1996 to 2007	PhD (1) Bachelor (4) Diploma (2)	PhD graduate had more than five years' experience in disability sports. No archive for others.	3 part-time 4 full-time
2008 to 2012	Bachelor (9) High school (1)	All have experience of between 5 and 10 years in disability sports.	10 full-time

Over time, the situation changed. In 2008, the government appointed the new board who had good qualifications and experience, as shown in Figure 6.7. They brought in new staff who had good qualifications and experience, too in disability sports. Thereafter, a change in staff attitude was observed; staff were more professional, qualified, trained, aware, and considerate of people with disabilities. The professionalism and attitude of staff is demonstrated through the maintenance of organisational archives (such as staff files, DSF reports, and meeting minutes) and the formality of documentation. DSF staff have bachelor or high school qualifications and most have five years or more experience in disability sports. This is also evident from the staff files (2008–2012).
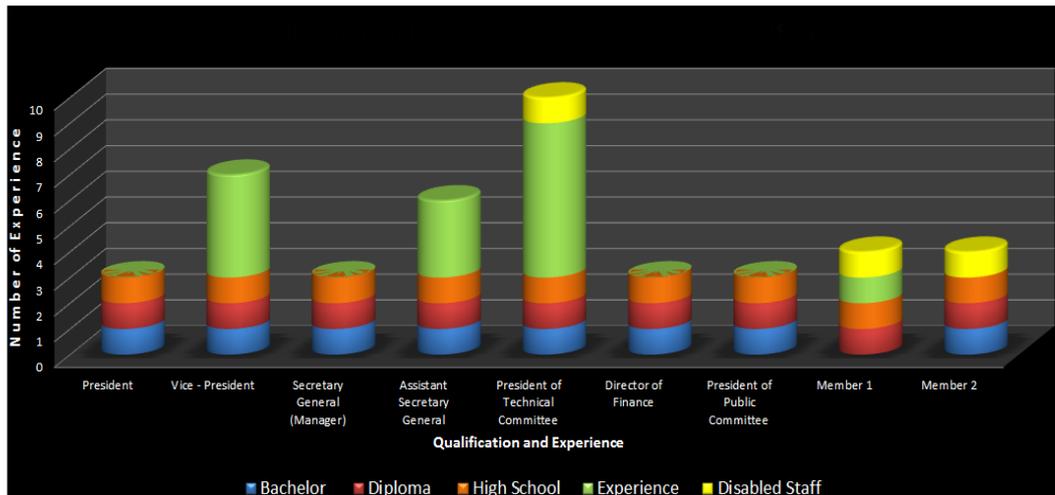
Figure 6.6 Qualifications and Experience of the DSF Board in 1996

Currently, the situation is different to that in 1996. In general, the behaviour of staff towards people with disabilities has noticeably changed in a positive way; they are aware that people with disabilities deserve respect and are able to participate in and contribute to national and international sports.
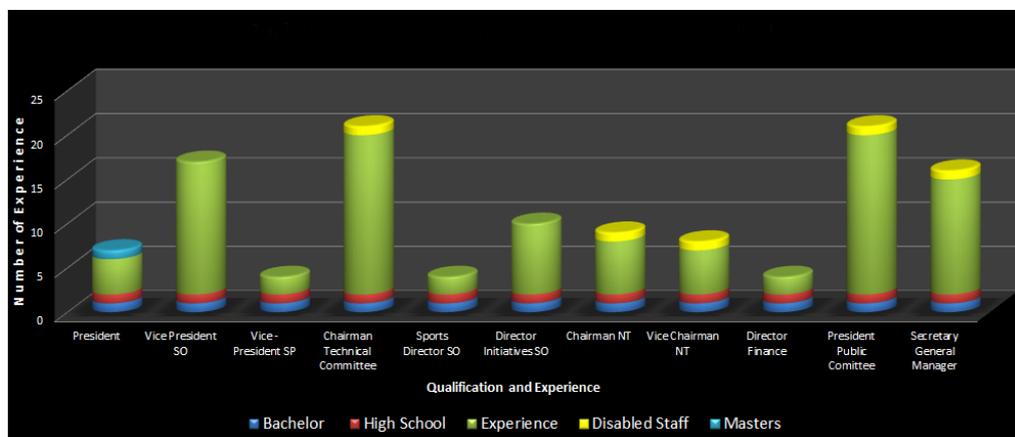
Figure 6.7 Qualifications and Experience of the DSF Board in 2012

6.2.2.2 Services

In 1996, the DSF services were restricted to organising local championships on a very low scale, offering inadequate incentives, and limited participation in international championships. Table 6.8 illustrates that from 1996 to 2007, services were provided only to players with disabilities and there were no services for the public, coaches,

referees, volunteers, or families. In 2008, the change in DSF policy affected positively the services of the DSF in terms of an increase in the organisation of sports championships, special courses, and lectures. The enhancement in services was also due to the change in the DSF's structure. As shown in Table 6.8, from 2008 to 2012, the DSF started to offer its services to other groups in society. Moreover, it is evident that the number of national and international events increased over this period of time.

Table 6.8 Change patterns in the DSF's service elements from 1996 to 2012

Type of Service	1996 to 2007	2008 to 2012
Services to Athletes	Organising national championships - 13 events Managing the participation of local players in international championships - 5 events	Organising national championships - 80 events Managing the participation of local players in international championships - 20 events Organising joint events such as games where people with disabilities compete with the general public
Services to the public	None	Held a conference in 2011 about disability sports that was open to the public Provide a website for services information about disability, disability sports, clubs, and disability schools (http://www.uaedsf.ae/)
Services to Athletes Families	None	Opportunities for the family members of players with disabilities to participate in sports with their children
Services to Referees	None	Special courses for improving their skills and providing new information about global trends in disability sports
Services to Coaches	None	Lecture and workshop
Services to Volunteers	None	Lectures on how to deal with people with disabilities

6.2.2.3 Technology

According to Pettigrew (1987), the conceptualisation of technology concerns not only IT, but also the formalities of organisations as well. The change in technology can be clearly seen from Table 6.9 in terms of rules and regulations, procedures, equipment, and assessment.

Table 6.9 Change patterns in DSF technology from 1996 to 2012

Time Period	Technology Elements			
	Assessment	Rules & regulations	Procedures to follow	Technology
1996 to 2007	No assessment	Limited rules in terms of: Confidentiality of internal documents Only the Finance Director and President can sign the cheque for the budget	Limited procedures to: Ensure that no access is granted without permission	Limited technology: fax, typewriter
2008 to 2012	Officials formal assessment	Enhanced in terms of: Confidentiality of internal documents Restricted access in terms of not allowing anyone to take internal documents about the DSF without official permission Finance Director and President/Vice-Chairman/Manager can sign cheques for the budget Timekeeping Maintenance	Extended in terms of: No access is granted without permission Staff will not take home any document from work Provide reference letter from a company or organisation Staff should sign by fingerprint Keep and save all documents in store	Increased technology: computers, emails, website, Internet

As shown in Table 6.9, from 1996 until 2007, the work was not of high quality and there were no means of assessing or evaluating the performance of DSF staff or board members as there was no internal review procedure. New rules and regulations were added to the DSF in terms of timekeeping for employees and the confidentiality of documents (as shown in Table 6.9); with the Secretary General Manager ensuring that procedures are followed. In 2008, when new board members were appointed, they offered training courses to staff to enhance the work of the DSF. On the other hand, there are still no formal annual staff assessments nor are there any promotion prospects for staff since the budget of the DSF does not allow salary increases.

> In 1996, there was limited use of technology; simple systems were used such as correspondences were sent through fax machines and typewriters were rarely used. There were no computers, Internet, or emails and letters were mostly handwritten.
> (DSF Official 4, personal communication, 19-02-2012).

This situation has changed over time through the frequent use of computers and the Internet.

> Currently, one of the best computer systems are used with a fast internet connection, while emails are used for external and internal correspondences; even text messaging is sometimes used
> (DSF Official5, personal communication, 15-03-2012).

Moreover, the DSF has a centralised computerised system that contains details about players in all UAE disability clubs. This is how players are tracked based on their competency and performance.

6.2.3 Process

For understanding organisational change in terms of process, this section considers action, reaction, and interaction in the DSF. This is incorporated by capturing the processes of decision making, communications and relations with external bodies.

6.2.3.1 Decision making

From the establishment of the DSF until 2008, it demonstrated a command and control style which gave rise to poor administration and biased decision making. Decisions taken at board meetings were rarely followed up or were ignored. This state of affairs was elicited from interviews with the members of the old DSF and also became evident from the document analysis of meeting memos for 2005. For instance, during one meeting a decision was made to select players from the Dubai Club to participate in an event; however, in reality, players from the Al-Thiqah club were selected. The reason for this contradiction was that the President, holding exclusive power, exercised his control to deviate from the decisions made during meetings. Owing to this centralised control, other members were forced to follow this decision. This is a classic example of decisions on the selection of players being made according to the personal preferences of DSF members.

Due to the change in DSF policy and structure in 2008 to a semi-centralised or partially decentralised structure (as shown in Figure 6.5), decision making became more transparent and fair and matters became more organised, resulting in members becoming more cooperative and respectful towards each other. "The current decision making process tends to adhere to the DSF policy; the interest of the DSF has higher priority than personal interests" (DSF Official 2, personal communication, 28-02-2012).

> All decisions are taken by vote, for instance, more than 50% votes are required in order to finalise a decision, including budgets, the enhancement of the DSF, selecting players and coaches, hiring employees, organising championships, the selection of championship venues, or the selection of location for training. If there is a tie in voting, then the President of the DSF takes the final decision, which is agreed by everyone.
> (DSF Official 1, personal communication, 01-02-2012).

6.2.3.1.1 Decisions regarding the budget allocation process

Before 2008, decisions regarding the allocation of budgets were made according to personal preferences and interests. For example, in one case an expensive foreign location was selected for the training of players due to the personal interests of a board member who was accompanying the players. Currently, such decisions are made in a

democratic manner. The entire budget is allocated for sports activities and is distributed through mutual understanding and decision making among all board members for organising sports championships, conferences, rewards and medals, and employee salaries. Further, some of the budget is allocated to fees for international disability sports federations and to register players for participation in international sports championships.

6.2.3.1.2 Process for requesting funding

The budget for the DSF from government is fixed each year and the request is made at the beginning of September according to the needs for the next year; however, the amount of funds generated due to donations or charity varies. To have a fixed budget sanctioned by the government, a formal letter of request is prepared by the accountant, which is then approved by the manager and sent to the board for further approval. Once approved, the letter is forwarded to the Ministry of Culture, Youth and Community Development; it contains details about all expenses for internal and external participation, salaries, and others events such as conferences.

> The Ministry of Culture, Youth and Community Development responds after three weeks with their decision. Altogether, 95% of the DSF needs and requirements are fulfilled by the budget from the Ministry of Culture, Youth and Community Development, and 5% is obtained from donations and charity. Moreover, the Ministry of Culture, Youth and Community Development encourages acquiring additional funding from sponsors and marketing
> (DSF Official 4, personal communication, 19-02-2012).

6.2.3.2 Communications

From 1996 to 2007, there was limited communication within the organisation and with external parties such as clubs, the Ministry of Culture, Youth and Community Development, other government bodies, and international organisations. It was elicited from interviews and document archives (meeting memos as shown in Table 6.8) that there were no regular or planned meetings; instead, board members used to meet on an adhoc basis to discuss various affairs. The meeting structure was sometimes formal and sometimes informal; meetings were also carried out by telephone and minutes were sent by fax by the Secretary General (Manager) of the DSF. Obviously, no agenda was set

up prior to such adhoc meetings and therefore usually casual talks took place. Further, the attendance rate was often less than 50%; most board members used to give very low priority to DSF meetings.

Over time, communication started to become more frequent and formal because of governmental pressure to take disability sport more seriously.

> Then, from 2008, following the change in the law, the nature of communications dramatically changed from casual and unstructured to more formal and structured. Formal communications in the DSF are hierarchical following the chain of command and the policy of the DSF
>
> (DSF Official 5, personal communication, 15-03-2012).

> For instance, communications flow from the manager secretary through to the manager and then to the chairman of the DSF board. Since 1996, no coaches or players have been directly enrolled with the federation, but when there are events (such as sports championships), players are called along with their coaches for participation from their respective clubs; they are just called at the time of championships
>
> (DSF Official 4, personal communication, 19-02-2012).

Communication protocols are formal and followed while interacting with participants; the manager of the DSF approves a letter for contacting participants and the secretary follows up with a call. The modes of communication are through email, and telephone. There are also informal communications (e.g, any member of the DSF can communicate to any top-level member of the DSF board or the chairmen) by phone, email, or face-to-face meetings. All meetings are formal; the Technical Secretary seeks permission from the Manager to send emails to all board members of the DSF one week ahead of the meeting. If any of the members cannot attend a meeting, the Secretary writes a report (on the meeting minutes) and sends a copy to the missing member. Formal meetings always have a purpose for which they are called and an agenda is set to be followed by the Manager of the DSF through these meetings. Examples of meeting purposes include a discussion on organising events (national or international sports championships) or on new laws from the Ministry of Culture, Youth and Community Development. During this case study, several meetings were studied and analysed.

Annual Pre-Planning Meetings

These meetings plan all national events for the forthcoming year and they are held annually in mid-September. Prior to such meetings, the Manager of the DSF makes a proposal by producing a table containing all events with dates, locations, kinds of games, and durations. Sports within each event are categorised according to disability type. During these meetings, a decision is made about the aforementioned items and a club is selected as the venue for particular events.

Planning Meetings for events held in the UAE

Board members set up committees who are responsible for each of the sections/tasks, such as deciding on the venue for the event, the amount of funding/money required and finding sponsor(s), inclusion of the media, and organising accommodation for both external and internal participants.

Planning Meetings for events held outside the UAE

During these meetings, board members decide on the budget, the board member who will accompany participants as their mentor, the doctor for players, junior staff or helpers, number of players or coaches that will participate in the international championship, the clubs from which players and coaches are shortlisted, the country in which training will be conducted, accommodation, visa, and other logistics.

Quarterly Meetings

These meetings discuss day-to-day activity and address any pending issues. If these issues are trivial, they are addressed by the Manager of the DSF. For issues that cannot be addressed at manager level, they are referred to the board of the DSF. Examples of complicated issues include staff retention and all financial issues.

6.2.3.3 Process of managing relationships with external bodies

In terms of the relationship between the DSF and the disability sports clubs, the DSF does not interfere in club affairs. Because all clubs belong to the local government, and each club receives financial support from the local government, they are responsible for their own decisions.

> The role of the DSF is to supervise the sports not the club and keep the clubs informed of global enhancements or progress in the field of disability sports, for instance, information about new technology, training, conferences, and lectures (DSF Official 1, personal communication, 01-02-2012).

Moreover, the DSF also provides professional advice and consultation to clubs and monitors and oversees the activities of all clubs.

> Furthermore, the DSF is responsible for organising all national championships; facilitating international championships (held in the UAE); and managing the participation of local players in international championships. For internal participants, it is the responsibility of the DSF to organise accommodation, logistics, or other facilities
> (DSF Official 5, personal communication, 15-03-2012).

In terms of the relationship between the DSF and the Ministry of Culture, Youth and Community Development, the latter does not interfere in decisions made by the former. However, the Ministry of Culture, Youth and Community Development has a dedicated section for disability sports. In fact, two board members of the DSF are from the Ministry of Culture, Youth and Community Development (in the Sports Activities Division), resulting in cooperation and interaction and ensuring that decisions made by the Ministry do not ignore the DSF's interests. Such interaction is made through official letters and telephone calls. At the end of each year, the Ministry of Culture, Youth and Community Development audits the DSF to evaluate its progress against agreed targets. During the document analysis, the researcher looked at the DSF audit files, but could not take them away or even take a snapshot due to confidential issues. As elicited through interviews, the audit process is transparent and conducted by checking the invoices to assess whether or not spending is made according to the requirements and needs of the DSF as stated in the report sent to the Ministry of Culture, Youth and Community Development at the beginning of the year. The Ministry also checks DSF performance over the year such as organising various championships or improving facilities and services. "Since 2008, the DSF has established a close relationship in terms of organising events in the UAE with international bodies such as the international Paralympics Games, and Special Olympics" (DSF Official 2, personal communication, 28-02-2012).

6.3. Conclusion

This chapter examined the findings from the DSF using three elements of Pettigrew's approach - context, content, and process. In the inner context, we studied policy,

structure, and culture, while in outer context political, economic, religious, and cultural factors. There was participation in the Paralympic Games (Sydney, 2000) where the UAE won three silver medals and one bronze medal (by athletes from Al-Thiqa Club). Furthermore, in 2004 the UAE won three medals: Gold, silver, and bronze, in the Paralympic Games in Athens (by athletes from the Dubai club). The DSF has undergone dramatic changes and achieved significant progress in several aspects over time (including services, member participation, staff, achievements, and technology). 2008 was the cornerstone for major changes in the history of the DSF due to the UAE government's decision that triggered all other changes in the DSF. In terms of accomplishments, the UAE in 2008 won one silver medal at the Beijing Paralympic Games. In 2010, the DSF started organising international conferences for people with disabilities in sports, and for the past three years, it has been rated as the best among all federations in the UAE, receiving the President Award for three consecutive years. Moreover, the UAE won a gold medal (by an athlete from the Al-Ain club) and silver and bronze medals (both by an athlete from the Al-Thiqa club) at the 2012 London Paralympic Games. These achievements also result from the government support, cooperation, and the team spirit among new board members (DSF, 2012). There are several mechanisms that shaped the pattern of DSF such as political pressure, financial subsidy, structural change and promotional targeted activities, i.e. changing the attitudes of the people. In addition to this policy, there was more effective planning, consultation and decision-making due to the increased experience of the board members. The DSF case study shows a pattern of change including increased formalisation in terms of documentation, communication, decision making, procedures and protocols, formal assessments, and enhanced services. Moreover, there was an increase in board members, staff, players, and volunteers and improved staff attitudes and behaviours. In addition, there was an expanded structure, and finally an increased number of events and international championships.

Despite several improvements, however, there is still more work to be done in the DSF, such as increasing the number of local coaches and encouraging more volunteers. Table 6.10 provides an overview of the changes in the DSF from 1996 until 2012. Chapter 7 then presents the findings from the DDSC case study.

Table 6.10 A Summary of Changes in the DSF (1996–2012)

Aspects of Change	Period		
	1995–1999	*2000–2004*	*2005–2012*
Executive board members	7	9	11
Players/members	120	400	1500
Staff on payroll	3 (all part-time) No people with disability on the staff	5 (all full-time) No people with disability on the staff	8 (all full-time) No people with disability on the staff
Volunteers (Number (circa))	None	30	100
Resources			
Sources of revenue: **£***(per annum)* - state - donations -sponsorship/commercial - services	- 13,333 P/A - None - None - None	-50,000 P/A -None - None - None	- 272,727 P/A - 363,363 P/A - None - None
Facilities (indoor halls/swimming pools)	None	None	None
National sporting calendar (events)	3	10	80
International sporting calendar (events)	None	None	18
Services to general public	No	No	Yes
Joint programmes with other agencies	Yes	Yes	Yes
Medals at Paralympics Games	None	3(B), 4(S),1(G)	1(B), 2(S),1(G)

CHAPTER 7: CASE STUDY TWO DUBAI DISABILITY SPORTS CLUB (DDSC)

7.1. Introduction

This chapter presents the analysis of the findings from the second case study of the Dubai Disability Sports Club (DDSC) which was examined using multiple outer and inner contexts, contents, and processes to obtain an in-depth understanding of organisational change as outlined in the literature review (Chapter 4).

7.2. Case narrative

Dubai city is one of the seven cities that form the country of the UAE. It is the second largest city by area (4,114 km^2) after Abu Dhabi. According to the UAE yearbook (2011), Dubai has the largest population in the UAE (2,104,895) with only 168,000 UAE citizens and the remainder from abroad. The city covers an area of 3,885 km², which is equivalent to 5% of the total area of the UAE. In 2011, the number of people with disabilities in Dubai city was 757 (Ministry of Social Affairs Statistics, 2011). In 1988, during the reign of Sheik Zayed bin Sultan al Nahyan, the idea of a club in Dubai was introduced by five people who believed in policies that call for the non-separation of people with disabilities from the society. These five people, despite their disability, established the "Dubai Committee for people with disabilities". Despite a significant number of people with disabilities, there were no facilities or services in Dubai city for such people to participate in leisure and other activities. Under the patronage of the past president of the Dubai local government, the Committee was transformed into a club of legal entity, the Dubai Disability Sport Club (DDSC) by virtue of ministerial decree No. 37 issued on 28/12/1993.

The DDSC belongs to the local government of Dubai city. The auditing, evaluation, and performance of the club are also handled by the local government. The club is a public organisation and is monitored by the DSF, which is part of the Ministry of Culture, Youth and Community Development. Therefore, there is good collaboration between the DSF and the DDSC.

In order to fully understand change, the three key elements of the contextualist approach were considered - context, content, and process.

7.2.1 Context

For the context, the policy, structure, culture, economics, politics, and religion of the organisation were studied.

7.2.1.1 Policy

The DDSC aims to be the best disability sports club in the UAE. Since 1993, the policy of the DDSC has changed three times, as shown in Table 7.1. DDSC policy is formulated by considering local government policy concerning developing disability sports in Dubai city.

Table 7.1 Change in priorities from 1993 to 2012

Dubai Policy		
1993–1999 Key priorities	**2000–2004** Key priorities	**2005–2012** Key priorities
To enhance disability sports in the UAE, particularly in Dubai city To promote the recreation, leisure, or practice of non-competitive sports To consider the cultural aspects of disability sports To establish club infrastructure (playgrounds, services, and facilities for people with disabilities) To focus on children with disabilities which get neglected due to limited facilities	The same as the 1993–1999 policy but with more elements: To be the best sports club in the UAE To participate in international championships To open a women's section	The same policy with more elements: To use strategy planning to enable the DDSC to be the best club in the Arab world. To improve in commercial action such as marketing activities To hold international events at the DDSC each year To look after talented players To increase awareness about disability sports using the media To help poor players with disabilities in terms of finance and accommodation To evaluate the performance of the DDSC

Source: DDSC (2011) and Personal Communication, 15/02/2012

From 1993 until 1999, the Ministry of Culture, Youth and Community Development and DDSC board members were collectively responsible for formulating the policy of the DDSC through a series of meetings to discuss the different aspects of various issues. The policy was formulated according to the location of the DDSC, the number of people with disabilities in Dubai city, and the budget allocated to the DDSC from the local government and the Ministry of Culture, Youth and Community Development. Moreover, the policy confirmed the sole purpose of participation was recreation, leisure, or practice not competition. In 2000 the policy changed to a more goal-oriented approach to gain medals and to aim to be the best club for disability as well as reaching international championship levels.

From 2000 to 2004, the board members of the DDSC were responsible for formulating the policy of the club. In 2005, the Dubai Government established the Dubai Sports Council, which is responsible for all types of sports in Dubai city including disability and non-disability clubs. Hence, between 2005 and 2012, the DDSC has followed the policy of the Dubai Sports Council. According to the policy of the local government, the board must be changed every four years and new members are appointed by the government and not through elections. In terms of changing board members, the government evaluates the performances of members against the performance of the club in order to decide whether or not to change the board. Since 1993, DDSC board members have changed four times. However, this policy is not strictly followed, as some members stand down for their own reasons.

Policy decisions in the DDSC are based on the analysis of its performance by the local government and board members.
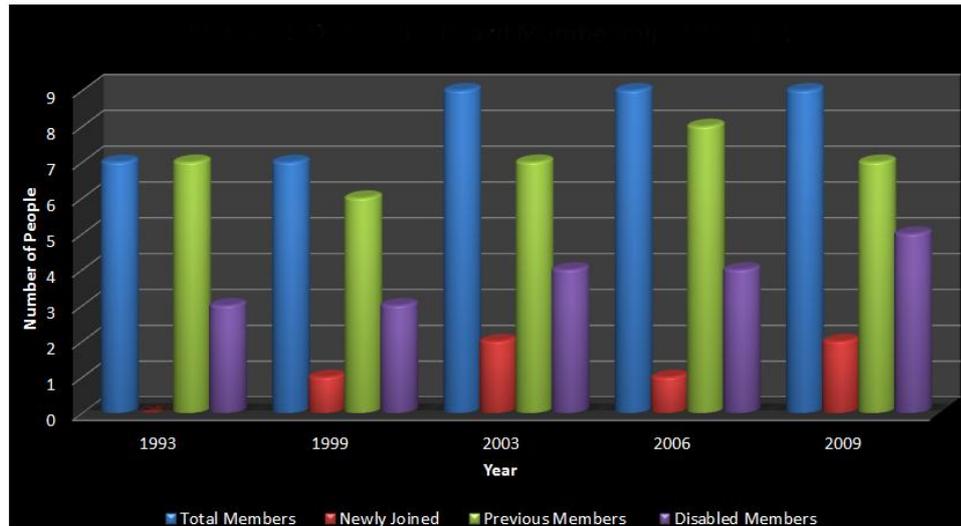
Figure 7.1 Change in DDSC Board members (1993–2012)

7.2.1.2 Structure

The structure of the DDSC did not change for seven years from its inception in 1993 (as shown in Figure 7.1). The structure changed twice in 2002 and 2008, as shown in Figures 7.4 and 7.7. The major change has been in terms of adding or merging new sections for the development of the club. Moreover, the structure has also changed in terms of board members leaving or joining the club, as shown in Figure 7.1. All board members work voluntarily during the evenings. The DDSC is always trying to increase the number of members with disabilities on the board. From 1993 until 2012, the ratio of board members with disabilities was equal or higher to that of members without disabilities (as shown in Figure 7.1).

The model of the DDSC is a matrix structure with departments responsible for providing services to different sports groups and athletes. The structure of the DDSC is analysed through six dimensions similar to the DSF in Chapter 6.

7.2.1.2.1 Work Specialisation

Figures 7.2 and 7.3 respectively show the various roles played by the DDSC board and staff from 1993 to 2001.

In 2002, board members decided to set up a dedicated section for women with disabilities. This change was made because of the increasing number of women with disabilities wishing to join the club for leisure and recreation. Sixty women now participate in sports in the DDSC. " They wanted to participate as there was more awareness and knowledge in terms of how sports can benefit them. The current culture has also influenced families and friends to encourage these women to participate in sports" (DDSC Official 3, personal communication, 25-02-2012). Moreover, the DDSC was the first club to open a section for women with disabilities, giving them the opportunity to participate in sports. This structural change is reflected in Figure 7.4 where a new section for women was introduced and merged with the culture section. The Head of the Cultural Committee was replaced by the Head of the Girls Department. In addition, the structure of the staff changed in 2002 by replacing the Cultural Secretary with a Media and Public Coordinator to work on increasing general awareness about disability sports and give more visibility to the club in the media. This change is shown in Figure 7.5. As one official stated, "As a result of this change, we noticed that the structure of the DDSC improved in terms of its clarity and formalisation" (DDSC Official 3, personal communication, 25-02-2012).
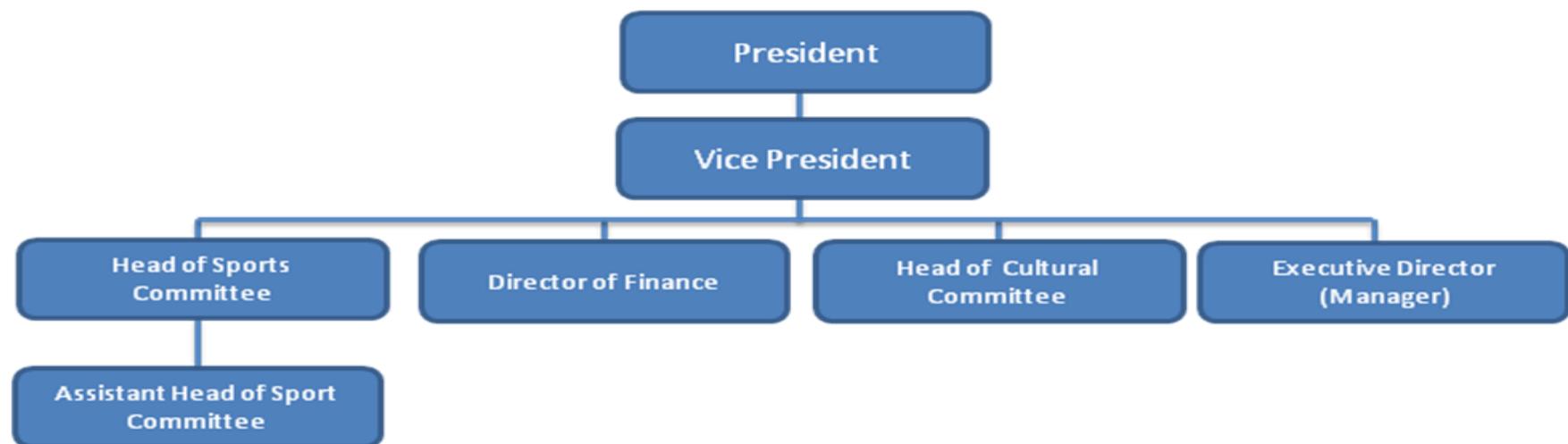
Figure 7.2 DDSC Structure from 1993-2001

Figure 7.3 DDSC Staff from 1993-2001
Source: DDSC (2012)
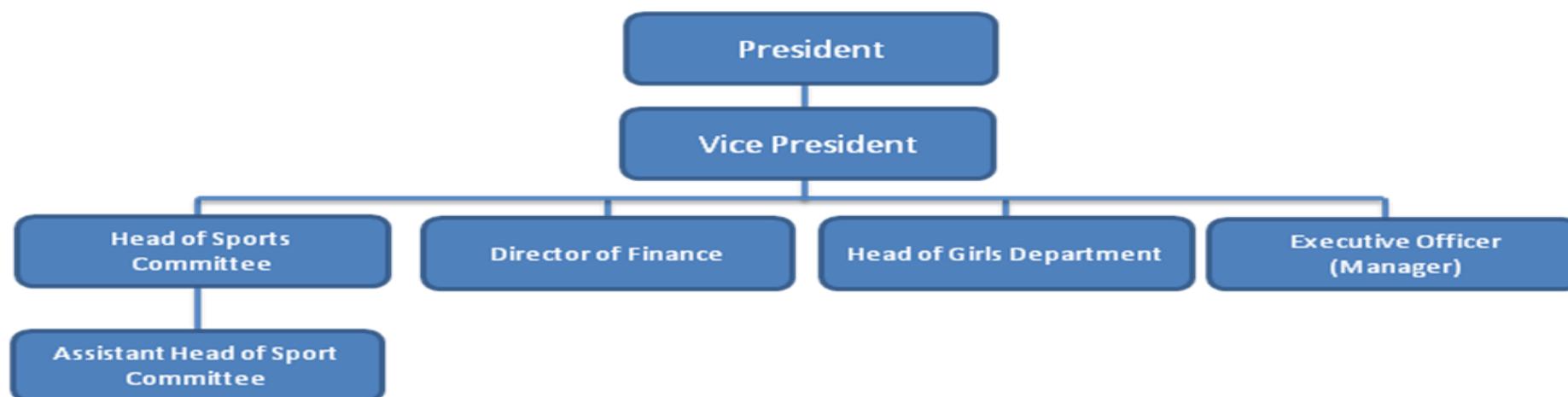
Figure 7.4 DDSC Structure from 2002-2007

Figure 7.5 DDSC Staff from 2002-2007
Source: DDSC (2012)

An important role was introduced in 2005, namely a Coordinator for each team to solve any issues relating to coaches and players as well as to facilitate their communications with the manager. This role was introduced because there were some misunderstandings between the coaches and players due to a lack of management. In 2008, board members decided to create a new position called the Chairman of the Chief Executive Office, as shown in Figure 7.6. The purpose for introducing this new role was to encourage all Heads of Committees to meet fortnightly to consider and to follow-up on all weekly tasks and solve any outstanding issues as well as to write reports for the board meeting. Another structural change in staffing was to introduce the two new roles of Strategic Planning Officer and Financial Secretary (as shown in Figure 7.7). The reason for adding Strategy Planning to the structure was to plan for the future development of the DDSC, while adding a Financial Secretary aimed to support the accountant with routine work.

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                        ┌─────────────┐
                        │  President  │
                        └──────┬──────┘
                        ┌──────┴──────┐
                        │Vice President│
                        └──────┬──────┘
                   ┌───────────┴───────────┐
                   │  Chairman of Chief     │
                   │  Executive Office      │
                   └───────────┬───────────┘
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| Head of Sport Committee | Director of Finance | Head of Girls Department | Executive Officer (Manager) |

| Assistant Head of Sport Committee | | | Assistant Executive Officer (Manager) |
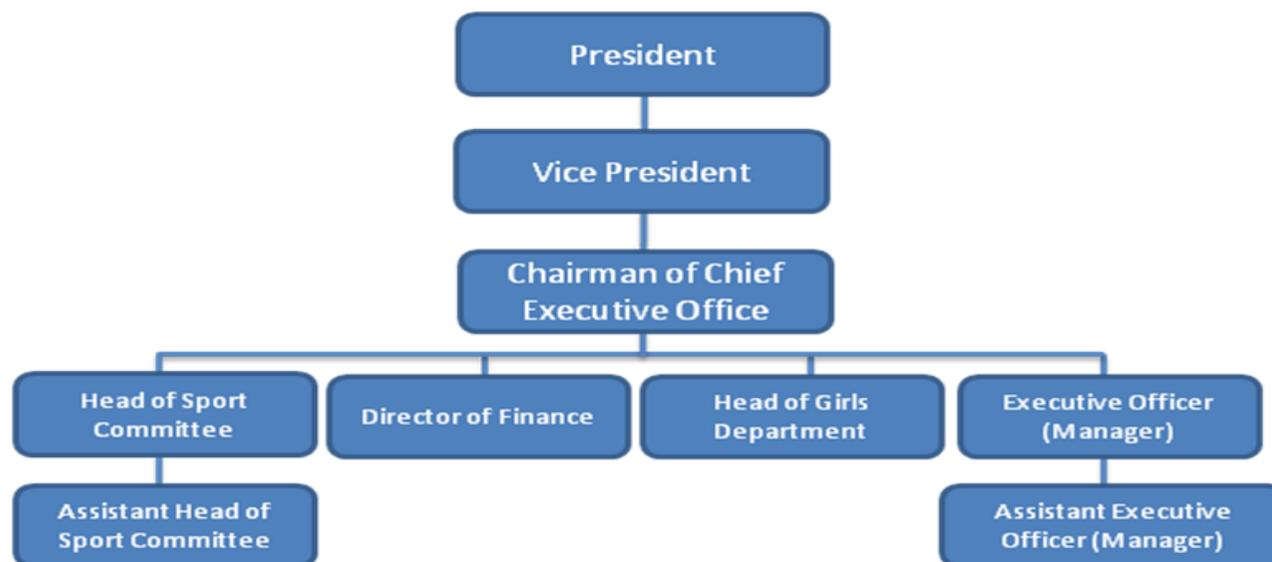
Figure 7.6 DDSC Structure from 2008-2012

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                   ┌───────────────────────┐
                   │  Secretary General     │
                   │  (Manager)             │
                   └───────────┬───────────┘
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| Accountant | Technical Secretary | Media & Public Coordinator | Administration Secretary | Strategic Planning Officer |

| Financial Secretary | | | | Coordinator Sport Team |

Figure 7.7 DDSC Structure from 2008-2012
Source: DDSC (2012)

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7.2.1.2.2 Departmentalisation

The DDSC has overlapping and merged departments with no clear or explicit segmentation of departments as such. However, considering the structure of the DDSC (as shown in Figures 7.2 to7.7), it can be inferred that it has a matrix structural model containing departments responsible for Finance, Media, Strategic Planning, and Sports in general.

7.2.1.2.3 Centralisation and Decentralisation

> From 1993, when the DDSC was established, until 2012, all decisions were taken in a decentralised manner through consultation, cooperation, and consideration of the interests of the club; there was no individual decision making or centralisation (DDSC Official 1, personal communication, 08-02-2012).

However, no documentation was found to support this. Decisions are made in common consensus among board members during meetings; this makes the operation more democratic. However, at some point, the process became centralised with respect to the manager's central power to take decisions for the administrative staff (as shown in Figures 7.3, 7.5, and 7.7).

7.2.1.2.4 Chain of Command

Figures 7.2, 7.4, and 7.6 and Figures 7.3, 7.5, and 7.7 clearly illustrate the chain of command within the DDSC board and staff, respectively. From 1993 until 2007, all problems in the DDSC were resolved by the President through regular monthly meetings with other board members. In 2008, the command was transferred to the new role of Chairman of the Chief Executive's Office to deal with all minor problems that required immediate action through weekly board meetings. For the staff, only one manager is responsible for controlling and dealing with employees on a daily basis. As mentioned during investigations.

> This way of controlling makes it easier for us to deal with many directors at the same time and helps make decisions correctly. Moreover, under the current organisational structure, issues are sorted quickly compared with the previous structure
>
> (DDSC Official 4, personal communication, 28-02-2012).

7.2.1.2.5 Span of Control

Table 7.6 demonstrates that the span of control increased from seven members in 1993 to nine in 2012. "Control has been well maintained, resulting in the President of the DDSC being still in his position since the club was established in 1993" (DDSC Official 5, personal communication, 31-01-2012). From 1994 to 2001, the Executive Officer (Manager) of the DDSC used to manage four staff members, and this increased to four members in 2002 to 2007. Since 2008, the control has spanned seven staff members. One official reported: "Even though the span of control has increased, the manager is capable of dealing or handling that many people due to his qualifications and experience" (DDSC Official 5, personal communication, 31-01-2012).

7.2.1.2.6 Formalisation

Between 1993 and 2004, the club operated in an unorganised way in terms of documentation, but procedures have changed since then as the club has gradually increased its level of formalisation. From 1994 to 2004, due to a lack of qualifications and experience, the archive was limited and difficult to gain access to. Any information was limited to formal files, reports, and documentation (as shown in Table 7.2). From 2005 to 2012, the formality level increased in terms of the generation of annual reports, financial reports, meeting agendas, performance evaluation reports, and national and international championship reports (as shown in Table 7.2).

Table 7.2 Documents Studied in Analysing Change in the DDSC (1993 to 2012)

Documents Studied	Number	1994 to 1999	2000 to 2004	2005 to 2012
Policy Document	3	Basic documentation not formally archived	Changed and improved; introduced new elements as seen in Table 7.1	Introduced new elements as referred to in Table 7.1
DDSC Annual Reports 2008/2009 2009/2010 2010/2011 2011/2012	3	No annual report	No annual reports	Annual Report 2008/2009 contains news on the DDSC and players. Annual Report 2009/2010 was published in Arabic. More information was added such as sports, social, and cultural activities as well as news on players and the board. In 2010/2011, it was published in two languages (Arabic and English) and included more information such as conferences, lectures, and media coverage. In 2011/2012, two languages were again used (Arabic and English). There was also more information on the DDSC (updated list of board members, new players, national and international championships)
Financial Reports	18	Not found due to poor management of archive	Low level of formality in terms of limited information about budgets for local tournaments, monthly expenses, monthly incomes, staff salaries, or rewards to players and coaches	Increased level of formality in terms of enhanced information about budgets for hosting national and international championships, honours for players and coaches who received gold medals, and rewards for volunteers and for the board.

Human Resources management files	65	Few files were archived; poor management of archive	Few files were archived; poor management of archive	Formal human resource management by archiving of all staff files
Meeting Memos	87	No trend for keeping meeting memos	Informal with limited information; only single-word clues and unprofessional language; not captured for every meeting; no mention of meeting attendees or time of the meeting	More formal with more material included and professional in terms of structure of notes; important decisions are recorded; memos are generated for each meeting
Annual Evaluation Report for Athletes	67	No evaluations conducted	Evaluations were not formalised and hence not documented	Evaluation of players' performance (national and international participants)
Annual Evaluation Report for Coaches	25	No evaluations conducted	Evaluations were not formalised and hence not documented	Evaluation of coaches' performances
Evaluation Report for International events	12	No International events	Evaluations were not formalised and hence not documented	Lessons learned from international events (evaluation)
Evaluation Report for National events	18	No evaluations conducted	Evaluations were not formalised and hence not documented	Lessons learned from national events (evaluation)
Newspapers containing information about DDSC	1 file	Limited publicity about the club; no archives of newspapers were kept	Limited publicity about the club; no archives of newspapers were kept	Cuttings from newspaper articles referring to the highlines concerning DDSC events, players, or conferences

Table 7.2 shows that from 2005 the DDSC started generating four types of evaluation reports in order to assess its performance. These four documents reflect the change in policy (as shown in Table 7.1). The performance review was made stringent due to the change in policy of the DDSC in 2005, and is run according to the Dubai Sports Council requirements. This demonstrates formalisation in terms of the following policies of the club as shown in Appendix A. Moreover, the changes in structure in terms of the level of formalisation were also reflected in the inner culture of the DDSC.

7.2.1.3 Culture of the DDSC

Since 1993, the culture of the DDSC has been friendly and cooperative – everyone strives to ensure the success of the club. As stated by a club official, "there was cooperation, consultation, respect for others and respect for the laws of the club and these virtues still exist" (DDSC Official 2, personal communication, 15-02-2012). However, staff behaviour towards people with disabilities was amateurish, due to lack of experience in this field (as shown in Table 7.3). Furthermore, communication with deaf people was challenging due to a lack of training. With regards to timekeeping, it was mentioned during one interview that:

> In the past we have worked in the evenings, from 5 pm to 9 pm; our work was very easy. There was not much work to do due to the limited number of participants and activities. Moreover, most of our time was spent chatting and drinking. In addition, board members would visit the club rarely
> (DDSC Official 4, personal communication, 28-02-2012).

Since 2005, the culture has changed with an increase in players producing more work.

> Due to the increased work of the club, the staff of the DDSC operate in double shifts (morning and evening) and there is a three-hour convenience break for lunch and rest; this sometimes adversely affects the performance of staff and has a positive effect on others
> (DDSC Official 3, personal communication, 25-02-2012).

In addition, most board members are present at the club daily (either in the mornings or the evenings) to oversee the staff work. Moreover, general understanding has improved

in terms of following the procedures and protocols of the club such as attending training courses that enable more efficient working (as shown in Table 7.5).

Following the application of the contextualist approach (Pettigrew's approach) for this research, in addition to the inner context, this section investigates the various outer contexts, including economic, political, religious and cultural effects.

7.2.1.4 Economic

When the DDSC was established in 1993, its annual budget allocated by the Ministry of Culture, Youth and Community Development was £50,000 with an additional £250,000 GBP[2] from the local government in Dubai city (this was increased to £343,333 annually in 2000 with the addition of donations and sponsorship because some organisations want to support the clubs as there is a major reward in Islam for donations, as shown in Table 7.6). In 2005, when the Dubai local government established the Dubai Sports Council, the annual contribution from local government to the DDSC increased to £833,333 which brought the total annual income to £1,099,165 including other donations, as shown in Table 7.6. The enhanced financial resources have influenced the DDSC in terms of

- Expanding services and facilities for the public, families, referees, and coaches (as shown in Table 7.4)
- Improving performance (as shown in Table 7.6)
- Increasing the number of full-time staff (as shown in Table 7.3)

Between 1993 and 2004, 80% of the budget was spent on sports activities and 20% on cultural and social activities because at that time the DDSC needed to encourage people with disabilities into sport recreation. However, from 2005 to 2012, the situation changed and 60% of the budget was allocated to sports activities and championships and 40% to services, social activities, employees' salaries and rewards (as shown in Table 7.6). This means that the club is more concerned about social and cultural activities for people with disabilities and not just sports only.

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[2] **Note: In 1993 £1 (UK) equalled 6 AED (UAE) and in 2013 equalled 6.2 (AED).**

7.2.1.5 Politics

The policies of the Dubai club are in line with the policies of the central and local governments. Generally, these policies pursue similar goals concerned with promoting disability sports in the UAE. For example, the policy of the DSF is to enhance disability sports in the UAE, as mentioned in Table 6.1 in Chapter Five. This policy is in line with the policy of the Dubai Club. The impact of this policy has resulted in collaboration between the DDSC and the DSF to organise national and international championships. The effects of this change have proven to be successful in the form of winning medals for the UAE. At the 2000 and 2004 Paralympics, athletes from the DDSC won one gold medal in power lifting and silver and two bronze medals in other sports (see Table 7.6). In 2006, the UAE government introduced new legislation for people with disabilities in order to secure their positions in employment by providing 2% of the jobs in each organisation to people with disabilities (UAE Law, 2006). This law impacted the DDSC's policy to recruit disabled people as staff so that they can meet the target set out by the government. There are 12 people with disabilities working in Metro Dubai, 25 people with disabilities working in the Dubai Police, and the Desert company has 36 employees with disabilities (DDSC, 2011). In the DDSC, there are three part-time staff with disabilities.

> The reason for such a limited number is the lack of good qualifications and experience in the field of disability sports. Also, salaries are very low which is quite discouraging in comparison to other organisations
> (DDSC Official 5, personal communication, 31-0-2012).

There were two major changes resulting from this political impact: organising international championships (as shown in Table 7.6) and adding a Strategic Planning role to the organisational structure (as illustrated in Figure 7.7). Both these changes contributed to the improvement of the club in terms of winning medals.

7.2.1.6 Religion

Since 1993, DDSC policies have always been based on Islamic law in terms of how to deal with people with disabilities. "An Islamic reflection is witnessed everywhere in the club's system. For instance, in our policy, our structure, and the services we offer"

(DDSC Official 1, personal communication, 08-02-2012). The impact of Islam is demonstrated in a number of changes that have occurred in the DDSC.

As shown in Table 7.1, various policies reflecting Islamic law were added, such as enhancing the participation of people with disabilities in sports and helping poor players with finance and accommodation.

As shown in Table 7.4, services reflecting Islamic law were added to the club, such as:

- Organising weddings for players and donating £1000

- Organising trips to Saudi Arabia for pilgrimages

-Providing lectures on religious and social attitudes towards disability

- Offering a free dental clinic for players

- Providing accommodation for poor players commuting from remote places

It is worth noting that despite being part of an Islamic state, the DDSC had not made such changes earlier. The study showed various contradictions between Islamic law and social practices as illustrated by the quote below:

> The situation here in our country is quite tricky when considering disability sports; the problem is not Islam, the problem is the behaviour and attitudes of people dealing with disability, which has not been receptive in the past. In recent years, social perceptions towards disability sports have improved (DDSC Official 1, personal communication, 08-02-2012).

7.2.1.7 Cultural

Since 1993, the customs and culture of UAE people have changed, especially in Dubai city.

> Currently, the situation is completely different; the culture of society has changed by virtue of globalisation, economic wellness, and the openness of the United Arab Emirates and Dubai, in particular, to the outside world via access to the Internet, computers, and many media channels speaking about disability and sports
>
> (Players Focus Group, DDSC, 25-02-2012).

This has had a positive impact on society's attitudes towards people with disabilities in general. When the DDSC was established, it was difficult to find people with

disabilities who wanted to participate in sports because most families did not allow their members with disabilities to go out of the house or play with other children, or go alone to a club. This was because of the customs and culture of society where people believed that a child with a disability brought shame to his or her family, so they used to be hidden away. Only a few educated families allowed their children with disabilities to go out to participate in social and sports activities.

> As a result of this cultural progression, the structure of the DDSC was changed when a new section for women was introduced in 2002. This change was made considering the increasing number of women with disabilities willing to join the club for leisure and recreation"
> (DDSC Official 1, personal communication, 08-02-2012).

As seen, various elements of the outer context are interrelated and affect each other. For example, the political context affects the economic one, as demonstrated through the increase in budget when the government established the Dubai Sports Council. This in turn influenced the culture of UAE society through attitudes and behavioural changes towards disability sports. Moreover, the impact of religion on the political context has been demonstrated through the change in policies of the UAE.

7.2.2 Content

For understanding organisational change in terms of content, this study considered people, technology, and services.

7.2.2.1 People

When the DDSC was established in 1993, it had only 10 staff working part-time in the evenings. They had no experience of dealing with people with disabilities (as shown in Table 7.3) as it was a new field for them. During the field study, it was inferred that "administrative staff and coaches were unprofessional and unaware of the various categories of disabilities" (DDSC Official 5, personal communication, 31-01-2012). This was demonstrated by the lack of documentation such as meeting minutes and annual reports (as shown in Table 7.2). Further, staff relationships were not very friendly, as elicited during a focus group discussion:

Staff dealings have not been great in the past. Now, we have become more friendly, so there is an excellent relation among all staff to make our club one of the best through working as one team, solving all problems in harmony" ((DDSC Official 5, personal communication, 31-01-2012).

Owing to the increase in players (see Table 7.6) and services (see Table 7.4), between 2000 and 2004, the number of employees increased to 23 (5 full-time and 18 part-time). 75% of them have university degrees (see Table 7.3) and this was reflected in their professional attitudes in terms of organising documentation, punctuality and smart appearance. Between 2005 and 2012, the staff increased to 65 (15 full-time and 50 part-time). Most staff have a degree, resulting in more professional and experienced operations; this has enhanced the DDSC's performance (see Table 7.6). Moreover, the DDSC has a growing trend of recruiting full-time staff as opposed to part-time staff, owing to its increased facilities and services (see Table 7.4).

Table 7.3 Change patterns in the DDSC staff profile from 1993 to 2012

Time Period	Dubai Club Staff Details		
	Qualification	**Experience**	**Number of Staff**
1994 to 1999	No archive was maintained about staff file	No experience of dealing with people with disabilities	10 part-time staff No staff with disabilities
2000 to 2004	Degree (15), and no archive for 8 other staff files	More than 7 years	23 staff 5 full time 18 part time No staff with disabilities
2005 to 2012	Degree (30), Diploma (10), Secondary education (25)	More than 15 years	65 staff 15 full-time 50 part-time). 3 with disabilities (part-time).

Table 7.3 shows that the DDSC has experienced a change in people in terms of not only their attitudes but also their experience and qualifications: "The club staff and most board members in the past … did not have any experience in the disability field, but over time they are getting experienced and becoming more professional" (DDSC Official 1, personal communication, 08-02-2012). This is demonstrated in Figure 7.8.
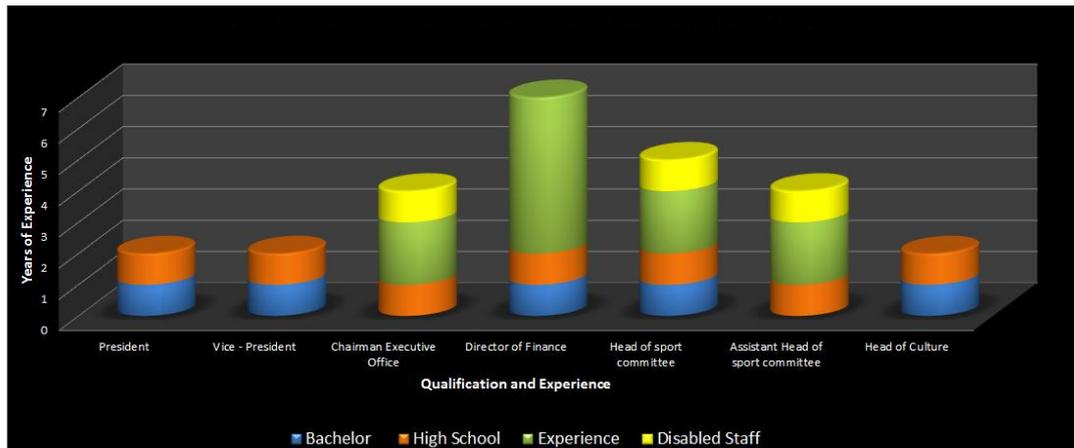
Figure 7.8 Qualifications and Experience of the DDSC Board in 1993

Figure 7.9 shows that board members experience has increased over time (some with 18 years of experience). They are becoming more professional in terms of introducing rules, regulations, and procedures (see Table 7.5) to increase the DDSC's performance not only in terms of enhanced facilities and services (as shown in Table 7.4), but also in terms of better performance - winning medals, participation in international championships, and organising international events (see Table 7.6). We elaborate on the staff evaluation in the technology section.

> Regarding the relationships between the manager and players, in the past we faced some problems with how to deal with players with disabilities, particularly with deafness, due to a lack of experience and training in sign language. Over time, training courses were provided and this helped improve the relationship and respect among each other
>
> (DDSC Official 5, personal communication, 31-01-2012).
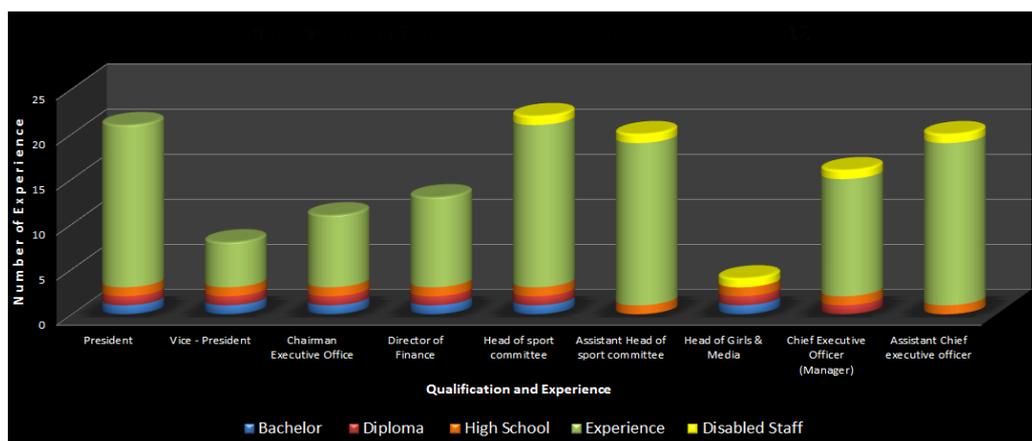
Figure 7.9 Qualifications and Experience of the DDSC Board in 2012

We spend most of our time training, and sometimes we deal with the manager directly. Also, there is a good relationship between us, as players, and all board members including the manager

(Players, FG, DDSC, 25-02-2012).

Before 2005, there were some misunderstandings between the coaches and players due to a lack of coordination at that time. However, since 2005, coaches and players have more friendly relationships and they respect each other. This was due to the coordinator for each sports team who is responsible for both coaches and players. The role of the coordinator in each sports team is to solve any problems that are faced by coaches and players and to write reports for the manager

(Coaches, FG, DDSC, 23-02-2012) .

In the past, we had a coach who did not have experience in training players with disabilities. The club brought him from a normal club to train us in wheelchairs. On the first day, he trained us the wrong way, and one of the players was severely injured. We shouted at him, and we complained to the manager. But now all coaches have experience; we work hard together, we cooperate like one family, go shopping, on trips, and have dinner.

(Players Focus Group, DDSC, 25-02-2012).

7.2.2.2 Services

In 1993, the DDSC offered services only for players by organising local leagues and did not have any services for the public, referees, and volunteers due to a limited budget and

lack of experience. From 2000 to 2004, the club extended its services to the public as well. Significant changes and enhancements to the DDSC's services took place from 2005 to 2012, when it started offering services to other groups of the community due to an increase in the financial support from the local government and recruitment of more experienced staff (see Table 7.4). All services offered by the club are free for players.

Table 7.4 Change patterns in the DDSC service elements from 1993 to 2012

Type of Services	Period		
	1994–1999	*2000–2004*	*2005–2012*
Services for Athletes (players with disabilities)	Organising national championships -7 events	Organising national championships -14 events -Organising trips to Saudi Arabia for pilgrimages -Religious and social, lectures - Club open only for UAE citizens due to not enough places - Free transport	-Organising national championships (18 events) -Organising International championships (12 events) -Organising weddings for players and giving £1000 -Organising trips to Saudi Arabia for pilgrimages -Lectures on religious and social attitudes -Free dental clinic for people with disabilities -Lecture on deaf languages -Accommodation for players commuting from remote places -Free transport
Services for Public	None	-Held rehab conference about disability	-Held rehab conferences -Course on deaf language -Club open for all athletes with disabilities with any citizenship -New service launched for archery -Launched a website in 2010 for general information www.dubaicss.com
Services for athletics Family	None	None	Opportunities for family members of the players with disabilities to participate in sports with their children
Services for Referees	None	None	-Training courses for improving their skills
Services for Coaches	None	None	- Training courses for improving their skills
Services for Volunteers	None	None	-Special courses for organising national and international championships -Special courses for dealing with people with disabilities

7.2.2.3 Technology

As mentioned in Case Study One of the DSF, according to Pettigrew (1987) the technology in this study is not just IT, but also the rules and regulations of the

organisation. The change in technology can be clearly seen from Table 7.5 in terms of rules and regulations, procedures and equipment.

Table 7.5 Change patterns in the DDSC's technology from 1993 to 2012

| Time Period | *Technology Elements* | | | |
	Performance Assessment	Rules & Regulations	Procedures to follow	Equipment (Technology)

1994 to 1999	No assessment	Limited regulations:
		 -All employees are assigned following approval from the board of directors
		 -The public cannot use the club's facilities due to limited resources
		 - Maintain confidentiality of internal documents
			- Procedure for hiring:
			 • Conduct interviews with potential candidates
			   o Manager for administrative staff
			   o Technical Secretary and Head of sports committee for coaches
			 • Take results of interview to the monthly board meeting for decision making
			 - Procedure to organise events:
			 • Inform the DSF about any events held by the DDSC
			 • Organise meeting with the board and then send invitation letters to other clubs for participation in national events
			 - Procedure for security:
			 • No access is granted without permission
			 • Staff will not take home any document from work
				Limited: fax, typewriter

2000 to 2004	There is formal assessment for staff	Increased regulations: - All employees are assigned following approval from the board of directors - Maintain confidentiality of	- Procedure for hiring and organising events is the same as above - The public should reserve facilities one week in advance, and pay fees to the DDSC - Head of each section conducts staff assessment and writes a	Enhanced: including computers

		internal documents - Public has to pay a fee for using the club's facilities - Each member of the staff is assessed annually based on their performance - Timekeeping	review report - Each staff member should sign in the attendance book	
2005 to 2012	Formal assessment for staff and players	All from 2000 to 2004 with additional regulations: - Authorised letter required for sick leave - Authorised letter required for days off from players - Training courses are mandatory for administrative staff and coaches - All documents are archived, including reports and evaluation reviews - Meeting memos are maintained	All from 2000 to 2004 with additional procedures: - Evaluation review report from staff and players assessment is sent to board members for approval; - For approving sick leave, all staff and players must bring a doctor's certificate stamped by the Ministry of Health and submit it to the manager to take action, otherwise deductions are made to their salaries - Administrative staff and coaches provide a list of training courses that are of interest and suit their needs then get registered for that courses - Minutes are captured for each board meeting and review reports are generated; these are then stored in a dedicated archive room	Enhanced: including computer, internet

In 1993, there were no means of assessing staff performance and no formal work procedures. In addition, there were limited rules and regulations due to the lack of experience of board members and staff in the field of disability sports, as shown in Table 7.3, and Figure 7.8. Over time, with the increased experience of the board and staff, more rules and procedures were put in place to promote and enhance the club's work such as timekeeping and official assessment for staff.

Today, the DDSC sends staff on various training courses in order to gain experience and to improve their performance. These courses help staff to meet the standards set by the local government. The way in which the DDSC evaluates staff performance is firstly by recording attendance, punctuality, effort, and, most importantly, attitude towards people with disabilities. Secondly, the DDSC requires all people who have not performed well to be disciplined or even fired. These checks are conducted regularly by the DDSC in order to maintain the level of service they provide. People who perform well are allowed to continue their service without any promotion, which is a policy of the DDSC. All evaluation procedures concern only full-time staff. Part-time staff are not part of the evaluation process.

From 2005 to 2012, owing to external pressure from the Dubai Sports Council to improve the performance of the club, further rules and procedures were introduced (as shown in Table 7.5). In addition, as mentioned in section 7.5 the DDSC has to go through performance assessment. This makes it imperative to impose procedures for formal assessment and documentation. In the words of an official: "There is formality when we evaluate staff including coaches, for example, all sick leave needs to be accompanied by proper medical certificates that are archived" (DDSC Official 5, personal communication, 31-01-2012, DDSC).

7.2.3 Process

For understanding organisational change in terms of process, this section considers actions, reactions, and interactions in the DDSC by capturing the processes of decision making, requesting funding, communications, and meetings.

7.2.3.1 Process of Decision Making

All suggestions or recommendations that come from either any board member or the President are discussed at board meetings to come to decisions about them in a democratic way. All decisions are taken by a majority vote, including those on budgets, enhancing the DDSC, setting new rules or regulations, selecting coaches, hiring employees, organising championships, selecting venues for championships or locations for training, which are made at the higher level from the perspective of strategic decision making. If there is a tie in voting, the president of the DDSC makes the casting vote.

Board members are cooperative and respectful towards each other. They are fair and matters are tackled in a rational manner. However, there were times when things were not as good. Therefore, if one board member does not like another member, then he or she would cooperate and communicate less with this person. However, we have worked hard to remove all sorts of personal differences and to introduce professionalism in order to keep personal issues out so that we can make professional decisions strategically … rather than to settle personal differences

(DDSC Official 2, personal communication, 15-02-2012).

7.2.3.2 Process of Requesting Funding

From 1993 to 2004 the budget for the DDSC was provided by the Ministry of Culture, Youth and Community Development and the local government. It was requested at the beginning of September each year according to the needs for the next year. Until 2004 the process of requesting budgets was the same as that for the DSF. However, from 2005 the process changed after the DDSC joined the Dubai Sports Council. In September 2005, a letter was sent to the Dubai Sports Council to request funding and ever since, regardless of the club's expenses, a fixed amount of budget is provided to the club every year, and the rest of the expenses are met through various donations. The DDSC has to fully justify the amount it requests for funding using an annual plan that shows the requirements for the year.

At the end of each year, the Dubai Sports Council audits the DDSC to assess its progress against the allocated budget. "The audit process is transparent and is conducted by checking the invoices and whether or not spending is made according to the requirements and needs of the DDSC" (DDSC Official 1, personal communication, 08-02-2012). Moreover, the Dubai Sports Council also checks the performance of the DDSC over the year such as players' and coaches' performance, medals obtained, level of participation in various international championships, introducing new public services and the establishment of new sections in the club.

7.2.3.3 Process of Communications

Over the course of 18 years (from 1993 to 2012), the internal and external communications of the DDSC have improved.

> From 1993 to 1999, our communication was limited to the DSF and the Ministry of Culture, Youth and Community Development, as we did not have any international championships; we did not have communication with other parties, whether foreign or other organisations located in the UAE From 2000 to 2004, we expanded communication through our collaboration with the School for Disability to attract children with disabilities to join and participate in sports in the club (DDSC Official 1, personal communication, 08-02-2012).

From 1993 to 2002, it was the responsibility of the manager to call meetings and set up the agenda. Since 2003, this responsibility has been deferred to the Administration Secretary who calls meetings on behalf of the manager of the DDSC, sets the agenda, and captures meeting minutes. During this case study, several meetings of the DDSC were studied and analysed. Appendix A shows the changes in communication from 2005 in terms of the various types of meetings, discussions, and formalities of these meetings. This was because of an increase in the experience of the people (as shown in Table 7.3 and Figure 7.9), increased services and rules and regulations, and external pressure from the Dubai Sports Council for stringent performance control.

> Over a period of time, more topics were added to the agenda and formal communications practised. The meetings started to become more frequent and formal particularly between 2005 and 2012 and increased to cover the Dubai Sports Council, Ministry of Culture, Youth and Community Development, and international organisations
> (DDSC Official 2, personal communication, 15-02-2012).

The main form of communication in the Dubai club is via telephone, emails, meetings, and leaflets as shown in Appendix A.

7.2.3.4 Process of managing relationships with external bodies

Since 1993, the relationship between the DDSC and DSF has been strong. Three of the board members in the DDSC are part of the DSF. Therefore, the DSF never interferes in the affairs of the DDSC; it only provides professional advice and consultation on the sports activities of the DDSC.

There is strong cooperation and interaction between the DDSC and the Dubai Sports Council. "This interaction is through official letters and telephone calls in terms of organising national and international events, consultation for improvements or enhancements to the club, and other recreational activities" (DDSC Official 1, personal communication, 08-02-2012).

The Council does not interfere in club affairs. However, the Dubai Sports Council has a dedicated section about disability. At the end of each year, the Dubai Sports Council audits the DDSC to evaluate its progress against the allocated budget. There is a good relationship between the DDSC and other clubs in the UAE, where there is cooperation in promoting disability sports in terms of sharing each other's experiences and organising national and international events.

7.3 Conclusion

The purpose of this case study was to examine organisational change in the DDSC between 1993 and 2012. We examined the key elements using Pettigrew's approach: content, context, time, history, and the process of change. Several inner and outer contexts were studied and interrelationships examined along with their impact on the contents and processes of the DDSC. For the inner context, the impact of policy, structure, and cultural elements on the DDSC were studied, whereas for the outer context the impact of political, economic, religious, and cultural elements were investigated. We found important sequences of events in different periods of time. For example, in 2002 new club offices were built and a new women's section opened; in 2004 an athlete from the club gained its first gold medal at the Paralympic Games in Athens; in 2005 the DDSC joined the Dubai Sports Council which increased the budget of the club; in 2008 the club started organising international events, and publishing annual reports, and received one medal at the Beijing Paralympic Games (silver and bronze); in 2012 it developed a strategy to become the best sports club in the Arab world.

Several key analytical tasks were conducted during the DDSC case study as well. Factors that influenced change in the DDSC were studied and it was noted that both inner and outer contextual factors influence each other as well as content and process. An incremental transformation shaped the pattern of change in the DDSC such as an increase in the number of board members, staff, players, and volunteers and increased formalisation in terms of documentation, communication, decision making, procedures and protocols, and formal assessments. The DDSC witnessed better implementation of the Islamic teaching about people with disability. Moreover, other influences were an expanded structure, an increased number of events, and organising international championships as well as raising awareness in UAE society.

There are a number of different mechanisms that shaped the pattern of the DDSC such as pressure due to political regulations, financial subsidy (financial support from the government), structural change and promotional targeted activities, i.e. changing the mindset of people and their attitudes. Moreover, better administrative control was achieved due to a shift in the policy; there was effective planning and meetings due to the increased experience of the board members, and consultation resulting in staff development and improved services.

The DDSC case study summarised in Table 7.6 shows a pattern of continuous change including

- Increase in board members, staff, players, and volunteers

- Increased formalisation in terms of documentation, communication, decision making, procedures and protocols, formal assessments, strict code of working ethos, clear line of control, and reporting culture

- Improved staff attitudes and behaviours

- Growing trend of recruiting full-time staff

- Expanded structure

- Increased number of events and international championships

- Increase in services for players and the public

- Increased budget for services (i.e. from 20% to 40%) of total budget of DDSC

- Increased use of IT such as the internet, email, and computers

- Enhanced performance of the DDSC in terms of medals and level of participation.

The key analytical task for identifying relationships among DDSC staff and members reflects the improved interaction among players, coaches, and managers as well as the increased cooperation and coordination among board members. In terms of managing relationships with external bodies and different organisations, the DDSC has increased formalisation in terms of consultation, communication, and organising events. Moreover, the process of communication has been influenced by political factors and several content factors such as people, services, and technology, resulting in an increased number of meetings, formalisation in setting up meeting agendas, calling meetings, and keeping minutes. Another interesting finding is that the process of decision making is influenced by several inner contextual factors (policy, structure, culture) and by the content factor of technology.

Hence, the findings show that changes in the inner and outer contexts have positively influenced the overall performance and operations of the club through an increased number of players, staff, services, facilities, and technology elements. Moreover, these changes have facilitated enhancement in the DDSC in terms of formalisation, expansion, funding, and improved processes that include decision making, communication, and relationships with other organisations such as the DSF, Dubai Sports Council, and Ministry of Sports.

Chapter 8 presents the findings from the third case study on the ADSC.

Table 7.6 Summary of changes in the DDSC (1993–2012)

Aspects of Change	Period		
	1993–1999	*2000–2004*	*2005–2012*
Executive board members	7	7	9
Players	30	80	250
Staff on payroll	10 Part time	23 Full time (5) Part time (18)	65 Full time (15) Part time (50)
Volunteers (Number (circa)	None	None	100
Resources			
Sources of revenue: **£***(per annum)* - state - donations - sponsorship/commercial - local government	- 50000 P/A - None - None - 250,000 P/A	- 50000 P/A -8,333 P/A - 35000 P/A - 250,000 P/A	- 50000 P/A - 49,166 P/A - 166,666 P/A - 833,333 P/A
Facilities (indoor halls/swimming pools)	None	5	5
National sporting calendar events No.	7	14	45
International sporting calendar events No.	None	None	12
Services to the general public	None	Yes	Yes
Joint programmes with other agencies	Yes	Yes	Yes
Medals in Paralympics (5)	None	1(G)1(S),2(B)	1(S)

CHAPTER 8: CASE STUDY THREE AL-THIQA DISABILITY SPORTS CLUB (ADSC)

8.1. Introduction

This chapter presents an analysis of the findings from the third case study conducted in this research. The ADSC was examined using multiple outer and inner contexts, contents, and processes to obtain an in-depth understanding of organisational change on the subjects outlined in the literature review in Chapter 4.

8.2 Case narrative

Sharjah city is the third largest emirate in the UAE, after Abu-Dhabi and Dubai. The area of Sharjah covers 2,590 km², which is equivalent to 3.3% of the entire UAE area. In 2011, the population of Sharjah was 890,000 with only 153,000 UAE citizens and the remainder from abroad (UAE Yearbook, 2011). The city of Sharjah is located between Dubai and Ajman. According to the Ministry of Social Affairs statistics in 2011, the number of people with disabilities in Sharjah city totalled 1213. The idea of the ADSC emerged in 1985 due to increasing demand from the people of Sharjah. In 1992, the club was established by the Ministry of Culture, Youth and Community Development as the first club for people with disabilities established in the UAE. At the beginning, there was no building for the club, and it used the halls of a local disability school for conducting sports and recreational activities. In 1999, the ADSC moved into a building and started functioning officially. The ADSC belongs to the local government of Sharjah, which also audits and evaluates the performance of the club. Similarly to the DDSC, the ADSC is a public organisation and its sports activities are monitored or overseen by the DSF, which is part of the Ministry of Culture, Youth and Community Development; moreover, members of the ADSC are also part of the DSF board, thus encouraging collaboration between the DSF and ADSC.

8.2.1 Context

For the context, the policy, structure, culture, economic, political, and religion of the organisation were studied

8.2.1.1 Policy

The aim of the ADSC is to provide a platform for social gatherings and sport activities regardless of age, gender, religion, or citizenship. Since its establishment in 1992, the ADSC has always followed the policy of the local government of Sharjah city. The local government is responsible for formulating the policy of the ADSC in coordination with the board members and the Ministry of Culture, Youth and Community Development. It is the policy of the local government to change the board every three years. In this case, members stay only if their performance is considered to be good; if not, new members are appointed by the local government and not through elections. Moreover, members of the board are free to leave the club at anytime. Major additions to the policy were made in 2007, as shown in Table 8.1.

> The local government and the new board changed and improved the club's policy due to poor performance and limited enhancement in recent years. Moreover, the club's policy was not followed properly and many problems were faced regarding management, administration, players, and coaches in 2006
> (ADSC Official2, personal communication, 18-03-2012).

Table 8.1 Changes in ADSC policy from 1992 to 2012

ADSC	
Key priorities from 1992–2006	**Key priorities from 2007–2012**
To offer recreation, leisure, and sports facilities to people with disabilities To provide free of charge facilities regardless of age, gender, religion, and citizenship To consider the social and cultural aspects of people with disabilities To provide rehabilitation to people with disabilities To help people with disabilities to find a job To participate in international competitions	Retained all elements from the previous policy and added: To be the best club helping people with disabilities socially and culturally To enhance disability sports in the UAE, particularly in Sharjah city To organise international championships in the club To increase social awareness about disability sports To open a women's section To allow the public to use the club facilities at minimal cost To integrate people with disabilities into society To train and qualify older players with disabilities to become coaches in the future To consider volunteers To hire people with disabilities

From Table 8.1, it can be clearly identified that over the years the club has retained its previous policy elements and introduced new elements. The change in policy is mainly

impacted by the local government decision based on its analysis of the achievements and performance of the club.

> Our policy and concern between 1992 and 2006 was to provide an opportunity to people with disabilities to join the ADSC mostly for leisure, recreation and social activities rather than participation in sports competitions. Currently, the focus on sports competitions and organising international events is more compared with the past
> (ADSC Official 2, personal communication, 18-03-2012).

The board members revised the club's policies in 2007 and this resulted in better staff development including extensive training experience etc. The new policies showed more ambitions reflecting to the current situation. The policies showed greater integration with society resulting better services and facilities for them.

8.2.1.2 Structure
From 1992 to 2006, the structure of the ADSC did not change because the President of the club was part of the Royal family of the President of Sharjah. However, in 2006 there was a significant drop in the club's performance due to the poor attendance of board members, resulting in mismanagement and a lack of leadership. This situation heavily influenced the performances of staff and players so the local government took action to remedy it. In 2007, the President of the ADSC had to leave the club due to political pressure and strong opposition from the local government. Also,

> In 2006 the former President and board members did not attend the club annual meeting due to their personal commitments, which caused a great impact on the performance of the club; they had unprofessional attitudes
> (ADSC Official 2, personal communication, 18-03-2012).

This behaviour by the President and board members forced the local government to take serious action and crackdown hard by replacing these people with a new generation in order improve the club's performance. In 1992 when the ADSC was established, all board members were performing well, but with the passage of time, other commitments and responsibilities became a higher priority for them. As a consequence, in 2007 the

local government decided to make structural changes to the club, as shown in Figures 8.2 to 8.5 when eight board members were removed from the board and new members were appointed by the government and not through elections. Changes in the ADSC Board Members between 1992 and 2012 are shown in Figure 8.1.

> One of the new board members is a parent of a player with a disability in the club. The reason for having such a board member is to increase the collaboration between the club and the family of children with disabilities in terms of advice and consultation, and to increase awareness in the community. Another new board member is not a citizen of the UAE, but is disabled and quite experienced in this field; this shows the rationale behind choosing board members
> (ADSC Official 2, personal communication, 18-03-2012).
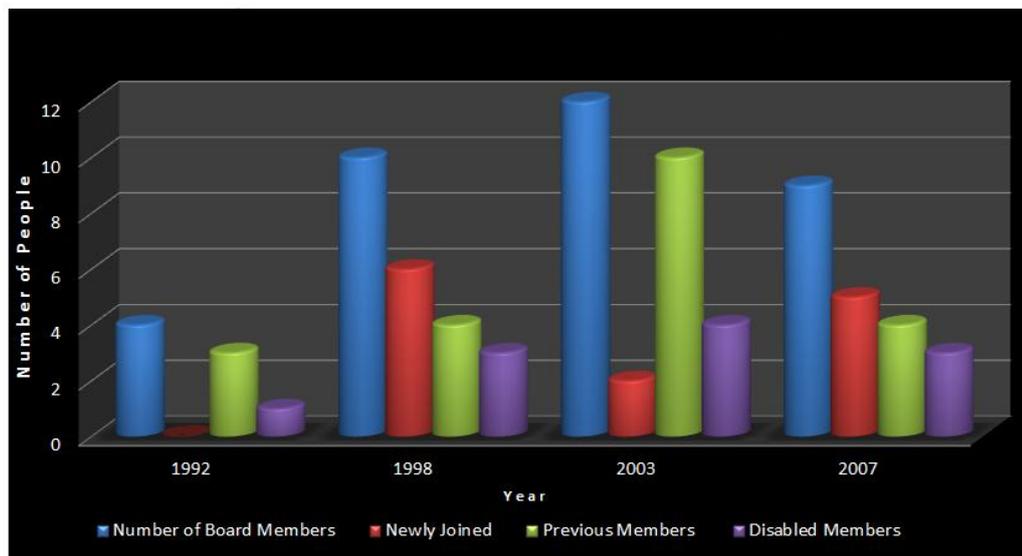
Figure 8.1 Changes in ADSC Board Members from 1992 to 2012

The structural model of the ADSC is a matrix structure with departments. This research analyses the structure of the ADSC through six dimensions of organisational structure as with the case studies of the DSF and DDSC.

8.2.1.2.1 Work Specialisation

Figure 8.2 and Figure 8.3 show the structure of the ADSC from 1992 to 2006 with various roles assigned to individuals representing the key tasks they performed. The structural change made to the ADSC in 2007 is shown in Figure 8.4 and Figure 8.5 where new sections were added in order to enhance the club and improve its

performance. In 2007, the board members decided to introduce a new disability section for women to participate in sports. This was created to meet the high demand of women with disabilities in Sharjah city. The Head of the Cultural Committee was replaced by a Chairman of Cultural and Community Development to enhance the role of the club in creating awareness in the community. In addition, board members decided to introduce a Head (President) of the Public & Media Committee to improve the club's visibility in society and to increase awareness about disability sports.

In terms of restructuring staff, the new board members in 2007 hired a full-time manager to take care of the club due to an extended workload. The manager is also part of the ADSC board. Furthermore, they replaced the Cultural Secretary & Chairman of the Maintenance Facilities Committee with the Community Development Secretary and Media and Public Head, respectively. As seen from Figure 8.4,, the purpose for creating a dedicated section for women was to enhance sports activities for women in the Sharjah city.
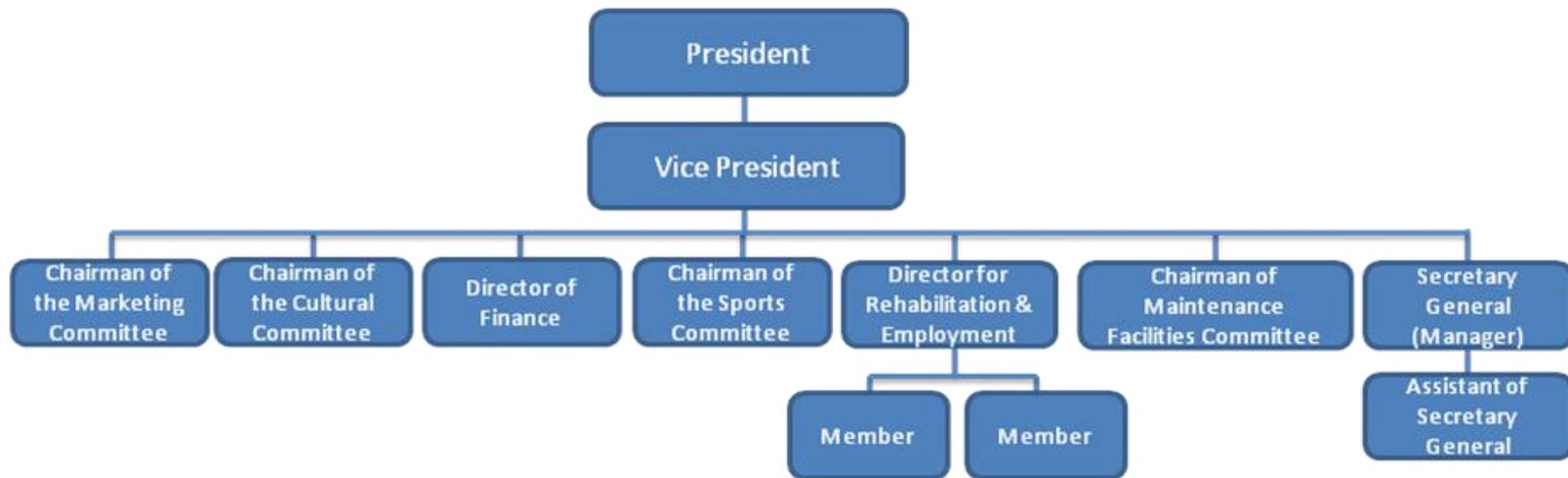
Figure 8.2 ADSC Structure from 1992-2006
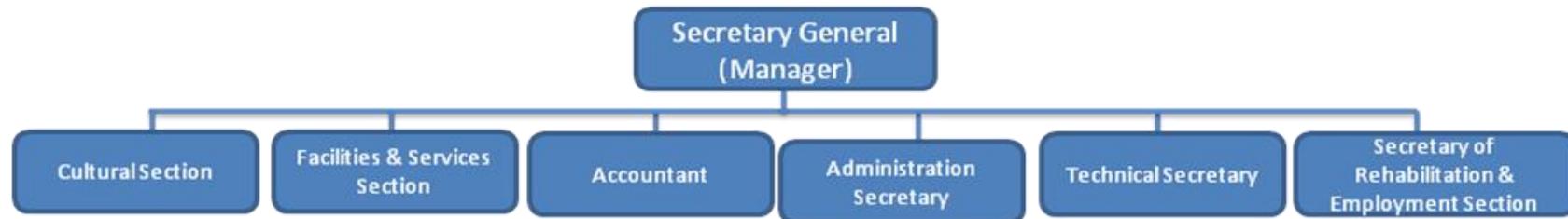
Figure 8.3 ADSC Structure from 1992-2006
Source: ADSC (2008)
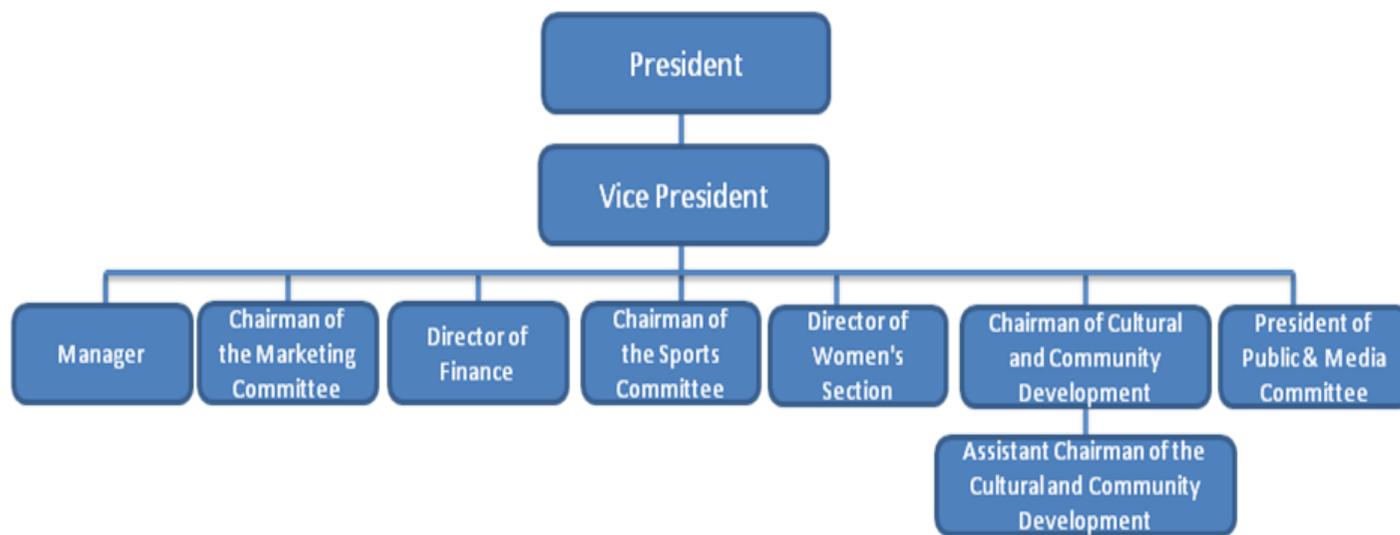
Figure 8.4 ADSC Structure from 2007-2012
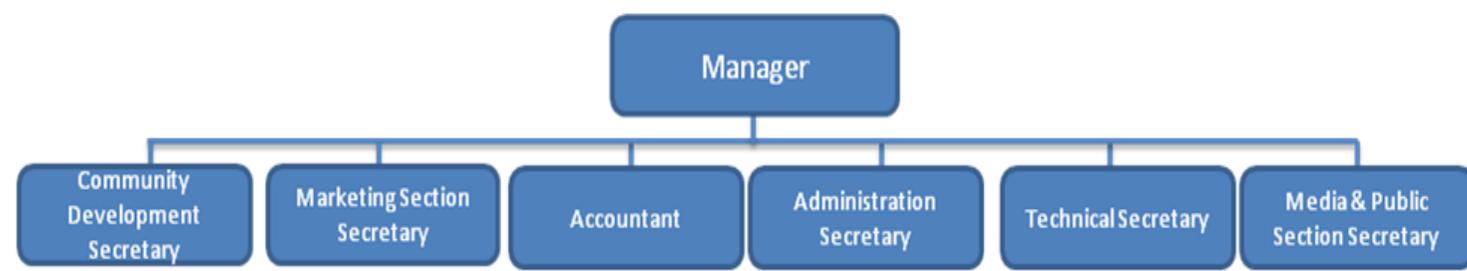
Figure 8.5 ADSC Staff from 2007-2012
Source: ADSC (2012)

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8.2.1.2.2 Departmentalisation

As shown in Figures 8.2 to8.5, there is no clear evidence suggesting that any sort of departments even exist. It seems as if they are all working together. However, the ADSC matrix structural model contains departments relating to Finance, Media, Marketing, Community Development, and Sports.

8.2.1.2.3 Centralisation and Decentralisation

From 1992 to 2006, decision making was conducted in a semi-centralised way. Decisions were finalised among board members during board meetings. Since 2007, when the new board members were appointed, decision making has been conducted in a decentralised way involving various discussions with stakeholders in the best interests of the club. (See process section)

8.2.1.2.4 Chain of Command

Figures 8.2 to 8.5 depict the chain of command for the ADSC. From 1992 to 2012, the chain of command went unchanged, as club matters were addressed without any problems. At the board level, all issues were addressed by the President at regular monthly meetings. At the staff level, all issues were looked into by the Secretary General (Manager) who was responsible for dealing with staff. In 2007, when the local government changed board members, the manager's role was made full-time with responsibility to look after the club and report to the President on a daily basis.

8.2.1.2.5 Span of Control

Table 8.6 illustrates the span of control at the board and staff levels. In 2000, for board members, the span of control increased from five to twelve members, which was then reduced to nine members in 2005. This was due to the removal of some members that were considered to be inefficient. The Secretary General's (Manager) responsibility extended drastically over time; from 7 staff members in 1992 to 23 staff members in 2000 to 2004 and seventy in 2007. The new manager hired in 2007 has more than twenty years of experience in management to control and deal with the many staff in the club.

8.2.1.2.6 Formalisation

From 1992 to 2004, basic documentation was not archived properly due to poor management (see Table 8.2). Since 2005, the ADSC has become more organised and started to archive documents properly. Production of reports, memos, and files was conducted in a more formalised manner. The reason behind this gradual improvement was that over time staff became more experienced at dealing with and managing the administration side of the club.

Table 8.2 Documents studied in analysing change in the ADSC (1992 to 2012)

Documents Studied	Number	1992 to 1999	2000 to 2004	2005 to 2012
Policy Documents	**2**	Basic documentation not formally archived	No documents	Changed and increased new elements and became more improved
ADSC Annual Reports	**1**	No archive found	Not found due to poor management of archive	Annual Report 2008/2009 published in two languages (Arabic and English). Included achievements of the club since establishment as well as a list of board members and players and information about sports, social, and cultural activities. Moreover,, facilities and services offered to people with disabilities in the club were included.
Financial Reports	**12**	Not found due to poor management of archive	Low level of formality in terms of limited information about staff salaries, rewards to players and coaches, monthly expenses, or monthly incomes	Increased level of formality in terms of enhanced information about budgets for hosting national and international championships, honours for players and coaches who received gold medals; rewards for volunteers; and rewards for the board Assisting poorer players

				with disabilities (Keeping record of the invoices) Assessing income from charity, business people, and the government
Human resources management Files	**63**	No archive found	Poor management of archive	All staff files archived in a formal way
Meeting Memos	**50**	No archive found	Informal with limited information, only single-word clues, and unprofessional language; not captured for every meeting; no mention of meeting attendees or time of the meeting	More formal with more material included and professional in terms of the structure of notes; important decisions are recorded; and a memo is generated for each meeting
Athletes evaluation annual report	**25**	No evaluations conducted	No evaluations conducted	Evaluation of players' performances (national and international participants)
Coaches evaluation annual report	**68**	No evaluations conducted	No evaluations conducted	Evaluation of coaches' performances
International events reports	**4**	No international events organised	No international events organised	Lessons learned from international events (evaluation)
National events reports	**18**	No evaluations conducted	No evaluations conducted	Cuttings from newspaper articles referring to disability sports in the ADSC

8.2.1.3 Culture

From the establishment of the club in 1992, the culture and actions of the staff were excellent with each other and with people with disabilities. Each wanted to cooperate and assist in upgrading the club despite limited salaries. All staff worked part-time in the evenings because there were fewer players and sports activities at that time. There was no attendance book to check who was attending and who was not because the number of staff was low and everyone at that time wanted to help these people without any money. There was a lack of timekeeping.

In 2000, due to the increased number of players, members, and facilities in the club the ADSC decided to operate in double shifts (morning and evening). In 2007, when the new board was appointed, the situation changed again. They started to monitor everything using technology via CCTV surveillance cameras and monitor staff in terms of controlling their work. In addition, the researcher observed that there were two receptions in the club, one for staff and players and the other for visitors. Two of the staffs were disabled. The researcher also noted that many people with disabilities come to the club regardless of nationality, membership, age, disability, or race. The majority of the people attending the club came to socialise with friends. In addition, the researcher observed that most board members did not attend the club regularly. The manager of the club usually wrote a report of the day for the president. Regarding the culture of players, the researcher observed that after training they always sat together and chatted, ate, and watched TV with the coaches before going home.

> In my opinion, the culture of the staff in the past was better than now. Today everyone in the club is looking for money (salary). Of course, there is respect for people with disabilities but most people are not interested in disabilities (Focus Group players, ADSC, 01-03-2012).

For the outer context, economic, political, religious and cultural factors were studied.

8.2.1.4 Economic

In 1992, when the ADSC was formed, the yearly budget allotted to the club by the local government was £116,666[3] and £50,000 from the Ministry of Culture, Youth and Community Development with donations of £8,333. The local government donation increased to £333,333 in 2000 with donations of £33,333 as shown in Table 8.6. From 2005 to 2012, the local government increased the ADSC's yearly budget to £500,000, (£583,333 yearly including other donations) as shown in Table 8.6. Since 2005, Sharjah city has supported the club by paying all invoices for the international events held at the

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[3] **Note: In 1992 £1 (UK) equalled 6 AED (UAE) and in 2013 equalled 6.2 AED.**

club and for the cleaning company that worked at the club in addition to the yearly budget mentioned above. This support impacted on the ADSC in terms of:

- Expanding services and facilities for the public, families, referees, and coaches (as shown in Table 8.4)

- Increasing the number of full-time staff (as shown in Table 8.3)

- Enhancing the performance of the ADSC in terms of increased national events (as shown in Table 8.6)

From 1992 until 2006, 50% of the budget was allocated to sports activities and 50% to cultural and social activities. The reason behind this split was because the club policy was not just to provide sport for people with disabilities, but also to help and improve their performances in order for them to engage in society. In 2008, the new board members increased the budget for sports activities to 55%. The reason for this change was that the club wanted to compete internationally and therefore needed to invest more money into sport competition.

8.2.1.5 Political

The policies of the ADSC are also in line with the policies of the DSF and local government. Generally, all participants aim for the same goal, namely to promote disability sports in the UAE. In 2006, the UAE government introduced new legislation for people with disabilities in order to secure their positions in employment by providing 2% of jobs from each organisation to people with disabilities (UAE Law, 2006). This law affected the ADSC policy to recruit disabled people as part of its staff (as shown in Table 8.1). This policy change is presented in Table 8.3, which shows the increase in staff with disabilities from two in 2004 to five in 2012. According to local sport legislation, board members have to change every three years, as mentioned in the section for policy in this case study, but generally they tend to stay as long as their performances meet the required standards. In 2007, the local government decided to change the board members due to a lack of results which resulted in a structural change in the ADSC.

From 1992 to 2012, the local government was in charge of auditing the ADSC each year to assess the progress and performance of the club during the year against the allocated budget. "They audited invoices to identify spending was being made according to requirements and needs" (ADSC official 1, personal communication, 29-03-2012).

Moreover, the local government also checked the various achievements of the ADSC over the year. For example, from 1992 to 2006 they checked the performance of players and coaches, medals gained, levels of participation in various international championships, new services for the public, and the establishment of new sections in the club.

In 2007, the local government included more elements to the audits, such as the performance of board members, coaches, staff and players, the number of members with or without disabilities joining the club, levels of participation in various international championships, the number of international championships held by the club, medals obtained, and the numbers of volunteers. These changes affected the ADSC positively, resulting in improved performance in terms of enhanced facilities, services, events, and better equipment, as shown in Table 8.4.

8.2.1.6 Religion

The city of Sharjah has maintained its customs according to Islamic traditions like other cities. In the past residents cared for people with disabilities, with Sharjah being the first city in the UAE to establish a centre for people with disabilities in 1978. "Also, it was the first city to open a sports club for people with disabilities in 1992 (the ADSC). Currently, all clubs are competing to maintain their standards in order to become the best in the UAE" (ADSC Official 3, personal communication, 12-03-2012).

Religious factors have influenced the policies of the ADSC in terms of how to deal with people with disabilities. This pattern is clearly reflected across the club and changes can easily be seen in the services and facilities offered (as shown in Table 8.4), in the structure (as shown in Figure 8.4), and in policies (as shown in Table 8.1). "The club does not distinguish between people with disabilities in terms of gender, religion, and

citizenship. All people joining the club are equal and we follow Islamic law to deal with people with disabilities" (ADSC Official5, personal communication, 07-03-2012). The change patterns in the ADSC from 1992 to 2012 are shown in Table 8.1 and Table 8.4.

Table 8.1 indicates where various policies reflecting Islamic law were added, such as to hire more people with disabilities, to allow the use of club facilities and equipment freely to all, to help people with disabilities find a job, and to open a women's section. Table 8.4 shows that various services reflecting Islamic law were added to the club, such as organising free trips to Saudi Arabia for pilgrimages, an in-house barber service, free dinners for players, and accommodation for poorer players commuting from remote places.

> We offer our services and facilities to people with disabilities free regardless of
> age, gender, religion, and citizenship. This is evidence that we follow Islamic law
> to deal with these people the way Islam recommends
> (ADSC Official3, personal communication, 12-03-2012).

8.2.1.7 Culture

Arab customs and traditions, especially in the UAE, are one of the most important obstacles faced by people with disabilities showing their abilities and creativity in various fields, and particularly in sport. In the past, people believed that children with disabilities were a disgrace and brought shame on the family. Although the local government in Sharjah city opened the first sports club for people with disabilities in the UAE in 1992, participation was low, as shown in Table 8.6.

> Generally, the UAE community does not realise the importance of disability and
> the categories of disabilities. What does disability sport mean and what is the
> benefit of sport for people with disabilities? How sports can positively impact on
> people with disabilities?
> (ADSC Official 4, personal communication, 04-03-2012).

Over the years, the situation has changed and the ADSC raised and spread awareness among society through cooperation with Sharjah TV to provide programs for people with disabilities

The community development section in the club has arranged social activities to visit people with disabilities at home to support and help the poorer people with disabilities. Moreover, we provide them with consultation and advice for their children with disabilities to join the club

(ADSC Official 3, personal communication, 12-03-2012).

Therefore, all these factors have influenced the minds of families to change the way they think about disability. Furthermore, the families now access the Internet and watch media channels, which have also influenced more people with disabilities to join the club, as shown in Table 8.6.

Currently, the culture in the community towards people with disabilities has changed. The reason behind this change is due to the government promoting good awareness about disability in the community. Standing in the club now you can see clearly the number of players who have joined the club and are using facilities that are provided completely free

(ADSC Official 5, personal communication, 07-03-2012).

8.2.2 Content

For understanding organisational change in terms of content, this study considers people, services and technology.

8.2.2.1 People

In the early days of the club, the ADSC employed seven part-time members as shown in Figure 8.3. Staff performed quite poorly, as they were under-qualified and lacked experience. From 2000 to 2004, the ADSC decided to increase the number of staff to 30 (8 full-time and 22 part-time) due to the need for increased services, facilities, and players in the club. Most of them had experience of and qualifications in disability sports and management (Table 8.3 and Figure 8.7). From 2005 to 2012, the situation changed; the ADSC increased the number of staff to 70 (20 full-time and 50 part-time) as shown in Table 8.3. The club's performance has increased dramatically over the years

and it is now organising not just national but also international championships, as shown in Table 8.6. One of the reasons behind this success is that the staff are more professional, and considerate about people with disabilities.

Table 8.3 Change patterns in ADSC staff details from 1992 to 2012

Time Period	ADSC Staff Details		
	Qualifications	**Experience**	**Number of Staff**
1992 to 1999	Degree in sports (1), and no archive was maintained about other staff	2 years, and no archive files for other staff	7 part-time, no staff with disabilities
2000 to 2004	Degree (19), and no archive for the 11 other staff	Between 5 to 8 years experience	30 staff 8 full time 22 part time 2 staff with disabilities
2005 to 2012	Degree (45), Diploma (10) High school (15)	More than 18 years	70 staff 20 full time 50 part time 5 staff with disabilities

"The ADSC recently hired new staff with good experience and qualifications in disability sports due to more workload in the club" (ADSC Official.2, personal communication, 18-03-2012).
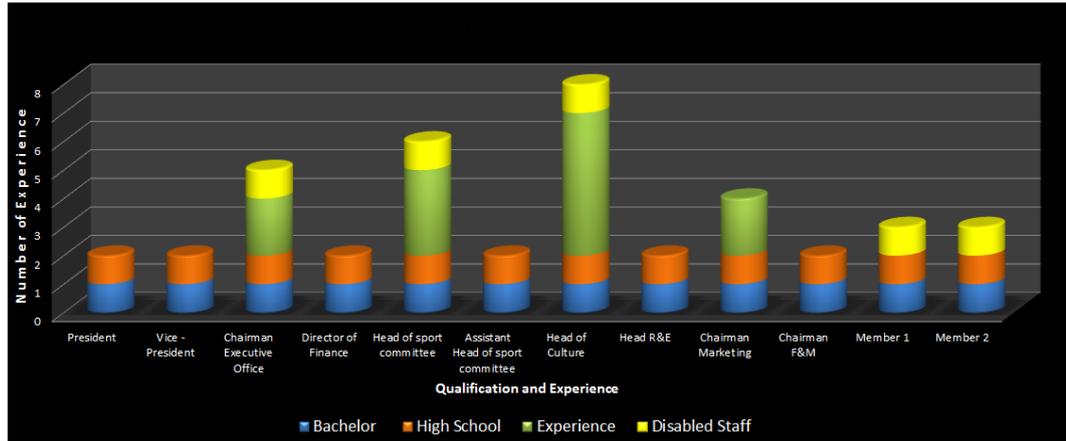
Figure 8.6 Qualifications and Experience of the ADSC Board in 1992

Regarding the experience of the early board members from 1992 to 2006, as shown in Figure 8.6, most of them had good qualifications but little experience in the field of disability sports. On the other hand, in 2007 when the new board members were appointed, the level of qualifications and experience was much higher (Figure 8.7).
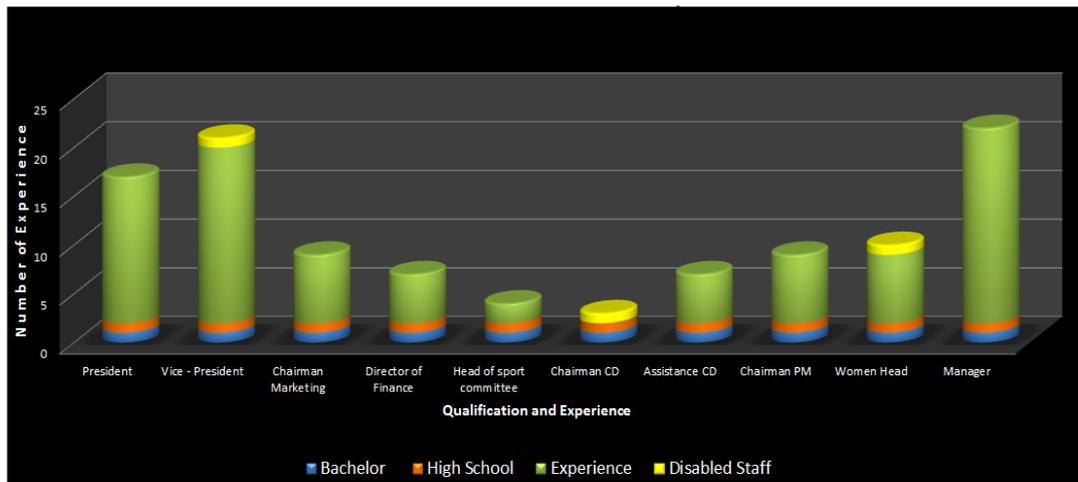
Figure 8.7 Qualifications and Experience of the ADSC Board in 2012

I am one of the old board members and I am also disabled. I have worked with the previous and current board members. When the club was established in 1992, not all board members at that time had good ideas and experience in this field. However, some of the staff – may be one or two I cannot remember exactly – had

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experience. Since then, things have changed and these days it is easy to find people with lots of qualifications and experience to manage the club. The majority of these people with experience and qualifications are mainly from outside the UAE. The reason for this was that people were not much interested to study this field back then; it was only later when awareness increased and people started to take more interest and get involved in this area of study to help the disabled (ADSC Official2, personal communication, 18-03-2012).

According to the interview with the coaches focus group about the relationships between the manager and coaches..

...the manager was a volunteer before. He did not come to the club on a regular basis and did not have sufficient experience in the field of administration, so there were some misunderstandings between the coaches and manager due to these factors. Currently, the situation has changed and the new manager has good qualifications and more than 20 years of experience in administration. He is working full-time. He has developed a good relationship between us. We work hard together; we cooperate with each other like one family to enhance disability sports in the ADSC.

In addition when the new manager was appointed every Saturday was a sports day for all staff. All staff attended only to play, discuss, eat, and create strong relationships among them. This impacted on their relationships positively. After the new manager was appointed, relationships among all staff were quite strong and there was a special bond between all of them. Regarding the relationships between the manager and players, in the past the manager was working part-time as a volunteer without any salary. The manager was not available all the time. So our relationships were limited and unfriendly due to his timings. But now, after the new board was appointed in 2007, a new manager was hired to work full-time in the mornings and evenings. The manager deals directly and he attends the training every day and conducts discussions with staff for any needs they might have. The manager provides financial support and sorts out any other problems and so on.

Regarding the relationships between players and coaches...

...in the past the coaches and players were friendlier and they respected each other according to the player's focus group. At present, the coaches are more selfish and more concerned for their own interests. If the coaches see any financial benefit from the players, the relationship is perfect; if not, the relationship is bad. This is not the case for every single coach but the majority are after financial benefits rather than helping disability sports

(Focus Group players, ADSC, 01-03-2012)

8.2.2.2 Services

Initially the ADSC offered very limited services concerning organising national championships for athletes and helping poor players with disabilities financially. "There were no services for the public, coaches, referees, volunteers and family, due to a limited budget and a lack of experience in staff and board members" (ADSC Official 2, personal communication, 18-03-2012). Table 8.4 illustrates that between 2000 and 2004, the club increased services to include the families of players by broadcasting a TV programme every week about disability issues in the UAE in collaboration with Sharjah TV to increase and raise awareness in society.

Table 8.4 Change patterns in the ADSC's service elements from 1992 to 2012.

Type of Service	Period		
	1993 to 1999	2000 to 2004	2005 to 2012
Services for Athletes (players with disabilities	-Organising national championships - Helping poor players financially - Providing free transport	The same as before and more services: - Organising national championships -Launching an award for people with disabilities - Organising trips to Saudi Arabia for pilgrimages - Lectures on religious and social attitudes - Library services - Free meal	The same as before and more services: -Free in-house barber service - Accommodation for players commuting from remote places -Organising international championships (4 events) -Lecture on deaf languages
Services for the Public	None	- TV programme every week about disability in the UAE	- As above - Offer club facilities to the public - Launched a website in 2007 for disability sports and general information about disability www.althiqahclub.ae
Services for Athletes' Families	None	None	Consultation about all types of disabilities and disability sports - Opportunities for family members of players to participate in sports with them
Services for Referees	None	Occasionally	-Training to improve skills

Services for Coaches	None	Occasionally	-Training to improve skills
Services for Volunteers	None	Occasionally	-Special courses for organising national and international championships -Special courses for dealing with people with disabilities

Over time, particularly from 2005 to 2012, the local government increased the budget of the ADSC and the board members and staff gained good experience, allowing the club to enhance its services for the public, referees, and volunteers and organise international championships (Table 8.4).

8.2.2.3 Technology

The change in technology can be clearly seen from Table 8.5 in terms of rules and regulations, procedures, and equipment. From 1992 to 2006, with the old board members, there was no evaluation or course training for staff. Moreover, there were limited rules and regulations. In 2007, the new board members introduced more rules to promote and develop the club's work, as shown in Table 8.5. In addition, the new board members brought in well qualified staff. Moreover, there is a regular staff evaluation with the manager. No promotions are offered as per the policy; just an annual bonus for staff. Staff are evaluated against their attendance, punctuality, and effort. The procedure for evaluation includes both full-time and part-time staff.

Table 8.5 Change patterns in ADSC technology from 1992 to 2012

Time Period	Technology Elements			
	Performance Assessment	Rules and Regulations	Procedures to follow	Equipment (Technology)
1992 to 1999	No assessment	No archives found	No archives found	Fax, typewriter
2000 to 2004	There was assessment	Confidentiality of internal documents All citizens with disabilities belonging to any nationality s are welcome	Procedure for security: • No access is granted without permission. Do not stop other nationalities participating	Enhanced: including computer, Internet,
2005-2012	Formal assessment by the manager	All from 2000 to 2004 with additional regulations: - All documents are archived (reports and evaluation reviews) - Meeting memos maintained -Allow for the public who are living in Sharjah city to use club facilities and pay less fees -Timekeeping	All from 2000 to 2004 with additional procedures: - Minutes are captured for each board meeting and review reports are generated. - The public pay fees yearly or monthly to the ADSC	Including computer, Internet, SMS

8.2.3 Process

For understanding organisational change in terms of process, this section considers action, reaction, and interaction in the ADSC. This is incorporated by capturing the processes of decision making, communications and meetings.

8.2.3.1 Process of Decision Making

The President and board members are responsible for the decision making process. They have been given this authority by the local government to conduct efficient decision making in order to bring the club up to the standard required by the local and central governments. Decision making by the President and board members is specifically strategic. For example, they decide on the budget, recruitment of top management, organising international events, development of new facilities, salaries, future vision, and communication with other bodies.

> All decision making in the club is by vote – all board members have one vote and the president has two votes. If there is a tie in voting, the decision of the president will be final. The percentage of agreed votes should be at least 60% (ADSC Official 1, personal communication, 29-03-2012).

Operational decision making is mainly conducted by the manager in terms of the health and safety of the club, cleaning, furniture, food, and transport. In the past, things were different since decision making was centralised to one or few persons only ((the president and board members).

8.2.3.2 Process of Requesting Funding

Since 1992, when the ADSC was established, the budget was requested at the beginning of July each year according to the needs and requirements of the coming year. Most (97%) of the budget is from the local government of Sharjah city, with 3% from various donations. In the past, the Director of Finance and Accountant agreed the needs. However, in 2007 the situation changed when the new board was appointed. The manager, who was working full-time, wrote a formal letter including all requests and needs, in collaboration with the Director of Finance and Accountant, and then sent it to the board to discuss and approve. Once approved, the letter was forwarded to the local

government. The letter contains details about all expenses for internal and external participation, international events, social activities, and salaries for staff.

8.2.3.3 Process of Communications

> Since its foundation in 1992 the ADSC has had good communication links with several entities, including internal bodies, for instance, the office of the local government to support us financially, the disability sports clubs in the UAE, the DSF, the Ministry of Culture, Youth and Community Development, and charities (ADSC Official 1, personal communication, 29-03-2012)
>
> Between 2000 and 2004, we increased our communication using Sharjah TV, the Ministry of Social Affairs, and the Ministry of Education to increase awareness among society. From 2005 to 2012, we expanded communication with other parties, especially the Isfahan disability club in Iran and Husain disability club in Jordan
>
> (ADSC Official 4, personal communication, 04-03-2012).

Appendix B shows changes in communication from 1992 to 2012 in terms of the various types of collaborations, strategic discussions and plans. This was due to more experienced staff joining the club.

8.2.3.4 Process of managing relationships with external bodies

The ADSC has good relationships with all external bodies such as the DSF, all disability clubs in the UAE, the Ministry of Culture, Youth and Community Development, the Ministry of Heath, and disability schools.

> There are strong ties between the ADSC and DSF, where two of the ADSC board members are part of the DSF board. However, the DSF never interferes in the affairs or decisions of the ADSC. And this is the law of the UAE as the ADSC belongs to the local government. It only provides professional advice and consultation and oversees the activities of the ADSC like other clubs (ADSC Official 1, personal communication, 29-03-2012).

Regarding the relationship between the ADSC and other clubs in the UAE, there is good cooperation and collaboration to promote disability sports in the UAE in terms of

sharing each other's experiences, organising national and international events together, and consultation.

8.3 Conclusion

This case study examines organisational change in the ADSC between 1992 and 2012 by using the three key elements of Pettigrew's approach: context, content, and process. Various elements were investigated including: inner context (policy, structure, and culture); outer context (political, economic, religious, and cultural factors of the UAE); and process of change across time and history. At different points of time, several important sequences of events were identified. For example, in 1999a new club building was built; in 2000, the club opened a rehabilitation centre for people with disabilities and a section to help them find jobs, and athletes from the club won four medals at the 2000 Sydney Paralympic Games (three silver and one bronze). In 2005, the local government increased the ADSC's budget and the club started making TV programmes about disability issues in the UAE. In 2007, all board members and the structure of the club changed. The new board members opened a women's section, a full-time manager was recruited, parents of players with disabilities joined the club as board members, and non-UAE citizens were allowed to join as board members. Moreover, in 2008, the ADSC started organising international events, training and qualifying older players to become coaches considered encouraging volunteers, and increasing the budget for sports activities from 50% to 55%.

In 2012, athletes from the club won two medals at the London Paralympic Games (silver and bronze). In the past, the ADSC was more concerned with social and cultural issues than the sports itself. If the players are not keen to participate, then no matter how many sports activities the club provides there will be no players; thus, the social aspect was the top priority for the ADSC. When the club was established, the purpose was to promote leisure and recreational activities; the club has always been open to everyone. The club now places more focus on sport as opposed to recreational activities and has become more modern; the ADSC is more interested in international events and championships as well as bringing these events to the ADSC.

In the ADSC, the pattern of change has been incremental in terms of the increased number of players, coaches, volunteers, sponsorships, and donations. There has also been increased formalisation in terms of documentation, changes in staff attitudes and behaviour, and an increased performance by the ADSC. It has also expanded services and facilities for the public, families, referees, and coaches, increased player participation in the club, organised international events, recruited more experienced, trained, and qualified members (staff and board), and improved relationships between players, coaches, and the manager.

The mechanisms that shaped this pattern were the political system of Sharjah city, financial subsidy, structural change and promotional targeted activities. In addition to the policy, there was effective planning and agenda due to the increased experience of the board members, consultation, and good decision-making.

Chapter 9 consolidates the findings from Chapters 6, 7, and 8 in terms of the key analytical tasks specified for this research.

Table 8.6 Summary of Changes in the ADSC (1992–2012)

Aspects of Change	Period		
	1992–1999	*2000–2004*	*2005–2012*
Executive Board members	5	12	10
Players	25	70	115
Members	None	120 with disability	35 (7) with disability), (65) non disability
Staff on payroll	7 Part-time	30 Full-time (17) Part-time (13)	70 Full-time (20) Part-time (50)
Volunteers (circa)	None	None	200
Resources			
Sources of revenue: **£**(per annum) - state - donations - sponsorship/commercial - local government	- 50000P/A -8,333 P/A - None - 116,666 P/A	- 50000 P/A -33,333 P/A -None - 333,333 P/A	-50000 P/A - 33,333 P/A - None - 500,000 P/A
Facilities (indoor halls/swimming pools)	4	6	7
National sporting calendar (events)	5	11	18
International sporting calendar (events)	None	None	4
Services to general public	None	Yes	Yes
Joint programmes with other agencies	Yes	Yes	Yes
Medals in Paralympics (6)	None	3(S),1(B)	1(S),1(B)

CHAPTER 9 : DISCUSSION

9.1 Introduction

This chapter discusses the research findings presented in Chapters 6, 7 and 8 in conjunction with the conceptualisation and the theoretical framework (Pettigrew, 1987) reviewed in Chapters 2, 3, and 4 respectively. It examines the key analytical tasks established in the methodology chapter and addresses the research question of this thesis: "What factors, processes and mechanisms are responsible for organisational change in disability sport organisation in the UAE?" Furthermore, this study investigates what is the role of time and history in understanding organisational change; what are the change patterns and the factors that influence change; what is the link between change and organisational performance and what is the role of process in organisational change?

Pettigrew et al., (2001, p. 700) argue that "questioning involves the interrogation of phenomena over time using the language of what, where, why, when and how". Moreover, in order to obtain a deeper understanding, it is important to "look for continuity and change, pattern and idiosyncrasies, the action of individuals and group, the role of context and structure and process of structuring" (Pettigrew, 1990, p. 272).

This chapter highlights the constant interplay between the theory and various elements of change in these cases. The theory suggests that in order to understand organisational change, it is imperative to understand the role of key factors such as time, history and process. Thus time, process and history are much more complex and broader phenomena than content. This chapter begins with a discussion on time and history and then defines the patterns of change in relation to performance, before discussing the process of change in the three disability sport organisations in the UAE over the past 20 years (1992–2012).

9.2 Time and History in Understanding Organisational Change

As mentioned in Chapter 3, the history of disability sport is over a century old, yet research has played a minor role in the development and understanding of disability sport organisations. To fill this gap the first key analytical task for this thesis was to

study the role of time and history in understanding organisational change. According to the contextualist approach (Pettigrew 1985, 1987, 1997; Pettigrew and Whipp 1991; Pettigrew et al., 1992), time and history play a vital role in examining and understanding organisational change over a period of time. Pettigrew et al., (2001) interpreted time both as chronology ("out there") and social construction ("in here"). Therefore, history can be seen not merely as a sequence of events but as revealing patterns or trajectories of change (Brunninge, 2009; Girginov and Sandanski 2008). The notion of time in this dissertation is interpreted in terms of a specific period from 1992 to 2012. Table 9.1 provides an example of time as a chronology. Tables 9.2 to 9.4 represent a historical chronology of change in the three organisations where we can see clearly what has happened in different key periods (social construction). It is crucial to study change under the lens of time and history that unveils several implicit links and processes.

Table 9.1 Aspects of change in three disability sport organisations in the UAE

Aspects of change	DSF			DDSC			ADSC		
Time/History	1996-1999	2000-2004	2005-2012	1993-1999	2000-2004	2005-2012	1992-1999	2000-2004	2005-2012
Executive Board members (No.)	7	9	11	7	7	9	5	12	10
Members (No.)	None	None	None	None	None	None	None	(120) All people with disability	235 (170 disabled, 65 non-disabled
Staff on payroll	3 part time	4 full time	10 full time	10 part time	23 (5 full time, 18 part time)	65 (15 full time, 50 part time)	7part time	30(7 full time, 23 part time)	70 (20 full time, 50 part time)
Volunteers (No. - circa)	None	None	100	None	None	100	None	None	200

Resources state (£)	13,333	50,000	272,727	50,000	50,000	50,000	50,000	50,000	50,000
Donations £			363,363	None	8,333	49,166	None	None	33,333
(sponsors) £	None	None	None	None	35000	166,666	8,333	33,333	None
Local government	None	None	None	250,000	250,000	833,333	116,000	333,333	583,333
Facilities	None	None	None	2	5	5	4	6	6
National Events (No)	3	10	80	7	14	45	5	11	18
International Events (No)	None	None	18	None	None	12	None	None	4
Services to general public	No	No	Yes	No	Yes	Yes	No	Yes	Yes

Joint programmes with other agencies	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Numbers of players	120	400	1500	30	80	250	25	70	115
Medals in Paralympic Games	None	1(G), 4 (S), 3 (B)	1(G),2(S),1(B)	None	1(G),1(S),2(B)	1(S)	None	3(S),1(B)	1(S),1(B)

Several related studies have applied Pettigrew's approach and used time and history to understand organisational change in different domains (Al-Shahi, 2011; Carter, 2000; Chapman, 2006; Toraskar and Lee, 2006, Urvashi, 2011) and specifically in the sport sector (Cousens et al., 2001; Girginov and Sandanski 2008; Skirstad, 2009; Thibault and Babiak, 2005). They explore time but do not engage with it in the way this study does and they do not explain the role of time in understanding organisational change. As mentioned in Chapter 3 (Disability Sport), throughout the history of sport, individuals with disabilities have always faced exclusion and disenfranchisement which can be linked to the limited availability of organisations capable of delivering such services. This could well explain the limited number of studies actually addressing organisational change in disability sport organisations. It is clear that the growing scope of disability sport across time has had a positive effect in generating new national and international disability sport organisations, which has helped make great strides within this field for understanding organisational change.

Since change can be interpreted as sequences of individual and collective events, actions and activities unfolding over time in context (Pettigrew et al., 2001, p. 700), the time and history factors were examined in all three cases and evidence provided in Tables 9.2, 9.3 and 9.4. The role of time over which the change has taken place is very clear from the three cases. For example, it is evident from Table 9.4 that the ADSC evolutionarily changed over time from foundation to growth, to professionalisation; from a small club, with no offices and location, few staff, players and members, to modern offices (in 1999), with many staff, players and members. This indicates an incremental change over time as supported by Pettigrew's study (1985) of strategic change in ICI, which confirmed periods of incremental movement interspersed with periodic revolutionary change. Thus, our study supports Pettigrew's finding that evolutionary change is dispersed with dramatic change. For example, when the Dubai Sport Council took control of the clubs in 2005, the DDSC dramatically changed in terms of operating differently – it became more formal and organised – demonstrating an impact on the mindset of people, culture and the system of work. Tables 9.2 and 9.3 show evolutionary change, but we can also see events that are radical. History also reveals that the club started organising some national and international events besides the social activities. The club improved various services and enhanced facilities such as opening a rehabilitation centre for people with disability in 2000, indicating a change in

the thinking or mindset of people. This influenced ADSC; change was seen over the period of time in terms of winning several medals in international competitions (three silver and one bronze medal in the Sydney Paralympic Games in 2000). Also, the first international event was organised in 2008 owing to a change in the internal composition of the club in 2007, in terms of new structure and board members. This shows that history and time play a vital role in understanding change.

Also, Chapter 3 reports on the increasing number of people with disability participating in sports on a global basis. This can be correlated with a growing number of disability sport organisations and services provided, which reflects what has been happening with UAE organisations and by the subsequent successes achieved in international events. Table 9.4 illustrates that in 2005 the budget of ASDC was increased by the government because the club was facing more responsibility. Looking at time and history further demonstrates a cultural change in UAE society and the mindset of people towards disability sport both outside and inside the club; the new board members opened a women's section in 2007 due to increasing demand from women in Sharjah city. Moreover, Chapter 3 on disability sport mentions that uptake in disability sport has increased and has a greater following than ever before due to changes in attitudes and cultural views. This can also be attributed to the role of the government as an organisation changing its objectives and taking greater responsibility in changing perceptions. Additionally, it is evident in Table 9.4 that an effort was made by the ADSC in 2005 to change public attitudes towards disability sport when they started making T.V. programmes (coordinated with Sharjah T.V.) to enhance awareness of people with disability. It has been observed that the media play a significant role in forming and influencing people's attitudes and behaviours to enhance awareness or encourage acceptance. Even in the case of UAE society, T.V. programmes have significantly impacted the change in social perspectives and attitudes towards people with disability (Sharjah City for Humanitarian Service, 2011). Moreover, other contributing factors include an increase in the level of education, change in financial status, and promotional programmes for people with disability. The developments in communication media in UAE, such as T.V., have played a vital role in not only changing social perceptions towards people with disability but also enabled increased participation in disability sport. This has eventually reduced barriers between people with disability and the rest of society. Moreover, it has facilitated employment in the

UAE for people with disability (Abdulmajeed, 2006). Hence, this study endorses that it is through awareness in society that people with disability get recognition and acknowledgement of their rights to participate equally with other members of society, thus enhancing acceptance at community level.

This research examined all three case studies over a long time period from 1992 to 2012, confirming the main premise of Pettigrew's (1985, 1990) approach that organisational change can be understood only in the context of large blocks of historical time. It can be clearly seen from Tables 9.1 to 9.4 that organisational change in all three cases evolved over time; as Pettigrew (1985) suggested, it cannot exist separately from other types of temporal measurement. For example, DDSC organised the first national event in 1997, which was four years after their establishment. The reason for this delay was the time it took to change the mindset of people such as board members and players. Initially, they only wanted the club for leisure and recreation activities, but later they started to introduce sport competitions. The role of time and history in understanding change was also evident when ADSC moved to the new building in 1999, seven years after its establishment. The local government of Sharjah city started building these offices in 1995 and completed them in 1999. It was then that the ADSC started moving towards growth and, as a result, major changes took place after 1999. In examining time and history, the interesting role of the political context can also be noted through the contrast of the two clubs (Tables 9.3 and 9.4) as a new building and offices were built for ADSC in 1999 three years before the new offices for DDSC in 2002. Because Sharjah city has a long history of concern for people with disability, it established the first school for the disabled in the UAE. This shows the role of history, and how these people have a tradition, linked to Islam, of looking after people with disability.

Furthermore, in terms of the participation in international events, the ADSC was quite active in 2000 (winning four Paralympic medals – three silver and one bronze) compared with the DDSC, which participated in international events for the first time in 2004 (winning only one gold medal). The ADSC club has not won any medals during the past eleven years due to the lack of interest from the top management, and especially the board members in sport activities; their interest was mainly in social and recreational activities. Several implicit links among various events can be explored by

looking into time and history. For example, in 2008, the ADSC started organising international championships; this change was as a result of the major structural change that happened in 2007 when new board members were appointed. The new board members considered sport activities as slightly more important than the social activities, and made an effort to increase participation in elite sport. This identifies the relationship between the two events and how the change in one impacts the change in the other leading to an improved performance of the club. Some transformational changes "frequently involve breaking out of a current pattern of congruence and helping an organisation develop a completely new configuration" (Nadler and Tushman 1989, p. 196). Such transformation requires "quantum" changes (Miller and Friesen, 1984) or "frame-breaking" change (Nadler and Tushman, 1989). This is demonstrated through the major changes related to the structure or strategic orientation of the DSF, which took 12 years to occur and was due to a number of key factors such as political context and inner culture of the organisation. Weick and Quinn (1999, p. 365) noted that episodic change is used to encapsulate the organisational changes that tend to be infrequent, discontinuous, and intentional. The change in the UAE disability sport organisations was episodic and reflected periods of divergence between the internal structure of these organisations and the environmental demands to be more receptive to political expectations and of those of people with disability for providing more efficient and professional services in the field. The data generated can be correlated with the research data yielded by Al-Kuwari (2002) investigating organisational transition in the Hamad Medical Corporation in Qatar and discovering that while the core organisational ideals may be rather uniform across the board, some notable differences exist which imply that several cultural groups within the organisation possess the same core set of general values yet maintain their own individuality (Al-Kuwari, 2002, pp. 313–314). This trend can also be identified in the DSF where distinct organisational values in terms of culture and religion are discernible while evidence of independent ancillary values can also be identified. This is indicative of subcultures within the organisation which contribute towards progression and play a significant role in its analysis and interpretation. For instance, changes to the inner contexts such as modifications in the organisational structure of DSF in 2007 influenced the launch of a new range of services in 2009. In addition, the analysis of change over time can provide evidence on the effects of outer contexts. Al-Kuwari (2002) uses only one case study and does not apply any theory to examine change while this thesis uses three case studies and applies theory

(contextualist approach) to study change thus adding more robust information to the body of knowledge. A research by Benn et al., (2011) investigates the history of Muslim female participation in sports activities, shedding some light on the series of events that altered society's perceptions of the people with disability. The study discovers that community's knowledge of disability has been insufficient and society possesses inaccurate and ill-informed opinions about people with disability, especially those with mental health issues. There is a lack of awareness about various ability levels and attributes associated with a radical condition, which inevitably leads to stereotyping and low expectations. Despite the attempts made by government and sport organisations to reduce such discrimination, these cultural attitudes prevail; however, some advances have been made in the community as individuals with disability now have the opportunity to take executive or managerial roles in organisations. This study generates similar conclusion as Benn et al., (2011) in terms of social transitions within the UAE, however it covers multiple aspects of organisational change thus providing more information. Benn et al., (2011) focuses on female participants only and the barriers they faced in participating in sports in general; however, it does not study any disability sport organisation or the history of females in sports in the long term, which this thesis addresses. In addition, this thesis looked at internal and external contexts that impact on participation in disability sport and discovered that the number of female participants in disability sport has risen in recent years. The effects of this increase can be seen in the establishment of a new female section in DDSC (2002) during the same time period that the organisation was relocated. Similarly, ADSC opened a dedicated female section after eight years, indicating how societal perceptions evolved over the time. Based on this trend, it is worth analysing whether such structural modifications are implemented on a wide-scale level in a continuous manner or if they are incremental gradual alterations to certain aspects of structural operations designed as adaptations to external pressures that reflect a commitment to maintaining long-term structural integrity (Arnaboldi and Azzone, 2005; Saboohi and Sushil, 2011). Thus, social perceptions are impacted by the dissemination of international ideals such as globalisation, increasing levels of familiarity with disability, media coverage, awareness due to education and better qualification, increased availability of information and cultural evolutions within the community.

In change management research, longitudinal studies are more suitable because causal relationships could be established and time-lag effects controlled over periodic timeframes (Jansen, 2004; Pettigrew, 1990; Pettigrew et al., 2001; Pinar and Lynne, 2011). The importance of history for understanding strategy processes has been endorsed by many researches (Carey, 2013; Pillay et al, 2012; Bhatnagar et al., 2010; Khan, 2006; Kimberly and Bouchikhi, 1995; Oakland and Tanner, 2007; Brunninge, 2009; Pettigrew, 1990, 1997). In this regard, several longitudinal case studies spanning over several years have been conducted such as investigating the development of companies (Frankelius, 1999; Pettigrew, 1985; Pinar and Lynne, 2011). The study conducted by Amis et al., (2004) focuses on organisational transition and highlights the tactical elements involved in change and how they are affected by personal interests, authority and organisational management within sports institutions in Canada. It analyses data gathered over the time of 12 years and concludes that the National Sport Organisation (NSO) is well-equipped to induce organisational change in terms of effective management and practical ability. This study is of relevance in this case as it presents data generated over the course of an extended period of time by conducting longitudinal case studies and also addresses the importance of effective management and suitable behavioural tendencies. However, Amis et al., (2004) conducted this study in a western country which has a different culture and laws. Moreover, it uses only one case study to consider the capacity for change, while this thesis considers multiple inner and outer contexts of change in UAE disability sport one of the key contexts is religion which is missing from Amis et al. (2004).

It is argued that strategies and their development can only be properly analysed in their historical contexts. Moreover, organisational culture and identity can only be understood by going back in time (Hatch and Schultz, 1997; Bhatnagar, 2010; Brunninge, 2009; Rhenman, 1973; Sushil, 2005). This is evident when looking at the time and history of three organisations that helped to reveal the impact of external pressures such as control on the organisations. According to Khalifa (2011), the increasing pressure associated with political intervention has a direct effect on an organisation's ability to perform effectively and appraise operational processes. However, the study by Khalifa (2011) only focusses on the political forces without

considering other forces like social, economic, or religious while this thesis encapsulates and considers multiple contexts (both inner and outer) that impact on the change in disability sport organisations. Such trend in political pressures was witnessed in the organisational processes of the three unique organisations under study in the UAE. In particular, the analysis of DDSC showed how the organisation was managed by the local state government from 1993 to 2004, until it was taken over by the Dubai Sports Council in 2005 on account of increasing political intervention. Thus, once the organisation was under new management, its operational processes were streamlined and institutionalised to increase efficiency demonstrating formalisation and professionalisation. In order to achieve this, a recruitment and regular performance evaluation system was implemented, global events were held periodically starting from 2008, and annual reports were published.

Studying time and history also facilitates understanding of change in formalisation. For example, the DDSC developed as regards document keeping and archiving, internal assessment and evaluation and financial reports, and its agenda changed from being not formally established to pre planned and refined; this was due to external pressure from the Dubai Sport Council. In 2012, the DDSC board members devised a strategy aiming to become the best sport club in the Arab world in the next five years. This provides evidence that the mindset of people changed over time from no vision to a clear and a better future for the club. Hence, it is quite clear that time and history play a significant role in terms of identifying patterns of change and the interplay between different levels of context. We have discussed several such examples highlighting the interplay between different levels of context including the sport sector and organisation-specific contexts. These transformations have been witnessed through the study of time and history, which adds to our understanding of organisational change in UAE disability sport from foundation, to growth, and to professionalisation. The study of time and history reveals the interesting role of political context. Pressure is also evident through comparison of the three organisations in terms of enhancement and formalisation. Moreover, studying time and history demonstrates a cultural shift in UAE society, specifically a change in public attitudes towards disability sport both outside and inside the club.

Table 9.1 presents a summary of the different types of events that took place in the DSF between 1996 and 2012. We can only understand the importance of the event in 2009 – when the federation started to adopt this service orientation – in the context of the history of the federation and the clubs. Thus, for example, the change was from organisational foundation to elite success, when the young organisation improved by increasing its capacity to compete in international events. Followed by financial support and success, it quickly put in place all the necessary components needed in order to become service-oriented. It did not start as a service-oriented organisation; the DSF took 13 years to change its orientation and provide services to various stakeholders such as coaches, volunteers and parents of players with disability.

A close examination of the three case studies (Tables 9.2 to 9.4) shows that six different types of events have shaped the pattern of change. These events are categorised as organisational, elite success, economic, public recognition, ideological, and knowledge sharing events. Some of these events were gradual and evolutionary, but others were revolutionary. Tables 9.2 to 9.4 show the complex interplay between different types of events. For example, in the case of the DSF (Table 9.2), we see that the first event is organisational which is of course related to the establishment of the organisation but the second critical event was an elite success event that represents a change in the policy. So the second most important event was a policy change because it represents a shift from paying attention to the social side to equal attention to elite success (through participation in international championships); this is called change of policy. Thus in the case of the federation (DFS) we have four elite events, which clearly show a policy orientation towards elite success. This serves a number of purposes as we get more media coverage, more sponsorship and raise awareness of the capacity of people with disability. There is only one organisational event in the history of the organisation (DSF). Another interesting interplay between events can be seen in Table 9.3, in the case of DDSC where the economic event resulted in elite success and public recognition events. The increased finance resulted in better performance and an increase in the number of services yielding better results for the organisation, so clearly a financial event has implications for the organisation as a whole. Moreover, in case of ADSC (Table 9.4), the knowledge sharing event resulted in ideological and public recognition

events. The increase in awareness through knowledge sharing via TV programmes enabled increased female participation resulting in the opening of a women's section in the club.

Summing up for the federation, essentially DSF has four elite success events which are associated with the change in the policy of the organisation showing that the main driving events are related to the policy orientation. For the clubs, ADSC and DDSC, each have five events that are organisational. Hence, at the federation level (DSF) we see that the main driving events have been related to policy orientation; however, at the club level, the actual pattern of change has been driven by organisational events.

Table 9.2 Summary of key events of DSF from 1996–2012

1996	2000	2004	2005	2008	2009	2010	2011	2012
Establishes DSF Appoints two board members with disability	-Al-Thiqa disability club players win three silver and one bronze at the Sydney Paralympic Games (2000)	First gold medal for the UAE in Athens Paralympic Games (2004) won by Dubai disability club player	-Government increases the budget of DSF	The structure and board changed completely -Approves five people with disability to the board Expanding structure Involved three sports under the umbrella of DSF – Paralympic Games, Special Olympics and Deaf sport -Dubai disability club players win one silver medal at Beijing Paralympic Games (2008)	-Starts publishing annual reports -Starts offering services for coaches and referees	Awarded President's award for the best Sport Federation in the UAE	Starts organising an international conference for people with disability in sport	Gold medal won by Al-Ain disability club. Also, one silver and one bronze medals won in London Paralympic Games (2012)
Organisational event	Elite success events	Elite success event	Economic events	Elite success event	Ideological event	Public recognition event	Knowledge sharing event	Elite success event

National level context	National and local level context	National level context	National and local level context	National level context	Out of context	National level context	National level context	National and local level context

Table 9.3 Summary of key events of DDSC from 1993 to 2012

1993	1994	1997	2002	2004	2005	2008	2012
Establishes DDSC Focuses on recreation and socialisation	Appointment of board members	Organises national championship	Moves to new offices Opens women section	First gold medal for Dubai club and the UAE at the Paralympic Games in Athens	DDSC comes under the control of Dubai Sport Council Increased budget of DDSC More formalisation in terms of meeting agenda, performance evaluation reports Starts offering services for coaches and referees	Starts organising international events in the club Starts publishing annual report open to public Wins one medals at the Beijing Paralympic Games (silver)	Development strategy to be the best club in Arab world in disability sport
Organisational event	Organisational event	Organisational event	Organisational event	Elite success events	Economic event Ideological event Organisational event	Public recognition event Elite success events	Organisational event

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Table 9.4 Summary of key events at ADSC from 1992 to 2012

1992	1996	1999	2000	2005	2007	2008	2012
Establishes ADSC in disability school

Focuses on recreation and socialisation | Organises national championship | Moves to new office | Opens free rehabilitation centre for any citizen with disability

Opens new section to help people with disability find a job

Participates in international events and wins three silver and one bronze medals at the Sydney Paralympic Games | Starts making TV programme about disability issues in the UAE coordinated with Sharjah TV

Increased budget of ADSC | Changes structure and board members of ADSC

Opens women's section

Hires fulltime manager

Joins parents of players to board members

Joins non-UAE citizens to board members

Starts offering services for coaches and referees | Starts organising international championship at the club

Trains old players to qualify as coaches

Considers volunteers

More formalisation in terms of meeting agenda, performance evaluation reports | Wins one silver and one bronze medals at the London Paralympics Games |
| Organisational event | Organisational event | Organisational event | Public connection event Elite success events | Knowledge sharing event | Organisational event Ideological event Public connection event | Ideological event Organisational event | Elite success events |

9.3 Patterns of Change and Organisational Performance in Disability Sport in UAE

The second analytical task concerned studying various patterns of change and understanding the relationship between patterns of change and organisational performance. Pettigrew (1997, p. 3) suggests that the aim of processual analysis is to produce a case study that "goes beyond the case history in attempting a range of analytical purposes". Several researchers have examined pattern of change in the sport sector and different domains (Al-Shahi, 2011; Arnott, 2008; Le Clair, 2011, Kikulis et al., 1995a, 1995b; Ferkins et al., 2010; Pettigrew, 2012). This shows the importance of studying patterns of change as a way of understanding organisational transformation, however, they did not relate to organisational performance. In order to understand organisational change it is imperative to move away from looking solely at unitary relationships among various elements of the structure and to try exploring a multiplicity of fundamental response patterns of organisations in all their complexity (Matthew, 2009; Miller and Friesen, 1984; Werkman, 2009). For this research, several patterns of change were identified and analysed over time within each organisation (the three cases) and performance comparisons were conducted. Table 9.1 illustrates an overview of the various change patterns identified in the three disability sport organisations.

In the political, economic and cultural contexts, the main pattern of change could be described as incremental (in contrast to radical change). This was to ensure the stability and enhancement of disability sport organisations in the UAE and to enrich and utilise personal connections. In this regard, the government increased the budget of all three organisations. Moreover, the state created several laws to protect people with disability. A study by Tamini (2010) explored the requirements of people with disability in terms of equal employment, recreational opportunities, their right to adequate healthcare and benefits, provision of sufficient financial aid, living expenses, and medical treatment. However, Tamini (2010) did not study organisational change, but the facilities and services that the UAE government provided for people with disability. This thesis improves Tamini's (2010) work by providing a detailed investigation into organisational change thus adding more to the body of knowledge about understanding change in disability sport organisations in the UAE. Tamini's (2010) study lacks an

organisational aspect, in terms of the role that disability sport organisations play, which is crucial while considering the enhancement of various facilities and services because it significantly relates to the societal demands and perceptions with regards to equality rights to the people with disability. The findings in this thesis show that societal perceptions were transformed through media in disseminating information and generating awareness, which led to creating a cultural shift in terms of divergence in attitudes towards not only disability sport in general but also people with disability.

Cultural change is a vital part of the overall change management process since culture holds multiple changes together (Weick and Quinn, 1999 p. 378). This includes the way employees work, relationships between employees and the management and attitudes towards work and transformation, which influences the level of receptivity and acceptance to change. Zahi and Adnan (2011) explored how change occurs in management activities within the context of UAE and implied that culture does not support change in the manufacturing industry. However, it does not consider religion as a significant factor influencing change and uses only four out of six key challenges of Pettigrew's theory. This thesis improves the work of Zahi and Adnan (2011) by considering religion as an important factor to study change in disability sport organisations; moreover, it uses five out of Pettigrew's six key challenges thus adding richer information to the body of knowledge. Furthermore, findings from this thesis suggest that religion has a vital impact on the culture; the transformation of social perceptions about disability cannot be easily achieved as supported by studies analysing sports in Bulgaria (Girginov and Sandanski, 2008) and Norway (Skirstad, 2009), which are in-line with this thesis supporting the occurrence and significance of incremental change. Change is seen as an iterative process in programmatic approaches that have rich tradition in the literature of organisation development (Beer and Nohria, 2000; Boonstra, 2004; Buchanan et al., 2005; Nicolini, 2011; Kanter et al., 1992; Pettigrew et al., 1992). The economic and political factors influence the ways in which DSF and other disability sport clubs work. From a social perspective, the nature of change as a gradual and incremental phenomenon had a discernible effect on the operational and policy-making activities of three different organisations. For instance, based on the findings of Benn et al., (2011) and Morris (2005) the economic and government influence have allowed females in the UAE to access a broader range of opportunities in terms of employment, which has induced a high level of organisational change. This has

been supported by findings from this thesis where the DDSC implemented a policy which decreed that the board must contain members of both genders, that a higher number of females must be encouraged to participate in sports and that a separate female section must be established. This transformation was facilitated by the transition of gender roles in society as females were now provided access to a wider range of opportunities, which is indicative of a major cultural shift and the significant evolution of cultural norms.

The second pattern of change that was identified in DSF can be described as expansion in terms of control (or span of control). In 2008, the UAE government, decided to create three categories of disability sport (namely sports for the deaf, Paralympics and Special Olympics) under the umbrella of DSF. This was to enhance coordination and to provide more control over the federation for the various categories of disability sport in the UAE. Another change pattern identified was that of centralisation of sport governance in Dubai city. This was achieved by the Dubai local government through the setting up of the Dubai Sport Council to keep a check and balance on all sport organisations (including disability sport) in the city. This council played a significant role in the transformation of the DDSC in terms of increased formalisation and the enhanced performance of the club. Tables 9.1, 9.2, 9.3 and 9.4 demonstrate the expansion pattern of change, that is to say, the number of players, coaches, staff, facilities, services, events and volunteers in the three organisations. Several attempts to connect various features of context and action to the rates of adoption and change have been made (Pettigrew and Whipp, 1991, Smith and Grimm, 1987); this implies enforcement by contextual pressures and actions to the amount a change is receipted and adopted as also indicated in the three case studies (Table 9.1).

To understand organisational change, the concept of sector or institutional specificity provides a basis for identifying rare organisational designs, patterns of change and tracks for specific organisational sets or populations (Kikulis et al., 1995b). As can be seen in Tables 9.2 to 9.4, there were two kinds of context: national and local level. An aspect of the UAE government strategy (2011–2013) is the development of flexible and highly efficient organisational structures. It also focuses on decentralisation and granting government entities more authority and flexibility with a view to enhancing managerial efficiency. This is reflected in our findings that the decision-making in DSF

changed from centralised to decentralised through political pressure aimed at improving management in disability sport organisations. This is demonstrated in the structural transformations in all three organisations; not only did they expand in terms of their physical buildings and offices, but they also aimed at optimal or efficient structures such as creating new sections (and roles) to suit the needs of their growing organisations.

As regards the patterns of change, some studies (Greenwood and Hinings, 1988; Stensaker and Meyer, 2012; Werkman, 2009) have investigated the extent to which organisational change is likely to take place in some elements of structure and systems rather than others. Some organisational elements may be difficult to change due to deeply held values; they may need specifically changing in order to signal the purpose and seriousness of change within the environment they operate (Ian, 2008). This is similar to our findings that the change in disability sport organisations is not only external but also internal, and within the people responsible for managing and operating the organisation. For example, the establishment of strategy planning offices, public and media committees and a community development section impacted the increase in the number of board members (for DSF from 7 to 11 and for DDSC from 7 to 9). Here, the reason for structural change was mainly enhancement and improvement due to political pressures, unlike the reason for structural change in Canadian National Sport Organisations (NSOs) that occurred as a result of the introduction of paid professional staff (Thibault et al., 1990) to improve the effectiveness of the organisations; moreover, in the latter case, the pattern of centralisation initially increased and then decreased. According to the UAE Government Strategy (2011–2013), government policy should focus on customers and understanding their needs, thus resulting in enhanced customer services. Dukmak (2009 p. 33) performed an analysis of rehabilitation services in the UAE and evaluated their efficacy from the perspective of parents of children with disabilities; suggesting that there is a shortage in rehabilitation services in the UAE for individuals with disabilities, which are attributed to the policy issues as opposed to financial restrictions. Dukmak's (2009) study focuses only on the services for people with disability and does not consider other factors influencing organisational change, while this thesis considers several internal factors influencing change such as services, people, and technology. An analysis of findings, as mentioned in Chapters 6, 7 and 8,

reveal that services were limited due to the lack of strategic thinking, planning, and a shift in ideology. In fact, the provision of an increased range of services was stimulated by the gradual transition of social perspectives towards disability, as illustrated in Tables 9.2, 9.3, and 9.4. This trend or expansion pattern also explained how disability organisations were diversified, as services were expanded and increased to include the construction of new sport centres, swimming pools, athletic facilities, and sports libraries. In addition, an increased amount of information was disseminated through lectures on disability, religion, and social attitudes and through training courses or educational seminars for coaches. These patterns resulted in enhanced performance; the organisation of international events in-house provides evidence for the interplay between different levels of contexts.

It can be clearly seen that the major patterns are increasing or expanding. Moreover, some patterns are compared in terms of "the shape, character and incidence of particular pattern in case A compared with case B" (Pettigrew, 1997, p. 3). For example, an expansion pattern of change is identified for the number of executive board members for DSF and DDSC. This expansion was due to the structural change (or expansion) in both organisations, and was also prompted by developments in the political and economic contexts. However, the patterns of change for ADSC are completely different to those of the other two organisations, as the number of board members first increased and then decreased from 5 to 12 to 10. The reason for the increase was similar to that of DSF and DDSC (i.e. structural change or expansion), but an increase from 5 to 12 members was not made rationally and it was unnecessary to appoint that many board members at that time. As a result, club performance dropped and they have had to cut the number of extra board members. Many studies have analysed the nature of change as organisations adopt a more institutionalised structure, including those by Carey (2013), Child and Smith (1987), Cousens et al., (2001), Kikulis et al., (1995a), Slack (1985), Slack and Hinings (1992), and Thibault et al., (1990). However, according to Pettigrew (1997), the identification of what induces such transition is fundamental in the analysis of organisational change, such as investigating the underlying mechanisms that shape any patterns in various processes. This thesis expands the knowledge by exploring aspects of analysis that are omitted by the aforementioned studies, for instance, it examines the significance of changes to participant numbers which are correlated with incremental organisational change in DDSC and ADSC, as illustrated in

Table 9.1. This data indicates that while the number of participants in DDSC rose from 30 to 80 to 250, the number of participants in ADSC rose from 25 to 70 to 115. Although both experienced significant spikes in player numbers, DDSC witnessed a higher increase on account of their extensive competitive sports programme, which takes precedence over their hosting of social events. In comparison, ADSC aims for more balance between sport and social activities. This is because the ideology of each club has been quite different; each club follows local government's visions and policy, which are quite different in terms of the promotion of disability sport. Another pattern of expansion in hiring staff within the three organisations (DSF, DDSC, ADSC) is clearly seen in Table 9.1. In all of them an increase in staff members is evident, but at various rates: in DSF from 3 to 7 to 10, in DDSC from 10 to 23 to 65 and in ADSC from 7 to 30 to 70.

A similar pattern of expansion is observed for the number of volunteers that increased over time; for example, in DDSC from 0 to 100 and in ADSC from 0 to 200 volunteers. This dramatic increase was due to the fact that both clubs started organising international events in-house. The reason for the greater number of volunteers in ADSC than DDSC was because of the size of the organisation (ADSC is much bigger and has more social activities than DDSC). Apparently, the increase in the number of volunteers increases the capacity of organisations and makes them more professional.

The patterns of expansion, that is staff and volunteers, were identified as a result of the expansion patterns in terms of increased number of players, national and international events held in both clubs and participation in several sport competitions. Table 9.1 shows an increase in the organisation of national and international events in both clubs; in DDSC, national events increased from 7 to 14 to 45 and international events increased from 0 to 12; while in ADSC, national events increased from 5 to 11 to 18 and international events increased from 0 to 4.The reason for this is because the club has the capability to organise events (for instance, a stadium, playground and basketball court). Moreover, the participation in international events and dealing with international federations have had a positive impact on UAE disability sport in several respects; the board members gained much experience of disability sport in terms of organising international and national sport events and conferences, the coaches and referees acquired more training and experience and the players with disability gained vast

expertise and knowledge from their experience. This highlights the international context, in which the UAE DSF deals with many overseas federations, for instance, UK Disability Sport Federation, Germany Disability Sport Federation and Egypt Disability Sport Federation. They exchange resources, share experiences and collaborate to organise international events.

As Pettigrew (1985) mentions, complete structural transition is a complex and perilous process, yet the success of this restructuring lies primarily on the alleged centrality to organisational performance and then on complexity and scope of the transformation (Dawson 1994; Ferkins et al., 2010). Furthermore, though the investigation of elements that influence this transformation is integral, it is also important to identify patterns of change that eventually contribute to organisational performance suggesting that the process could enhance the overall operation of the organisation (Pettigrew, 2012). These specific paths of change for the three organisations emerged from the interplay between patterns of change at wider social, political, economic and organisational-specific levels of context, resulting in the improved performance of both clubs with regard to the number and types of medals won in various sport competitions. For instance, ADSC achieved one silver medal and one bronze medal at the London 2012 Paralympic Games. Thus, a definitive correlation was identified between organisational change and organisational performance, and these incremental changes led organisations to develop more structured operational frameworks (i.e. foundation to growth, to professionalisation). In addition, the hosting of regular events, training sessions, financial resources, and the provision of a broader range of services also contributed towards organisational performance.

There exists an inevitable relationship between capabilities to change by learning from differences in the competitive performance of firms (Stensaker and Meyer, 2012; Pettigrew and Whipp, 1991; Smith and Grimm, 1987). Thus, a strong sense of competition has been identified between the two organisations to become the best club in the UAE. Pettigrew et al., (2001) argue that the effectiveness of a change process is closely coupled with the successful outcomes resulting from implementation. Therefore, a strong link can be noted between change in organisational performance and organisational processes. This is evident from the impact of various organisational processes (for example, formalisation procedures) due to political pressures that are

translated into successful outcomes such as the DSF winning several medals in various international sport competitions. The impact of religion on the policy has been noted in the three organisations; namely, enabling integration among people with and without disability, and increasing social awareness about disability sport in general. Yousef's (2000) study into Islamic Work Ethic (IWE) and organisational change in the UAE investigates the influence of organisational commitment on the process of change, suggesting that commitment acts as an intermediary between IWE and attitudes towards organisational change, which is advantageous for those operating national and global enterprises. However, Yousef (2000) considers only one context (religion) as a factor to study change and does not consider any other factors, and uses one case study only. Findings from this thesis reveal measures taken by DDSC that were complementary to Islamic law had a more discernible impact on employee perceptions of the people with disability. An analysis of patterns of change indicates that Islam directly and positively influences various dimensions of both attitudes towards organisational change and organisational commitment. For example, DDSC offers services such as lectures on disability, a free clinic and accommodation for players, while ADSC offers free trips to Saudi Arabia for pilgrimage for the purpose of recreation, an in-house barber service and free meals for players with disability. Such transformation implies that organisational commitment mediates the impact of religion on behavioural tendency dimensions of attitudes towards organisational change (Yousef, 2000).

This section provided an overview of the various change patterns identified, analysed overtime within three disability sport organisations and conducted performance comparisons. On political, economic and cultural levels, the main pattern of change in disability sport in the UAE was incremental. The economic and political factors influence the ways in which DSF and other disability sport clubs work. At the social level, the construction of transformation, as an incremental and negotiated process, impacted the strategic orientations of the three organisations in terms of their refined policies. Another key pattern of change that was identified in DSF can be described as expansion in terms of control. This was to enhance coordination and to provide the federation with more control over the various categories of disability sport in the UAE. Another change pattern identified was that of centralisation of the sport governance in Dubai city. Also, at the organisation-specific level, various patterns of change were identified where all three organisations significantly enhanced their operations

compared with when they were founded. It can be clearly seen that most patterns continuously increased or expanded. None of the patterns were of shrinking or insulation, as discussed in the case of Bulgarian sport organisations (Girginov and Sandanski, 2008).

9.4 Role of Process in Organisational Change

Several studies investigated the process of change in the sports sector such as Carey, 2013 in Indiana; Cousens et al., 2001 in Canada; Girginov and Sandanski, 2008 in Bulgaria; Slack and Hinings, 1992 in Canada; Skirstad, 2009 in Norway and Thibault and Babiak, 2005 in Canada. All studies confirm the importance of the various organisational processes in understanding changes that occur over a period of time. For this purpose, several processes within the three organisations were studied to comprehend change in a better way. Skirstad (2009, p. 204), comments that "the process of change is important rather than the change itself and the view of process is related to gradual events".

According to Pettigrew (1997, p. 2): "process on change refers to sequences of individual and collective events, actions and activities unfolding over time in context". Following Pettigrew's definition, the present study found an important sequence of events in different periods of time, as shown in Tables 9.1 to 9.4, in the three organisations; for example, organisational events, elite success events, economic events, ideological events, public recognition events and knowledge sharing events. All of these are collective events. The several activities unfold over time, and this shapes the process of organisational change in disability sport in the UAE.

Moreover, Pettigrew (1997, p. 2) highlighted that "the aim in a processual analysis is not to produce a case history but a case study". The case study goes beyond the case history in attempting a range of analytical purposes. Firstly, there is a search for patterns in the process and presumably some attempt to compare the shape, character and incidence of this pattern in case A compared with case B. Secondly, there is a quest to find the underlying mechanisms which shape any patterning in the observed processes. The third analytical factor which may turn a case history into a case study reminds us that inductive pattern recognition has also to go hand in hand with deduction. The mechanisms that shaped the pattern of change in disability sport were the political

pressure, regular financial subsidies in return for performance, structural change and targeted promotional activities, i.e. changing the mindset of people and their attitudes. In addition to the policy, there was effective planning and agenda due to the increased experience of the board members, consultation, and good decision-making. It is also relevant to mention the application of awareness generating mechanisms resulting from the evolutionary process of cultural changes in the UAE.

Thus, this thesis examines the role of the pattern of change in shaping various processes, and also underlining mechanisms responsible for that; for instance, there were combinations of organisational, communication and financial mechanisms. All these mechanisms have shaped the process of disability sport in the UAE since being established in 1992.The process variables and themes focus not only on how such transformation is legitimised, but also on the various phases, steps, actions and organisational response (Armenakis and Bedeian, 1999; Pettigrew, 1987; Winch, 2011). Moreover, Pettigrew (1987, p. 659) argues that "the process is often not researched, but it is necessary to consider in order to understand how the change was achieved". Organisational processes are embedded in contexts; they refer to the actions and methods which are used in the collaboration and encapsulate the time-frame or life-cycle of the collaboration (Pettigrew, 1997; Van der Brugge and Van Raak, 2007). For example, from 1993 to 2002, issues at the coaches and players level were resolved in an irrational, unplanned and crude way (i.e. directly talking to the managers resulted in fights and unnecessary arguments). It was unproductive for the manager to spend more time in resolving such issues, which often did not reach any concrete results. In 2002, the process of resolving lower level issues was changed by introducing a coordinator to deal with the coaches and the players. This change was well-received and appreciated by all stakeholders as it facilitated management, time saving and outcomes, as well as the greater formalisation of the club.

Pettigrew et al., (2001) suggest that an in-depth understanding of organisational change can be achieved by studying various processes used by organisations to implement change, and the linkages between change processes and outcomes. Cross-sectional or horizontal analysis involves interconnecting longitudinally the phenomena of interest studied at the vertical level (Pettigrew, 1990, 1997, 2001). This suggests that in addition to using theory for driving analysis, it is also imperative to link the process with the

outcomes. The cross-sectional nature of this research encouraged insight into a number of change process issues identified by Pettigrew et al., (2001), which would have been difficult to obtain from only the longitudinal methods. These include the identification of patterns in the process of change, linking change capacity and action to organisational performance and evaluating the strength of relationships between process patterns and outcomes (Saboohi and Sushil, 2011). This diversity of patterns of change indicates that organisations do not simply adjust to pressures occurring in the environment, but also try to influence the external environments or contexts such as is evident from ADSC's social awareness programme, which was aimed at creating social awareness of change in the culture of society. Pettigrew (2012, p. 2) asserts the importance of time in the analysis of change and discusses the transitory nature of societal attitudes as well as the multiple contextual factors that can have an impact on how these attitudes evolve. In a similar way, as illustrated in Tables 9.2, 9.3 and 9.4, the current study investigates the performance of each club at several levels of context, for example, national level of context (players winning medals at the Sydney Paralympic Games), and local level of context (training ex players to qualify as coaches). This is because there was a discrepancy between decision making at the government and local levels. What constrains or enables change are the internal and external forces that combine to influence the direction of organisational change (Choi et al., 2011; Laughlin, 1991; Besson and Mahieu, 2011). For example, a radical change was witnessed in the process of communication in all three organisations in 2005, from a completely informal and unstructured mode of communication to a professional and structured style of communication due to external (political pressures) and internal (people's attitudes or behaviours) forces. For example, from 1993 to 2002 there was no specific agenda setup for the meetings, the agenda was not circulated in advance, meeting minutes were captured but in a very informal manner and with limited information, there was no format or structure and meeting calls were independently made by the club's manager. Due to political pressures to improve the club's performance (i.e. Dubai Sport Council's assessment policy) and change in the internal composition of the club (with new and more experienced board members), in 2002, the process of communications was transformed; the new board decided to have a formal procedure of communications inside and outside the club. As a result, discussions became more formal with respect to strictly following agendas, structured meetings and the recording of meetings. Moreover, managers could now concentrate on other important commitments assigned

by the board members and the trivial task of organising meetings was deferred to the Administration Secretary. Another significant influence of external factors was demonstrated by the transformation in the process of requesting funding from the government when DDSC joined the Dubai Sport Council in 2005, resulting in a positive impact on the club in terms of increased budget from the Council.

A combination of change patterns informs various decisions and actions within an organisation. Such sequences of events, actions, and activities highlight the behavioural component of change that indicates how actors perceive and interpret it (Girginov and Sandanski, 2008). Moreover, Pettigrew et al., (1992) suggest that stakeholders', managers' and worker's actions and responses to the actions are key to analysing organisational change. An aspect of the UAE Government Strategy (2011–2013, p.22) focuses on "decentralization and granting government entities more authority and flexibility with a view to enhancing managerial efficiency aiming to adopt principle of a good institutional governance". Such transformation is quite evident from the process of decision-making in ADSC, which was semi-centralised from the time the club was established until 2006. All decisions were made mainly by the President of the club, and this impacted negatively, leading to a lack of internal evaluations, a lack of training courses and negligence in organising international events in the club, resulting in low performance.

In 2007, when new board members were appointed, the decision-making process became decentralised; decisions were made in a democratic way and the voting system was introduced. This change was well-received by all external and internal parties including the players, and translated in more formalisation, professionalism and improved club performance; for instance, two medals (silver and bronze) were won at the London 2012 Paralympic Games. Inglis (1997) found that volunteers and paid staff in Canadian sport organisations prefer to be involved in the decision-making process that is usually conducted by board members. However, it was noted that in none of the organisations were volunteers or staff involved in decision-making and, although democratic, they are still under the control of higher management.

9.5 Conclusion

This chapter discussed research findings concerning the three case studies from a contextualist approach. As Pettigrew (1990) mentions, explanation of change is bound to be holistic and multifaceted. Four key analytical tasks were conducted in three sports organisations (DSF, DDSC, ADSC) in the UAE. The contextualist approach allowed insight into the historical, contextual and processual nature of organisational change. It was also possible to discuss various forces shaping its course and outcomes. While studying time and history to understand organisational change in disability sport in the UAE, it has been quite clear that this key task of analysis plays a significant role in identifying clear patterns of change and eliciting interplay between different levels of context. Various examples demonstrate the interplay between different levels of context including the sport sector and organisation-specific contexts.

As regards time and history, the influential role of political context and pressure has also become evident in comparing enhancement and formalisation in the three organisations. The role of time and history also demonstrated a cultural shift in UAE society in terms of the changing attitudes of people towards disability sport both outside and inside the club. It was seen that history and time play a vital role in understanding organisational change. Moreover, transformation in ideologies is seen in the shift in focus from social and recreational activities to more consideration for international sport competitions and winning several medals at international events. Examination of time and history also demonstrates a cultural change in UAE society and the mindset of people towards disability sport, which was evident in women joining as board members and the opening of women's sections in the clubs. In all three organisations, the level of formalisation changed over time in terms of document keeping and archiving, internal assessment and evaluation, financial reporting and formal ways of communication. Therefore, patterns of change were also studied at the organisation-specific level of context of the DSF, DDSC and ADSC, which followed similar change patterns of expansion from foundation, to growth and professionalisation. All three organisations significantly enhanced their operations from when they were founded. None of the patterns of shrinking and insulation, as reported by Girginov and Sandanski (2008) for Bulgarian sport organisations, were identified. These corresponded to their receptivity to change, thus confirming that Pettigrew's internal context, including organisation

structure and culture, influences various patterns of behaviour and attitudes towards change (Pettigrew et al., 1992). As Weick and Quinn (1999 p. 369) comments on the nature of direction of organisational change, in case of an episodic change the three key processes are inertia, triggering of change, and replacement. Inertia corresponds to the freeze state where organisations are in a quasi-stationary equilibrium and unable to change in an agile manner, and once the change is triggered due to some external or internal pressures then replacement takes place. The change in the three organisations was episodic and reflected periods of divergence between the internal structure of these organisations where initially the organisations were not receptive to change, and it was difficult to change (inertia); then the change was triggered due to political pressures and replacement in terms of the organisational structure and services were made.

The study of the change patterns and factors influencing change, as a second key analytical task, reveals a clear pattern of evolution from foundation to growth and to professionalisation in all three cases over a 20 year period (1992– 2012); from small organisations with no offices and location, to modern complexes and offices, many staff, players and members. During the course of this study, several patterns of change emerged at political, economic, social and organisation-specific levels of contexts. An incremental transformation formed the pattern of change in these organisations in the UAE. It can be clearly seen that most patterns concern various organisational expansions.

At the organisation-specific level of context, the three organisations (DSF, DDSC, ADSC) experienced change patterns of expansion, and there were no shrinking or insulation patterns. The patterns of change for ADSC is so much different to the other two organisations; it increased and then decreased only specifically in terms of the number of board members. The strategy for both clubs (DDSC and ADSC) is different especially in terms of the visions, which for DDSC is to become the best club in the Arab world for disability sport, and for ADSC to help and support people with disability in various fields such as sport and social integration. This means that the ideology and organisation of each club are different and can have significant impact on the form and processes of change.

The study of the link between change and organisational performance, as the third key analytical task, showed that change has exercised a major influence on the performance of the three organisations, which changed and improved over time due to political, economic and cultural factors. Additionally, change in the qualifications and experience of board members and staff resulted in increased performance among these disability sport organisations, leading to greater formalisation, winning more medals in various sporting competitions and organising international events. Moreover, there were important sequences of events found in different periods of time in the three organisations. The changes included organisational, elite success, economic, ideological, public recognition, and knowledge sharing events. Study of the role of process in organisational change, as the fourth key analytical task, has highlighted how process plays a significant role in understanding change. Several processes in disability sport in the UAE were examined, such as the process of communication, decision-making and funding requests. Furthermore, there were several mechanisms that shaped the pattern of change process in disability sport: political pressure, financial subsidy, structural change, policy, promotional targeted activities, and application of awareness generating mechanisms that resulted from the evolutionary process of cultural changes in UAE. Moreover, there were effective planning and agenda due to the increased experience of the board members, consultation, and good decision-making. Hence, studying each of the processes in detail enabled better understanding of the interplay of various influencing factors of change in these organisations.

CHAPTER 10: CONCLUSION

10.1 Introduction

This chapter begins with a brief summary of the nature of the thesis and the reiteration of the research questions. It then attempts to explicitly describe the key findings of this research in a research summary in order to provide a consolidated explanation of both theoretical insights and the results of this study. The next section discusses the main research contributions in relation to the body of knowledge. Subsequently, recommendations are categorised according to various stakeholders and the limitations of this research are discussed. Finally, directions are provided for future research in terms of organisational change theory.

10.2 Summary of the Study

The main aim of this study was to understand organisational change in disability sport, specifically examining UAE disability sport organisations, which has different culture, religion, language, and laws as compared to the Western world. Change in disability sport organisations in the UAE has been a long and gradual process shaped by a number of contextual and structural factors, and events. The study rationale was to contribute towards the understanding of disability sport development as an issue in the UAE and the rest of the world. The chosen focus of research is unique and as far as can be ascertained no substantial research has been conducted in the field of understanding change in disability sport organisations and within the UAE context in particular. Therefore, the study aims to contribute to the existing knowledge in the area and to suggest research dimensions in which future research regarding disability sport development could take place in the UAE and beyond. This thesis addresses the research question "what factors, processes, and mechanisms are responsible for organisational change in disability sport in the UAE? In order to answer the research question, the following questions were asked:

1) What is the role of religious, political, cultural, and economic contexts in the formation of visions and policies in UAE disability sport organisations?

2) How time and history shape organisational change in UAE disability sport organisations?

3) What are the patterns and mechanisms of change and performance in disability sport in the UAE?

4) How and why the process of organisational change in UAE disability sport organisations unfolds?

From the beginning of the study, it was clear understanding organisational change in sport organisations has been the main topic of interest to several researchers, specifically in western countries, but limited research has been conducted in the Arab world, in disability sport in particular. As Chapters 3 and 4 demonstrated, there is still a long way to go in understanding how organisational change has influenced disability sport organisations. So this area is under-explored in the context of disability sport not just for the UAE but for the rest of the world. Previous literature in this field has been primarily concentrated on sport and not disability sport. Studies that have attempted to address disability sport have focused on areas such as innovation, culture, organisational power, structural systems, authority, gender imbalances, influence, quality, capacity, human behaviour and leadership. Studying these factors separately has provided important insights but also means that researchers have developed a fragmented understanding about disability sport. In addition, the separate studies of different elements has inevitably limited understanding on how organisations act, react and affect their surroundings in achieving organisational change nor did they attempt to address organisational change from the dimension of the organisation. Therefore this study was adapted to gain a holistic understanding of organisational change from the organisational dimension. Based on the history of disability sport, this study has demonstrated the gap in understanding the institutional perspective and role of change

in disability sport organisations. It is unknown what the wider consequences and actions of the role of religion, political environment, social, cultural and economic conditions are and how they will shape organisations. The study has highlighted that organisations are becoming far more institutionalised, with greater dependence on users from the services provided by organisations so it is important to address why and how these changes have occurred. Hence, for this research, various contexts studied include the religious, political, cultural, and economic factors that affect the formation of visions and policies concerning developments in the UAE disability sport organisations. The research used a contextualist approach (Pettigrew, 1987), to understand change in disability sport organisations in the UAE, examining political, economic and cultural transformations. This was done by using elements of Pettigrew's approach such as context, content, time, history, and process, including the structure, policy, culture, religion, services, people, resources, and outcomes of three organisations - DSF, DDSC and ADSC in the UAE. The Pettigrew approach was preferred for this study because it not only showed the contextual pressures (internal and external), but identified the key actors and their authority, organisational structures and strategies that influence change. Other key strengths included the rich description of the context which encapsulated actions by pursuing a qualitative and interpretive direction for examining change. This thesis also investigated the role of time and history in understanding organisational change in UAE disability sport organisations.

10.3 Summary of the Findings

The research findings illustrate that UAE disability sport organisations have undergone a dramatic change over time, from a strong focus on social and recreational activities to concerns with elite success and international competitions; from small organisations with no offices or location, few staff, players, and members, to modern offices with many professional staff, players, and members. Disability sport organisations have increasingly become important agents within disability sport. Existing research has largely neglected the organisational dimension and failed to address the growing institutionalisation of disability sport. In addition, disability sport in the UAE witnessed improved services and facilities. It has been shown that attitudes, behaviours and perceptions of people depend on the role of the organisation. The role of sports clubs

and federations promote access to sport and hence it is important to understand the role of organisations in making these changes.

The second finding is that the thinking or mind-sets of organisational members (and society in general) about disability sport and disability have changed over time. This is evident from the transfer of focus of UAE disability sport organisations from social and recreational entities to ones which are organized and participate in championships, where they had won several medals in international competitions. As shown in Tables 9.1 to 9.4 in Chapter 9, studying time and history helped in identifying various types of events that shaped the three organisations, for example with respect to their structure, level of formalisation and services. This shows that history and time play a vital role in understanding change.

The third finding indicates that time and history also demonstrate a cultural shift in UAE society towards disability sport, as well as within the organisations. For example, this is demonstrated through the DDSC opening a women's section to provide them with an opportunity to participate in sport. Moreover, looking over the time horizons, diachronic events were found referring to things that happened over a long period of time, such as the recruitment of board members for DDSC in 1994, and the organisation of a national championship in 1997 (which is a type of organisational event as mentioned in Chapter 9). In addition, it was found that synchronic events are used to study a phenomenon that is co-occurring in multiple places, for instance the government increased the budget of the three organisations in 2005.

10.3.1 What is the role of religious, political, cultural and economic contexts in the formation of visions and policies in UAE disability sport organisations?

The research findings reveal a gap between Islam and cultural practices that were misconstrued as Islamic. Such clear boundaries between culture and religion need further research in order to fully understand this dichotomy. It is important to note the distinction between culture and religion within this context where culture might be considered as a causal agent that affects the process through human means, and religion can be considered as a process of revelation that affects the process through a human's measure of faith (Al-Qardawi, 2013; Bonney, 2004). The acceptance of cultural relativism needs to be constrained for appreciating dignity and human life. The UAE

and Arab (or Gulf) culture shows a negative influence on attitudes towards disability, but this has changed over the years. Research findings demonstrate that social attitudes towards people with disability have changed, partly owing to the International Human Rights campaigners that have turned their attention towards the issue of whether children with a disability need to be educated in mainstream schools or in special needs schools (Arif and Gaad, 2008). The research findings explore the fact that Islam has a direct impact on the policy and change of disability sport. This impact was manifested in two important ways. Firstly, the study revealed that Islam regarded disability as a social issue whereby a Muslim society has the responsibility for individuals with disability, and must address various issues faced by those people. This interpretation of disability in Islam is in line with and predates the social model established in the West in the 20th century (Shakespeare and Watson 2002). Unlike the Western world where the social model of disability was developed as a reaction to the dominance of the medical model of disability, which places the emphasis on rehabilitation and individual responsibility, disability in the UAE has always been interpreted as a social issue and a responsibility of society. However, Islam does not ignore the medical model completely as there are many rehabilitation centres for people with disability in the UAE, as mentioned in Chapter 2. Secondly, the social model of disability has had profound implications on the visions and structures of disability sport organisations and it was not until recently that they started to combine the social character of most organisations with concerns for performance and efficiency. UAE laws are derived from Islam and applied in various aspects of life. Therefore, Islam directly impacted the DSF policy from the day it was established until the present day, and is likely to continue to do so in the future. This resulted in the opening of a women's section in each club, organizing trips to Saudi Arabia for pilgrimage, lectures on religion and social attitudes, free meals, a free in-house barber service, and accommodation for players commuting from far-off places. All these services have further encouraged players with disability to participate in sports and to join the clubs. Also, the research findings reveal that Islam plays a vital role in changing people's mind-sets towards individuals with a disability through the lectures delivered by Islamic scholars both inside and outside the clubs. Social opinions have also altered concerning how important these people are in Islam and how the religion suggests they are cared for. Islamic scholars also deliver lectures for people with disability in terms of demonstrating patience, as it is seen as a test from God. These lectures have enlightened many people towards the value of those with a

disability in the eyes of God and how Islam recommends them to be treated over time, from the day of the prophet (Mohamed, PBUH) until now. Not all Muslims know Islamic views towards people with disability and how it deals with them. This lack of knowledge is due to inadequate education, or misconstrued interpretations of Islam.

Moreover, this study also examined the critical role of the political context including political pressure within the three organisations in terms of document keeping and archiving, internal assessment and evaluation, financial reporting, agenda setting, all of which have changed from informal to formal processes. Additionally, the law created by the UAE government in 2006 aimed to help, enhance, and change the life of people with a disability in terms of employment, education, health care, and sport. Therefore, the law put political and legal pressure on which impacted on the policy of the three organisations in terms of recruiting people with disability as part of their staff activities so that they can meet the target set out by the government.

10.3.2 How does time and history shape organisational change in UAE disability sport organisations?

Spread over a period of 20 years, the history of change followed three stages of:

i)   foundation (1992-1999)

ii)   ii) growth (2000-2004)

iii)   iii) professionalization (2005-2012)

Findings from this research demonstrate that the UAE disability sport experienced a substantial change over the period of time (20 years) not only in terms of shifting their focus from social and recreational activities to elite success and international events, but also in terms of enhancement in the organisational structure, office buildings, players, professional staff, and facilities. In addition, disability sport in the UAE witnessed improved services and facilities.

The second findings illustrate that the societal perspective towards disability sport and disability has changed overtime, thus changing the ideology of the members of disability sport organisations. An ideological shift has shaped the UAE disability sport organisations from mere social and recreational entities to be more focussed on

disability sport and participating in international championships with a desire to win medals. As shown in Tables 9.1-9.4 in Chapter 9, studying time and history helped identifying various types of events that shaped the three organisations, for example, the organisational events contributed to change in structure, the economic events contributed to an increase in budget, and the ideological events contributed to change in the level of formalisation, and services. This shows that history and time play a vital role in understanding change.

10.3.3 What are the patterns and mechanisms of change and performance in disability sport in the UAE?

Several patterns of change were analysed over time within each organisation and performance comparisons were conducted. An overview is provided of the various patterns of change that were identified in the three disability sport organisations examined in this research. At the domain level of contexts, an incremental pattern was identified as the main pattern of change in disability sport in the UAE. The economic and political factors influence the ways in which various organisations and disability sport clubs work. At the social level of context, the construction of transformations, as an incremental and negotiated process impacted on the strategic orientations of the three organisations in terms of their refined policies. Considering their significant influence on organisational transformation, the patterns of change were also studied at the organisation-specific level of context, where all three organisations significantly enhanced their operations compared to when they were founded. For example, a second pattern of change that was identified in the DSF can be described as *expansion* in terms of control (or span of control). This was to enhance coordination and to provide more control to the federation over various categories of disability sport in the UAE. Another change pattern identified was that of the centralization of sport governance in Dubai city (see Table 10.1).

There are several mechanisms that shaped the patterns of change in disability sport such as political pressure, financial subsidies, structural changes and targeted promotional activities (i.e. changing the mind set of people and their attitudes). In addition to policy, there was effective planning and agenda setting resulting from the increased experience of the board members, regular consultations, and effective decision-making. It is evident that the main patterns of change were of increasing and expanding as no patterns of

shrinking or insulation were found as reported in other studies (Girginov and Sandanski, 2008). Also, a radical change was witnessed in the process of communication in all three organisations, from a completely informal and unstructured mode of communication to a professional and structured style of communication due to external (political pressures) and internal (people's attitudes or behaviours) factors and forces. The informal way of communication is typical for the UAE culture, which is based on mutual trust and friendship, but within the context of the three organisations this form of communication has been giving way to more professional and business-like exchanges. The significant influence of external factors is demonstrated by a transformation in the process of requesting funding from the government.

Table 10.1 Summary of (finding) type pattern, process, mechanisms, sequence, mode, unit of change in the three organisations (DSF, DDSC, ADSC)

Change	DSF	DDSC	ADSC
Pattern	**Expansion, increase, gradual, incremental**	**Expansion, increase, centralisation, incremental**	**Expansion, increase, decrease, incremental**
Process	Several activities unfold over time, and this shapes the process of organisational change in disability sport in the UAE. For instance: knowledge sharing events, organisational events, ideological events, public recognition events, elite success events, economic events Individual events for instance: in case of a tie in voting the president takes action, semi-centralised decisions, structured meetings, agenda sent before the meeting, and capture meeting minutes.	Organisational event Economic event Ideological event Elite success events Individual events for instance: Manager responsible for improving relations between players and coaches Decentralised decision by voting, structured meetings, capture meeting minutes	Organisational event Public connection event Ideological event Knowledge sharing event Elite success events Individual events for instance: Manager responsible for taking action towards staff and players, decentralised decision by voting, structured meetings, capture meeting minutes
Mechanisms	Political pressure Financial subsidy Structure Promotional targeted activities	Political pressure Financial subsidy Promotional- targeted activities Application of awareness generating mechanisms	Political pressure Promotional targeted activities Structural adjustments Application of awareness generating mechanisms

Type of change	Episodic, radical	Episodic, radical	Episodic, radical
Sequence-Unfreezing	Government identified poor performance of DSF and encouraged DSF to change Cognitive changes at individual and societal levels allowed to perceive disability not as a curse but as a social construction	The local government identified flaws in the performance of the DDSC and decided to introduce changes in the club	The local government identified poor performance of the ADSC and decided to introduce changes in the club
Changing	The organisation was restructured in order to meet the new goals and targets set out by the government	The organisation was restructured in order to meet new targets and goals set out by the local government	The organisation was restructured in order to meet new targets and goals set out by the local government
Refreezing	The new organisation was supported by the government to adapt towards the new law and policy via training the staff, improved facilities and services so the change is smooth	The government helped the club by increasing the budget so the club is encouraged to adapt to the new changes and get involved internationally by organising events	The new organisation was supported by the government to adapt towards the new law and policy via training the staff, improved facilities and services so the change is smooth
Theory of change	Teleological (envision/set goals, implement goals, dissatisfaction, search/interact, and envision/set goals)	Life cycle (sequence of started -up, grow, harvest, terminate)	Life cycle (sequence of started -up, grow, harvest, terminate)
Mode of change	Prescribed and predetermined	Consultation and prescription	Consultation and prescription
Unit of change	Executive board, departmental structure, policy	Structure, policy, services, facilities	Structure, policy, executive board

10.3.4 How and why the process of organisational change in UAE disability sport organisation unfolds?

The process of decision making in the DSF was initially centralized, but subsequently became decentralized. Pettigrew et al., (2001, p. 700) argue that "process is a sequence of individual and collective events, actions, and activities that unfold over time in the context describing change in various entities". Thus, the role of process in organisational change in UAE disability sport organisations was studied. The research findings explored important sequences of events in different periods of time in the three organisations. To start with organisational events contributing to major structural changes, then economic and ideological events resulting in increased budget and increased formalisation, then elite success events contributing in terms of winning medals, and public recognition and knowledge sharing events contributing to public awareness through media programmes, as shown in Table 10.1.

This study set out to pursue further three fundamental questions in order to summarise: what has changed; how it has changed, and why it has changed? These are elaborated in the following sub-sections.

10.3.5 What has changed?

The wider change that has occurred within disability sport organisations in the UAE has been their transformation from a place for socialization and compassion to professional bodies concerned with performance and effectiveness. There were some structural and qualitative changes in terms of the operations of the organisation, its professionalization, and formalisation. In terms of the organisational structure, there were substantial changes in the three key dimensions of the organisation in terms of greater work specialization, professionalization, and formalisation. In addition, decision making has changed from centralized to decentralized and more inclusive. Moreover, policy priorities have changed from social and recreational sport to participation in international competitions. Organisational member attitudes towards people with disability have changed, as have services, facilities and technology (IT, rules and regulations). Finally, board members and staff qualifications and experiences have also changed.

10.3.6 Why and how it has changed?

Organisational structures have changed as a result of mainly political pressure from the UAE government to improve and enhance the quality of life of people with disability. Part of the change could be attributed to the changing societal attitudes about disability and the resultant demand for better opportunities for sport and social integration. This finding supports a wider trend in the organisational change in sport literature where the impetus for change was provided by a government intervention of some sort, as demonstrated in Canada (Amis et al,, 2004), Norway (Skirstad, 2009) and Bulgaria (Girginov and Sandanski, 2008). To understand how change in the UAE disability sport organisations occurred, it is imperative to attend to the patterns, mechanisms and process of change.

Pattern: A pattern of continuous, gradual change including expanded structures, increased formalisation in terms of documentation, communication, decision making, procedures and protocols was observed. Moreover, there have been an increased number of events and international championships and improved services for players and the public.

Mechanisms: the main mechanisms behind the change, which impacted on disability sport, include political pressure, financial subsidies, structural and targeted promotional activities. Also, some specific events played a major role in changes which are discussed in detail below.

The study identified specific events that were responsible for some of those changes for example, organisational events, elite success events, economic events, ideological events, public recognition events, and knowledge sharing events. At the beginning change was introduced typically by organisational events. However, organisational events were later complemented by other events so lasting organisational changes can occur. A related mechanism of change was mimicking of what DiMaggio and Powell (1983) describe as 'mimetic isomorphism'. In a small country like the UAE success of one disability sport organisation was readily replicated by other organisations in the field. Pettigrew was criticised for offering little details as to what needs to be examined (Carter, 2000). This study has tried to answer this criticism by specifically looking at

the nature of specific key events and mechanisms responsible for organisational change in context.

Process of change: Pettigrew's (1990 p. 338) definition of process is as a sequence of individual and collective events, actions, and activities unfolding over time in context. In addition, he noted that the aim of the process analyst is to catch this reality in flight. In the case of the UAE disability sport several activities unfolded over time, and shaped processes in the three organisations. For example, organisational elite success, economic, ideological events, public recognition and knowledge sharing events are all collective and individual events. At the same time, these collective events were complemented by individual events such as isolated change of personnel or the introduction of a piece of technology in one department (see Table 10.1).

10.3.7 Sequence of change

The sequence of change observed in this study was similar to what Lewin in1951 noted, that there are three stages of change including unfreeze, change, and refreeze. The first stage of change, unfreezing, involves raising organisational members' awareness that they can improve the work of their organisations as well as creating the political and economic conditions in the form of new policies and laws for change to take place. The second stage, changing, was concerned with substituting or making one thing into another thing, and in the case of the three organisations it was observed in turning what used to be a place for socialization into a professional organisation with formal rules and code of conduct. The third stage of change, refreezing, involves sustained periods of work under the new conditions before entering into the 'unfreeze' stage and starting the cycle over again. According to Weick and Quinn (1999) there are four basic process theories of change each characterized by a different event sequence and generative mechanism including life cycle theories, teleological theories, dialectical theory, and the evolutionary theory.

This study fits with life cycle and teleological theories which have an event sequence of start-up grow, harvest and termination, and of envision/set goals, implement goals, dissatisfaction, search/interact, and envision/set goals respectively. For instance, in the case of DDSC an organisational event of setting up the club was followed by growth in its

capacity leading to elite success and the termination of the purely social character of the club and its transformation into an entity concerned with elite success as well. The organisational change literature also distinguishes between two key properties of change including the unit and the mode of change (Weick and Quinn, 1999). The main unit of change in the disability sport organisation has been their Boards and services, which was reflected also in various structural adjustments. Additional units of change included changing the remit of different departments and introducing new organisational units. The mode of change alternated between first-order changes, that is those prescribed by law and Governmental interventions, and second-order changes, or those resulting from changes in cognitive frameworks held by various organisations such as whether the nature of those organisations should be concerned with socialization of people with disability or with success on the international stage.

10.3.8 Episodic change

The phrase episodic change is used to group together organisational changes that tend to be infrequent, discontinuous, and intentional (Weick and Quinn, 1999). The change in the UAE disability sport organisations was episodic and reflected periods of divergence between the internal structure of these organisations and the environmental demands to be more receptive to political expectations and those of people with disability for providing more efficient and professional services in the field. Most of the change observed in this study was intentional and came from the Government, as well as from the deliberate actions of Board members. In addition, change in disability sport in UAE was discontinuous and infrequent. Weick and Quinn (1999, p 372) noted that there are five assumptions relevant to episodic change including

   i.   linear assumption
  ii.   progressive assumption
 iii.   goal assumption
 iv.   disequilibrium assumption
  v.   separateness assumption

The episodic change noted in this study relates to the progressive assumption, as it saw a clear movement from a lesser to a better state of disability sport organisations over a period of twenty years. Thus, the inclusion of time and history in the study was

confirmed, as a snap shot of change in any organisation would not have revealed the same character of episodic change (see Table 10.1).

The role of the change agent in episodic change was played mainly by the UAE government, and the boards of disability sport organisations. But motivation for change came from the desire to imitate good practices elsewhere as well. There is competition between clubs in the UAE to be the best in supporting people with disability in term of offering sport services, facilities, national and international events. For instance, if Dubai Disability Sport Club organized an international event, a year later the Thiqa Disability Sport Club, which belongs to the city of Sharjah would imitate Dubai C, by organizing an International Wheelchair and Amputee (IWAS) event in the club. Moreover, in 2014 the Thiqa Disability Sport Club also opened offices of IWAS and the International Paralympic Committee (IPC) in the club in Sharjah city. In addition, there is political pressure (motivation) to change as well. So most of the imitation has impacted positively on disability sport clubs in order to enhance and improve the wellbeing of people with disability.

10.4 Research Contributions

This study is new and unique to the field of disability sport and for the UAE and the Arab world in its use of Pettigrew's approach to study organisational change in disability sport. Various researchers have studied organisational change, but as far as can be ascertained, this is the first study to be conducted in the UAE since the country was established in 1971. The history of disability sport demonstrates that further research needs to be undertaken to analyse the institutional perspective and role of change in disability sport organisation. A few studies have investigated change in sport organisations using Pettigrew's approach, but none was conducted with disability sport organisations.

As mentioned in Chapters 3 and 4, the organisational perspective is virtually absent from existing disability sport literature so this study has made a sizeable contribution in filling this gap in knowledge. However, the three models of disability (biomedical, functional and disability) touched on various aspects in society, the environment and the

function of individuals. All of these aspects are part of the contextualist approach (context, content and process). As a result, this study has bridged the gap between different models of disability, and in particular its interpretation by Islam and the role of sport organisations.

The history of disability of sport has also significantly changed over the last 50-60 years in terms of acceptance, achievement and organisational development. Hence it is clear that the acceptance of people in disability sport and the development of disability sport organisations can only be achieved through the help of a range of organisations (medical, media, government, sport, etc.). Thus, this research found its place in examining and understanding the change in disability sport organisations.

This research also complements the literature by studying the evolution of change in disability sport in the UAE by providing a historical view in order to develop future research on understanding organisational change. Furthermore, by using a contextualist approach (Pettigrew, 1987, 1992, 2001, 2012) this research explains the changes in the three organisations, DSF, DDSC and ADSC, in terms of political, social factors, religion, culture, services, people and technology. Moreover, this study uses a research design including multiple case studies and a mixed method approach, and examines both diachronic and synchronic aspects of change in sport organisations, which other studies do not consider altogether. Thus, it could be claimed as a methodological contribution to this research.

This research contributes to existing knowledge by elaborating the role of national culture (i.e. Arab) and religion (i.e. Islam) in shaping change in disability sport organisations in the UAE, where a significant distinction between religion and culture was examined. The research findings reveal a gap between Islam and cultural practices that were misconstrued as Islamic. For example, UAE culture translates a negative influence on people's attitudes towards disability, whereas Islam has always advocated in favour of people with disability and recommends offering them equal rights with the rest of the society. Thus, contrary to the popular notion that in Muslim society religion takes precedent over the personal and legal spheres, in the case of the UAE culture has been a much stronger factor in determining personal and societal attitudes to disability.

A further contribution of this research is that it studied organisational change at national level through three organisations, one national and two local, but in the context of three autonomous emirates. Since the UAE is a federation of seven states (emirates) each with its own ruler this means a state within the state, which offered unique insights about the role of political context in understanding organisational change.

Pettigrew's studies of organisational change have been confined to a single organisation (e.g. the NHS). A further contribution of this research has been the use of Pettigrew's five analytical challenges to study organisation change in UAE, which has not been achieved either by him nor any other researcher before. The limitations of the contextualist approach in terms of offering little detail as to what needs to be studied were addressed by employing elements of process and structural theories allowing the capture of the specific stages of the unfolding of the process of change and the key structural dimensions of organisations concerned. This combination of theoretical perspectives has resulted in producing a more coherent and richer picture of organisational change.

As a result of this study it was demonstrated that the contextualist approach is a viable framework for enhancing understanding of change in disability sport organisations in UAE due to its comprehensiveness, which led to collecting rich data from the three case studies. Pettigrew's approach allows for understanding the complete picture of the variables involved in organisational change. From a theoretical perspective, the framework helped to better understand what, why and how changed over time within the context of the UAE disability sport organisations. As evident from the discussion, change in a system where there are many stakeholders with different values, interests, and objectives usually get affected by contextual pressures outside of and within the disability sport organisations. This impacted on their values and legitimacy, structures, culture, policy, people, service and strategies. In addition, Pettigrew's approach underscores the importance of what the managers and leaders can do to manage change. By understanding the process one can learn how change was achieved, and this is necessary if one wants to learn from the process. The ability to better understand the process of change is a special skill which will be quite helpful for sport managers. This study also answers the calls from other researchers who have expressed the need for

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further studies on organisational change using the Pettigrew theory to evaluate the content, contextual and process issues (Armenakis and Bedeian, 2011).

Finally, this is the first investigation to combine religion (Islam) and organisational theory to study organisational change. The prevalence of religion over the personal and legal realms creates favourable conditions for a truly strategic organisational behaviour as it eliminates cultural and social uncertainty as determining factors in managing change. Religion also provides the main language of change, which becomes a valuable instrument for managing organisational change for disability sport organisations.

10.5 Policy Implication

It is important to raise awareness of the reality of people with a disability in the Arab world and how an Arab government treats them, particularly in the UAE in terms of the right to education, health care, lifestyle, accommodation, financial support, and sport participation. The findings of this research are significant for policy makers and sports practitioners in the UAE as they illustrate both the positive and negative aspects of the work of these organisations. Knowing the sequence of change and the key mechanisms responsible for it will allow policy makers and managers to more effectively plan and execute change in sport organisations nationally and locally. Furthermore, the study revealed that the main assumptions of the disability sport policy in the UAE are grounded in the social model of disability which is underpinned by Islam. This will have serious implications for the development of future strategies in the field where the state will have a leading role.

The study also draws attention to the need of careful assessment of both the external and internal contexts of an organisation before any significant change is introduced. The findings suggest that all stakeholders should be consulted in the process of planning and implementing change. In addition, the findings provide guidance for further research on disability sport in the UAE, including the participation of women with a disability, and the role of the media and culture

10.6 Recommendations for practice

Several recommendations emerged from this study that relate to disability sport organisations and change management. These recommendations refer to the conceptual underpinning of this research and are categorized according to various stakeholders, general recommendations for sport organisations, recommendations specific to DSF, and recommendations for the UAE authorities. Below is a list of recommendations which do not follow directly from the research objectives, but have transpired in the process of conducting the three case studies. However they represent the starting point of any organisational change, which begins with the failure of an organisation to do something (Weick and Quinn (1999). Therefore, the recommendations below both capture a range of failures that took place in the three cases and suggest courses of action, which entail embarking on a new cycle of change. In this new organisational change process the organisation has to put in place structural measures, to reconsider its objectives, operations and working procedures and to address any limitations.

a)   General Recommendations for sport organisations

1.   Resulting from this study of understanding organisational change in UAE disability sport, it is recommended that it would appear advantageous for all sport clubs to be under the umbrella of the DFS in terms of supervision, administration, finance, staff and coaches and players development, in order to handle them, and to create a single strategy and vision for all of the clubs because:

   a. UAE is a small country and its resources need to be carefully deployed and utilized;

   b. Although the clubs have similar aims, the DSF cannot interfere in the clubs' decision making. Currently, each club is under a local government and they have their own policy, separate budget, and strategy.

2.   Since UAE started considering disability sport in 1992, only a few of the UAE's citizens have obtained certified training to become coaches and referees in disability sport. The majority of coaches are foreigners, as mentioned in Chapters 6 and 7. So it is recommended that all three organisations should encourage UAE nationals to obtain coaching and refereeing qualifications by giving them incentives and provide them with all the factors of success. This will ensure greater sustainability of disability sport.

3.   During our study of understanding organisational change in the three organisations it was found that the UAE's society and culture do not allow the mixing of gender in events. As a result, when events were organized for females with a disability, there were few female volunteers in the clubs. It is recommended that DSF and clubs need to encourage the participation of volunteers, particularly female volunteers.

4.   The number of people with a disability in the UAE is approximately 7-8% of the overall population (Bradshaw et al., 2004), but the participation rate in sport is generally considerably lower. It is recommended that DSF and clubs develop a national strategy to encourage families with members with disability to enrol them in the clubs.

5.   Resulting from this study of understanding organisational change in UAE disability sport, the DSF and clubs focus on athletics only, and pay little consideration to other sports, for instance, football for the blind and deaf. It will be useful to consider expanding their focus including more team sports and build teams for such games in order to enhance the opportunities for participation including in international events.

6.   While studying organisational change in disability sport organisations in UAE, it was found that the number of women members of sport disability clubs is still very low and most of them come to the club for social activities and do not participate in sport. Although the UAE disability sport opened a section for women in 2002, it is recommended that the DSF and clubs increase awareness about sports for women with a disability.

b)   Recommendations for DSF

1.   While studying organisational change in DSF with respect to their financial situation, it was found that the DSF needs better financial support to cover all programmes that they organize throughout the year and their budget is quite low compared to other sport organisations in the UAE. Therefore, in order to increase their resources, DSF needs to collaborate with national companies to support and invest in disability sport activities. In addition, it will be beneficial for DSF to support the development of facilities for people with disabilities to be able to accommodate their needs.

2.   According to the findings of this study, another recommendation for the DSF is to develop a talent identification system to discover gifted players with disability and subsequently encourage them to join clubs; also provide appropriate guidance enabling them to become successful athletes and the role models of the future.

3.   The policy of DSF has evolved over time to include elements that support enhancement and improvement of disability sport in the UAE. Considering this, it is recommended that DSF needs to establish further collaborations with international disability sport organisations, for instance with the IPC. This would help in terms of exchanging experiences, training courses, lectures, and organising joint events.

4.   In order to align with the UAE government strategy for the development of disability sport in the country, this study recommends that DSF needs to open a disability sport academy which will increase awareness by providing research, training and knowledge management services. This will encourage national and international exchanges and will enhance the profile of disability studies.

c)   Recommendations for Public Authorities

1.   The study revealed that organisations work better under political pressure. As evident from the DDSC case study, when the government opened the Dubai Sport Council for supervising the clubs, the performance improved in terms of more formalisation and medals. Also, as seen in Chapters 6 and 7 the two clubs underwent several structural and processesual changes due to the government policy of control, and performance evaluation. The organisations improved their overall sports development activities. Therefore, it is recommended for public authorities to apply consistent checks and balances over such clubs in order to enhance the development of disability sport.

2.   Better facilities have had a positive impact on the overall performance of organisations in disability sport in UAE. Currently, DSF does not have any particular venue that enables it to organize various events in one place, and it uses clubs' facilities for this purpose. It is recommended that the UAE government create a modern infrastructure by providing the best equipment and technology for the UAE disability sport teams.

3.   Enhancement in the budget creates a positive change in organisations. While studying organisational change in the three organisations with respect to their budget, it was found that it is very low compared to other sport organisations in the UAE. Thus,

the UAE government need to allocate an appropriate budget that is sufficient to conduct various organisations' functions and to enhance their services.

4.   While studying organisational change from the perspective of the outer context of culture, it has been seen that many people still lack an understanding of disability and its various categories, and the types of disability sport. Moreover, increased awareness about disability sport in society helps sport organisations to progress in terms of receptivity and participation. Currently, there is a limited awareness towards disability sport. Therefore, it is suggested that the UAE government needs to consider integration of people with disability with the rest of society through all social and economic policies. It would be useful for the UAE Government to raise awareness about disability sport by intensifying media attention towards athletes with a disability, particularly on sport channels.

10.7 Limitations of the Study

This research has a number of limitations that should be acknowledged. Although it provides valuable empirical data about organisational change in the three case studies in disability sport in the UAE, these limitations may influence the generalization of the results of this study.

a) Methodological / Logistical Limitations

Owing to a number of reasons it was not possible to interview all key officials and players which could have provided a richer picture. This included the inability to interview most of the experienced players in the clubs. This was due to some of them not coming to the club, while others had passed away. However, I interviewed players with a disability who had won medals in international events and I returned to the clubs' archive to obtain more information. Some organisations are not allowed to share their reports outside the club due to confidentiality, therefore I had to stay inside the club and study the report under the supervision of the club's manager. I was unable to conduct a face-to-face interview with the media official of one club due to the fact that he was very busy and declined my request. However, I sent him the list of interview questions by email and he answered them. In addition, in order to gather more information the researcher interviewed the media staff working in the club, as each club has a media section. Moreover, I was not able to interview all previous board members of the DSF and ADSC due to the fact that they stopped coming to the clubs and were very busy

with their own commitments. However, the author did obtain good information from staff who had worked for a long time in these organisations.

b) Theoretical / Conceptual Limitations

Due to time and resource constrains it was not possible to study all six conceptual challenges identified by Pettigrew et al (2001,e.g., international comparisons), however, this research considered five of these challenges and examined their impact on the better understanding of organisational change.

10.8 Future Research

Based on the research findings and limitations, further research on organisational change should be carried out to address the following aspects:

1. Study international comparisons on organisational change in disability sport in order to better understand the different factors and approaches to change in sport.

2. Study engagement of scholars with practitioners, which is important to understand organisation change as a rational enterprise.

3. Investigate the relationship between process and organisation performance within different contexts and levels of analysis.

4. Explore the relationship between first and second order change on organisational structures and performance.

5. Examine the gender policy change in UAE disability sport

10.9 Concluding Remarks

This study was undertaken to understand organisational change in disability sport organisations within the UAE. The study aim and objectives guided the research process which was informed by the contextualist approach (Pettigrew, 1987, 1992, 2001, 2012). This research has helped explain the changes in three organisations - DSF, DDSC and ADSC - in terms of political, social, religion, economic, culture, services, people, and technological factors. There have been limited studies in the area of sports using

Pettigrew's approach to understand organisational change and no studies were found using this approach for analysing disability sport organisations. Previous studies have extensively investigated disability but none of those studies examined the role of organisational change in disability sport, which makes this study appealing to the body of knowledge in the field of disability sport organisations.

The over-arching finding of the study is that changes in disability sport organisations and clubs are of a voluntary nature. Although, the state is playing a more prominent role, ultimately the role of the organisation is a key to measuring the organisational impact. With the growing institutionalisation of disability sport, the key to understanding change should be to pay greater attention to the organisational dimension of sport which was previously missing from the current knowledge. In addition, research findings revealed that there is a gap between Islam and cultural practices that were misconstrued as Islamic beliefs. The study has found that religion plays an important role in disability sport organisations, having a direct impact on policy and change.

Finally, the study of change in the UAE disability sport organisations has been a very enlightening and rewarding process, which allowed enhancement of our knowledge about this phenomenon. Hopefully, this study will stimulate further discussions and explorations of how change can be better channelled so it enhances our lives in a positive way.

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APPENDICES

Appendix A: Change in DDSC Communications and Formulisation From 1993 to 2012

Attendees	Board Members	Board members	Board Members	Board members	Board Members	Board members	Chairman of Chief Executive Office and all Heads of Committee
Level of formality	- Informal discussion (loose talk) with no strict following of the agenda - Agenda not sent in advance - Manager makes proposal by producing a table containing all events with proposed: dates, location, type of sports, and duration - No trend of keeping meeting memos	- Informal discussion (loose talk) with no strict following of the agenda - Agenda not sent in advance - No trend of keeping meeting memos	- Formal discussion with no strict following of the agenda - Agenda not sent in advance - Head of sport Committee and Manager jointly make proposal by producing a table containing all events with proposed: dates, location, type of sports, and duration - Meeting minutes captured but very informal with limited information; no format or structure	- Formal discussion with no strict following of the agenda - Agenda not sent in advance - Meeting minutes captured but very informal with limited information; no format or structure	- Formal discussion with strict following of the agenda (item by item) - Agenda distributed a week in advance via email or fax - Head of sport Committee and Manager jointly make proposal by producing a table containing all events with proposed: dates, location, type of sports, and duration - Meeting minutes captured for each meeting with complete information; have formal structure and format	- Formal discussion with strict following of the agenda (item by item) - Agenda distributed a week in advance via email or fax - Meeting minutes captured for each meeting with complete information, such as, capturing previous year's achievements and lessons learnt; have formal structure and format	- Formal discussion with strict following of the agenda (item by item) - No planned agenda, each Head of Committee brings the agenda items in the meeting - Memo for each meeting is captured in a structured report and sent to quarterly meeting

Time Period	1993-1999		2000 – 2004		2005 - 2012		
Type of meeting	Annual (Early September)	Quarterly	Annual (Early September)	Quarterly	Annual (Early September)	Quarterly	Weekly
Topics of discussion	- Discuss the annual plan for next year, including: budget, facilities, services, players, coaches, national events and take decisions by voting - Discuss new rules or regulations to be implemented for next year and take decisions by voting	- Discuss various issues regarding: coaches, players, or staff and take decisions by voting - Discuss any new laws from the Ministry of Sport or DSF - Updates on day-to-day activities such as buy new equipment or increase in services/facilities and take decisions by voting (if needed)	- Discuss the annual plan for next year, including: budget, facilities, services, players, coaches, national events, and conferences and take decisions by voting - Reflection on the negatives and positives of the previous year and take decisions by voting - Discuss new rules or regulations to be implemented for next year and take decisions by voting	- Discuss various issues regarding: coaches, players, staff, or major changes such as restructuring the club and take decisions by voting - Discuss any new laws from the Ministry of Sport or DSF - Updates on day-to-day activities such as buy new equipment or increase in services/facilities and take decisions by voting (if needed)	- Discuss the annual plan for next year, including: budget, facilities, services, players, coaches, national or international events, and conferences and take decisions by voting - Reflection on the outcomes and lessons learnt from the previous year and take decisions by voting - Review performance evaluation for coaches, players, and staff and take decisions by voting - Discuss major structural changes such as adding new roles to the club and take decisions by voting - Discuss new rules or regulations to be implemented for next year and take decisions by voting - Joint programmes with other agencies within UAE and take decisions by voting	- Discuss various issues regarding: coaches, players, staff, or volunteers and take decisions by voting - Discuss any new laws from the Ministry of Sport, DSF, or Dubai Sport Council - Take important decisions via voting relating to staff salaries, staff or player retention - Updates on day-to-day activities such as buy new equipment, increase in services/facilities, or hiring staff and take decisions by voting (if needed) - Review weekly meeting report	- Follow-up of the weekly tasks that need urgent action, for instance, minor issues regarding employees, coaches, players, volunteers, facilities, and events - Check progress against action items from last week

Appendix B: Shows Change in the Communication From 1992 to 2012

Time Period	1992–1999	2000–2004	2005–2012
Type of meeting	Quarterly	Quarterly	Every two months
Topics of discussion	No archive founded	- Discuss new rules or regulations to be implemented for next year and take decisions by voting - Discuss various issues regarding: coaches, players, staff, or major changes such as restructuring the club and take decisions by voting - Discuss any new laws from the Ministry of Sports or DSF - Updates on day-to-day activities such as buy new equipment or increase in services/facilities and take decisions by voting (if needed)	- Discuss the annual plan for next year, including: budget, facilities, services, players, coaches, national or international events, and conferences and take decisions by voting - Reflection on the outcomes and lessons learnt from the previous year and take decisions by voting - Review performance evaluation for coaches, players, and staff and take decisions by voting - Discuss major structural changes such as adding new roles to the club and take decisions by voting - Discuss new rules or regulations to be implemented for next year and take decisions by voting - Joint programmes with other agencies within the UAE and take decisions by voting -- Discuss various issues regarding: coaches, players, staff, or volunteers and take decisions by voting - Discuss any new laws from the Ministry of Sports, DSF, or Dubai Sports Council
Attendees	Board members	Board members	Board members

| Level of formality | No archive founded | - Formal discussion with strict following of the agenda

- Agenda not sent in advance, and distributed the same time of meeting -

Meeting minutes captured but very informal with limited information; no

format or structure

- Formal discussion with strict following of the agenda | - Formal discussion with strict following of the agenda (item by item)

- Agenda distributed a week in advance via email or fax

-Manager jointly make proposal by producing a table containing all events with proposed:

dates, location, type of sports, and duration

- Meeting minutes captured for each meeting with complete information; have formal structure

and format |

CONSENT FORM

The participant should complete the whole of this sheet him/herself.

Please tick appropriate box

YES   NO

Have you read the Research Participant Information Sheet? ☐ ☐

Have you had an opportunity to ask questions and discuss ☐ ☐

Have you received satisfactory answers to all your questions? ☐ ☐

Who have you spoken to?………………………………………………..

Do you understand that you will not be referred to by name ☐ ☐

Do you understand that you are free to withdraw from the study:

- **At any time** ☐ ☐

- **Without having to give a reason for withdrawing?** ☐ ☐

Do you agree to take part in this study? ☐ ☐

Signature of Research Participant…………………………………..……

Name in capitals………………………………………………………………

Appendix D: Consent to Participate in Research

CONSENT TO PARTICIPATE IN RESEARCH

Title of Study

Disability Sport in UAE: Understanding Change and Development

You are asked to participate in a research study conducted by **Mr. DAWOOD ALI HASHEM a PhD student** at School of Sport and Education in Brunel University, Uxbridge, Middlesex, UB8 3PH.

If you have any questions or concerns about the research, please contact **Dr Vassil Girginov, Heinz Wolff Building HW213, UB8 3PH; Telephone: 01895 266811; e-mail: vassil.girginov@brunel.ac.uk .**

PURPOSE OF THE STUDY
The purpose of this study is to study organisation change in Disability Sport Federation in UAE.

PROCEDURES
If you volunteer to participate in this study, we would ask you to do the following things:

Read and sign the Information Form and this Consent form.

Participate in one interview approximately one hour in length in a location of your choice.

POTENTIAL RISKS AND DISCOMFORTS
There is no potential risk or discomfort associated with this study.

POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY
The proposed research will help understand organisational change in disability sport in UAE. The study can be used for developing teaching and training materials to help the academic community and those working in the field. It will also benefit UAE disability sports sector as a whole through understating the pattern of change.

PAYMENT FOR PARTICIPATION
No payment will be provided for participation in this study.

CONFIDENTIALITY
Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission.

PARTICIPATION AND WITHDRAWAL
You can choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind. You may also refuse to answer any questions you don't want to answer and still remain in the study. The investigator may withdraw you from this research if circumstances arise which warrant doing so.

FEEDBACK OF THE RESULTS OF THIS STUDY TO THE SUBJECTS

A summary of the research findings will be provided to research participants. The findings will also be placed on the Brunel University website in English language.

Web address: http://www.brunel.ac.uk/research

Date when results are available: May, 2013

SUBSEQUENT USE OF DATA
This data may be used in subsequent studies, e.g. international comparisons

RIGHTS OF RESEARCH SUBJECTS
You may withdraw your consent at any time and discontinue participation without penalty. If you have questions regarding your rights as a research subject, contact: Research Ethics Coordinator, Brunel University; **Dr Vassil Girginov, Heinz Wolff Building HW213, UB8 3PH; Telephone: 01895 266811; e-mail: vassil.girginov@brunel.ac.uk.**

SIGNATURE OF RESEARCH SUBJECT/LEGAL REPRESENTATIVE

I understand the information provided for the study **"Disability Sport in UAE: Understanding Change and Development"** as described herein. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been given a copy of this form.

_____

Name of Subject

_____   _____

Signature of Subject   Date

SIGNATURE OF INVESTIGATOR

These are the terms under which I will conduct research.

_____   _____

Signature of Investigator   Date

Appendix E: Emiratis Foundation Letter to Collect Data

Emirates Foundation
for Philanthropy

22nd January, 2012

UAE Disabled Sport Federation
Sharjah
United Arab Emirates

Re: Permission to collect data

Dear Sir

Mr Dawood Hashem is an Emirates Foundation sponsored PhD student studying Special Needs Sports at Brunel University in United Kingdom. Dawood is now in the third year of his PhD studies and he is seeking your permission to gather data for his final thesis from the UAE Disabled Sports Federation and affiliated clubs during the period January to March 2012.

Emirates Foundation are hereby requesting that your permission be granted to Dawood in order for him to move forward with this important process.

Please do not hesitate to contact us if further information is required.

Yours truly
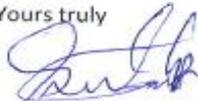
Dr Sabha Al Shamisi
Head, Education & Social Department

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Appendix F: Sample of Consent form in Arabic Language

<div dir="rtl">

نمــــوذج الموافقـــة

يجب على المشارك تعبئة نموذج الموافقة كاملة بنفسه/ بنـ أرجو وضع علامة صح في احدى المربعين

نعم

لا

هل قرأت ورقة معلومات المشاركة في هذا البحث ؟

هل كانت لديك فرصة لطرح الأسئلة ومناقشة هذه الدراسة ؟

هل حصلت على الأجوبة المرضية على كل الاسئلة التي سألتها؟

مع من تكلمت ؟

هل فهمت أنه سوف لا يذكر او يكتب اسمك في تقرير هذة الدراسة

هل فهمت إن لك مطلق الحرية في الانسحاب من هذة الدراسة ؟

في أي وقت:

بدون إعطاء أي سبب :

هل توافق على المشاركة في هذه الدراسة ؟

التــــوقيع:
التـــاريخ:
الاســــم:

</div>

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Appendix G: Researcher letter to DSF in Arabic Language

بســـــم الله الرحمـن الرحيـــم

ســعادة / محمد محمد فاضل الهاملي ..... رئيس مجلس إدارة إتحاد الامارات لرياضة للمعاقين

تحية طيبة وبعد

مقدمه لسيادتكم / داود علي عبدالرحمن , إماراتي الجنسية , ومقيد بالدراسات العليا مرحلة الدكتوراة , للعام الدراسي 2010/2011 جامعة برونيل (لندن) المملكة المتحدة .

مسجل في خطة البحث : " رياضة المعاقين في الامارات نحو التغيير والتطوير "

يرجى من سيادتكم إعطائي رسالة عدم ممانعة (شهادة لمن يهمه الامر) في إجراء بحث ميداني على أندية المعاقين واتحاد الامارات لرياضة المعاقين.

كذلك يرجى من سيادتكم إعطائي كتاب موجه الى مدراء أندية المعاقين لتوزيع نموذج الموافقة المبدئية على الاداريين والمدربين واللاعبين ومديري الاندية على ان يتم إجراء المقابلات وتوزيع الاستبيان عليهم في وقت لاحق بعد الموافقة الرسمية من الجامعة والانتهاء من جميع الاجراءات القانونية , واستلام رسالة رسمية موجه لكم .

ولكــم جزيـــل الشكــر والتقديـــر

مقدمه :
داود علي عبدالرحمن

مرفقات:
- نموذج الموافقة من الجامعة باللغة العربية
- نموذج الموافقة من الجامعة باللغة الانجليزية
- نموذج معلومات المشاركة في الب

Appendix H: UAE Disability Sport Federation Permission Letter

Ref. 614/03/2011
15.05.2011

C:\Users\

To: Brunel University London

Subject: NOC letter for student Dawood Ali Hashim research

Greeting from United Arab Emirates Disabled Sports Federation Regard to above subject we are ready to support Student. Dawood Ali Hashim to complete his research in UAEDSF and Clubs.

Please, feel free to contact us if you have any further requires.

Regards
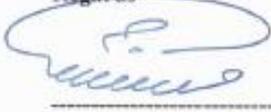
Majid Rashed
Secretary General - UAEDSF

U.A.E. Disabled Sports Federation
Tel : +971 6 5561222
Fax : +971 6 5561212
P.O.Box : 38483, Sharjah - U..A.E
E-mail: uaedsf@emirates.net.ae

www.uaedsf.ae

Recording an interview between Dawood Hashem and Mohammad Al- Hamly president of UAE Disability Sport Federation
February, 2012

- **Dawood**: Peace be up on you Sir ?

- Mohammad: Up on you peace be 'Waliuekuem Assalam'.

-Dawood : I really appreciate your help

-Mohammad : No problem, I am ready when you are ready.

-Dawood : I have been going through various documents, policy documents or government resourced reviews, and trying to establish the history of the disability sport organisation . Can you start by telling me the history of disability sport in the country, what has changed ? And why the government established the first club in 1992 not before?

-Mohammad: Thank you very much for your question, and I am very happy to see someone studying disability sport field, actually…….

-Mohammad : The disability sport activities started around 1984, when a group of people initiated a movement for disability sports in the country. This movement continued to develop erratically until 1985 when the Lajnat al-Maqeen (Support Committee for People with Disability) was formed in Sharjah city as a result of the support and encouragement of one of the members of the movement .The committee met in the Cultural Club in Sharjah before shifting to Abu Dhabi in order to discuss in future and the possibility of changing it to a club for the disabled. Following the establishment of the Support Committee for People with Disability, the of setting up a permanent centre for the committee came under consideration.

-Dawood: That is mean, the government consider for disability sport before 1992 !!!!!

-Mohammad: Yes, it is true and correct, but not in officially way.

-   **Dawood** : What do you mean in not officially way ?

- **Mohammad**: I mean, people with disability participant in sport in disability school, and the people with disability who was not going to school , they used the hall of school to play sport in the evening.

- **Dawood**: Right, when the government pay attention officially to disability sport? Are the government opened disability sport federation first? Or the club first ?

- **Mohammad** : Good question, in fact , the government pay attention officially toward people with disability sport in 1992, when opened the first club in UAE, in Sharjah city and it is called Al-Thiqa disability club, followed by Dubai disability sport club in Dubai city .The purpose of these clubs were to give people with disability opportunity to participate in leisure and other activities, but not sport competitions.

- **Dawood** : Why social activities, and not sport??

- **Mohammad** : You know, at that time there was no proper facility or service. In addition there was no one had experience in this field because it is new field in UAE, and our aim was only to bring out these people to join the club for recreational and social activities as I mentioned before.

- **Dawood**: When the disability sport changed from social and leisure activities to sport competition? and why ?

- **Mohammad**: It's not changed totally to sport , we still have social , religion, and cultural activities. But I can tell you that (60%-70%)we concern for sport competitions whether national or international events. Regarding to when we changed to sport competition , according to my knowledge in 2000, when the UAE disability sport team participant in (Sydney,2000)

- **Dawood** : Let's go back to disability sport federation? when it is established ?

- **Mohammad**: Then government established the UAE Disability Sport Federation (DSF) in June 1996 under a decree issued by the Ministry of Youth and Sports. It is responsible for the progress of disability sports in the UAE

and widening the sport base .It has begun to build a youth movement in the UAE and has established several sport festivals, and its local and foreign championships attract many categories of people with disability who have won medals and raised the flag of the country high in many arenas in the world.

- **Dawood** : I know that , the club belong to local government , and federation belong to Union Government , my question is that….. What is the relationships between federation and clubs? And what has changed?

- **Mohammad**: In the past the clubs were independent and they did not collaborate with each other so there was very reserved communication, help, support, and coordination; also there was a lack of competitions or participation in events. So the government decided to unite all the clubs under the umbrella of disability sport federation. The board members of disability sport federation are made up of members from the different clubs. So disability sport federation is responsible for overlooking various sports in all disability sport clubs in the UAE.

- **Dawood**: It disability sport federation interfere in the administrative or decision making?

- **Mohamma**: Disability sport federation is a government institution that belongs to the Ministry of Youth and Sport and is responsible for supervising and overlooking of sport activities in various disability sport clubs in the UAE; it does not interfere in the administrative or decision making aspects of the clubs as they belong to the local government, which by law is responsible for budget and evolution of these clubs. Disability sport federation was established as national body by the Ministry of Youth and Sports to help the people with disability to practice sport activities and sharpen their skills and abilities. Acknowledging the rights of the people with disability, the government has set up a number of sport clubs where people with disability in the UAE can engage in various sport activities. Disability sport federation manages participation of players and coaches in national and international events, and is in charge of the UAE disability sports development programme.

Focus Group : (Players):

- **Dawood** : How you think that the behaviours of society changed towards people with disability from past to today? And why?

- **Hamad**: There is more awareness, advertising and educational courses then before

- **Ali**: Since 1994, the customs and culture of UAE people have changed, especially in Dubai city. This had positive impact on the society's impression towards the people with disability in general.

- **Fahad:** Nothing has changed has really, I feel the same as before maybe its just me.

- **Salem**: When DDSC was established, it was difficult to see and find people with disability who wanted to participate in sports because "most families did not allow their members with disability to go out of the house or play with other children, to go alone to the club. This was by virtue of the customs and culture of the society where people believed that a child with disability is a shame for family, so they used to hide them .

- **Yasser** : I have changed many jobs and therefore think people tend to change constantly and their thinking changes with the trend of the time and attitude of the day

- **Rashid** : Only a few families, who were educated, allowed their children with disabilities to go to the club to participate in social and sport activities. "Currently, the situation is completely different; the culture of society has changed by virtue of globalization and the openness of the United Arab Emirates and Dubai in particular to the outside world via access to the Internet, computer and many media channels speaking about disability and sport''. These factors impact on UAE society to change the attitude and behaviour of people towards disability sport resulting in increased number of players with disability in Dubai disability sport club.

- **Khalid** : Actually, everything has changed to be honest people are more open minded these days and really bother to treat them in any different way then they treat their friends

- **Mohammad**: As a result of this cultural progression the structure of DDSC was changed when a new section for women was introduced in 2002. This change was made considering the increasing number of women with disability willing to join the club for leisure and recreation". Moreover, DDSC is the first club to open a section for women with disability giving them the opportunity to participate in sports.

- **Dawood**: What is the re the relationships between you as players, coaches manager ? What has changed?

- **Ali :** Regarding the relationships between manager and players, in the past we faced some problem how to deal with disability players particularly with deaf, due to lack experience and training in sign language.

- **Hamad**: Yes I agree with Ali it was the case.

- **Rashid**: Over the time training courses were provided and this helped to improve the relationship and respect among each other.

- **'Mohammad**: Most of our time we spend in training, and sometimes we deal with the manger directly. In addition there is a coordinator for each sport team who responsible of us, and if we need any help or face any problem we talk to them. However, there is a good relationship between us, as players, and all board members including the manger.

- **Fahad:** Well, it was a difficult time on us but we managed to work together to come out of it.

- **Khalid**: I don't know

- **Yasser**: In the past, we had coach he did not ever train players with disability, the club brought him from normal club to train us wheelchair (track). In first day he trained us in wrong way, and one of the players for severely injured. We shouted him, and we complain to manger. But now all coaches have

experience we work hard together, we cooperation like one family, go to the shopping, trip, and dinner

- **Rashid** : An important role was introduced in 2005, a coordinator for each team, to solve any issues relating to coaches and players, as well as to facilitate their communications with the manager. This role was introduced because there were some misunderstandings between the coaches and players due to the lack coordination. This relationship was improved with increased coordination.

- **Ali:** Before 2005, there were some misunderstandings between the coaches and players due to the lack coordination at that time. But since 2005, coaches and players have more friendly relationship and they respect each other. This was due to the coordinator for each sport team who is responsible for both coaches and players. The role of coordinator in each sport team is to solve any issues or problems that are faced by coaches and players, and write report for the manager.

Appendix J: Sample of Interview Question

Title: Understanding Change in Disability Sport in UAE

Interview Questions for Disability Sport Federation(DSF), Dubai Disability Sport(DDSC), and Al-Thiqa Disability Sport Club(ADSC)

1. How your policy for disability sport helps in achieving your organisational goals?

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2. Is your policy in align to the national policy for disability sport?

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3. What organisational changes do you expect in the next five years?

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4. Who is responsible for bringing these structural changes?

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5. What significant organisational structural changes were made in terms of adding or removing sections/departments of organisation?

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6. Did government increase the budget of disability sport in the past ten years? If yes, how much?

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7. Do you think that economic develop in the UAE have impact on disability sport development?

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8. Do you think that changes in the technology have impact on people awareness in UAE towards people with disability?

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9. In UAE, what is the impact of social culture on people with disability and disability sport?

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10. What are your contributions in the exposure of disability sports in UAE, e.g. conferences, etc.?

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11. 1995, has the training agenda or schedule changed? If yes, what were the changes?

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12. Has the relationship between players and coach changed since 1995? If yes, how?

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13. How many championships your organisation has participated in?

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14. What type of competition activities your organisation has participated in?

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15. Have there been special organisational processes in place for qualifying players for the International championships? If yes, what were the new processes?

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16. Has the process of registering new players changed since 1995? If yes, what were the changes?

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17. Has the process of recruiting coaches and other staff changed since 1995? If yes, what were the changes?

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18. Do you think the culture of your staff towards disability sport has changed from 1995 to 2012? If yes, what was the change?

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19. What changes have occurred in terms of the awareness and social attitude towards people with disability?

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20. Since 1995, did disability sport get encouragement in the UAE society?

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21. What changes have occurred in people with disability in terms of self-confidence, etc.?

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22. Is your policy in align to the national policy for disability sport?

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23. How your policy for disability sport helps in achieving your organisational goals?

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24. Has your policy changed since 1995? If yes, what major changes have occurred?

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25. What is your organisational strategy?

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26. What organisational changes do you expect in the next five years?

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27. How many times your organisational structure has changes since 1995?...
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28. Who is responsible for bringing these structural changes?

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29. What significant organisational structural changes were made in terms of adding or removing sections/departments of organisation?

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30. Has the outcome of structural change been positive or negative? If negative, when and why?

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31. Are you planning for further enhancement or improvement?

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32. How often managers get changed in your organisation?

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33. Has your organisation achieved goals for disability sport?

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34. In order to bring any organisational change, is there any sort of consultation before an action is taken?

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35. Since 1995, what have been the major changes in your organisation (club or federation)? IC Example question: What do you think is the most significant element for development n UAE disabled sport?

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36. What is the total number of participants in your organisation?

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37. How many administrative staff your organisation has?

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38. What are the achievements of your coaches for disability sport?

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39. Does your organisation archive details about players, facilities?

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40. How many times you participate and qualified to any final competition?

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41. What are your contributions in the exposure of disability sports in UAE, e.g.
    conferences, etc.?

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42. Have there been changes in the uptake or use of technology in your
    organisation in order to \enhance the disabled sport in UAE? If yes, what
    were the changes?

43. What is the annual budget of your organisation?

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44. Have there been any changes in the budget since 1995? What and why?

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45 What was the outcome of increasing the budget?

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46. What proportion of participations in your organisation are women?

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47. Have there been special organisational processes in place for qualifying players for the International championships? If yes, what were the new processes?

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48. Has the process of registering new players changed since 1995? If yes, what were the changes?

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Appendix K: Data collection information:

Structure	Culture/Social	Political	Economical	Religion	People	Technology	Service
Level of formalisation	Behaviours	Autonomy/authority	Budget breakdown/department	Impact on decision making	Enactment	Facilities	Information
Level of speciality	Players	Communication	Funding for each club		Behaviours	Equipment	Coaches
Hierarchical	Coaches	Control for decisions			Players/participation	Competition	Communications
Department/infrastructure	Managers	Power			Coaches	Hiring	Facilities
Centralisation/distributed decision making	Relationships	Interests			Managers	Methodology	Social support
Chain of command	Life/enactment	Work of the board			Relationships	Complains/issues	Specialities
	Inter-organizational behaviour and climate	Pattern of influence			Performance		Additional services
	Values/beliefs				Employee satisfaction and work environment		

Federal Law No. 29 of 2006
In Respect of
The Rights of People with Special Needs

We, Khalifa Bin Zayed Al-Nahyan , President of the United Arab Emirates,

Upon reviewing the constitution,

The federal law No. 1 of 1972 in respect of the competences of ministries and powers of ministers and the laws amending it ,

The federal law No. 11 of 1972 in respect of the mandatory education,

The federal law No. 12 of 1972 in respect of regulating the clubs and associations operating in the field of the youth welfare,

The federal law No. 4 of 1976 in respect of establishing and organizing the United Arab Emirates University and the laws amending it,

The federal law No. 9 of 1976 in respect of the delinquent and the homeless juvenile,

The federal law No. 8 of 1980 in respect of regulating the work relationships, and the laws amending it,

The penal law promulgated under the federal law No. 3 of 1987 and the laws amending it,

The law of penal procedures promulgated under the federal law No. 35 of 1992 and the laws amending it,

The law of pensions and social insurances promulgated under the federal law No. 7 of 1999 and the laws amending it,

The federal law No. 21 of 1995 in respect of traffic and driving,

The federal law No. 25 of 1999 in respect of the general authority of Youth and Sports.

And pursuant to the proposal of the minister of the social affairs, the approval of the council of ministers, and the endorsement of the supreme federal council,

We have promulgated the following law:

Section One
General Provisions
Article (1)

Definitions:

In the implementation of the provisions of the present law, the following words and expressions mentioned therein shall have the meanings shown opposite each of them , unless otherwise is required by the context:

The State: The United Arab Emirates

The Ministry: The Ministry of Social Affairs

The Minister: The Minister of Social Affairs

The Concerned Authorities: The federal and local authorities concerned with the implementation of the provisions hereof.

A Person with Special Needs: Every person suffering from a temporary / permanent, full /partial deficiency or infirmity in his physical, sensational, mental, communicational, educational or psychological faculties to an extent decreasing the possibility of satisfying his ordinary requirements in the conditions of people without special needs.

The Card: The personal card granted by the ministry to the person with special needs which is considered as an official document indicating that its holder is a person with special needs. This card guarantees for its holder the rights and services shown herein, and in the bylaws and decisions issued in implementation hereof.

The Distinction: Any discrimination, exclusion or restriction due to special needs which cause damaging or denying recognition of any rights prescribed under the legislations applicable in the state, enjoying them or practicing the same equally.

Article (2)

This law aims to guarantee the rights of the person with special needs and to provide all the services within the bounds of his abilities and capacities. The special needs may not be a reason to hinder the person with special needs from obtaining such rights and services especially in the field of welfare and social, economic, health, educational, professional, cultural and promotional services.

Article (3)

The state guarantees for the person with special needs the equality with people without special needs and non-discrimination due to special needs in all the legislations. It also guarantees to observe the same in all the policies and programs of economic and social development, and to take the appropriate procedures to prohibit the discrimination based on the special needs.

Article (4)

The ministry, in coordination with the concerned authorities, prepares programs to educate the person with special needs, his/ her family and local environment in all what concerns the rights provided for under this law and the other legislations, as well as the services provided for him.

Article (5)

Any judgment, standard or practice based on a lawful basis shall not be considered as a discrimination. The state guarantees to take all the necessary procedures to enable the person with special needs to enjoy his rights and liberties, and prohibit any infringement upon him or depriving him of them abusively.

Article (6)

The state guarantees the legal assistance for the person with special needs in all cases where his liberties are restricted for any legal reason. Upon issuing any decision restricting the freedom of a person with special needs, the following should be taken:

1. Treating him humanely, taking into account his condition and his needs as a person with special needs.

2. To provide the necessary information and data which are connected to the reasons of restricting his freedom.

3. To provide the appropriate assistance in case he is unable to pay the legal fees, expenses or fines, as stipulated under a resolution issued by the council of ministers.

Article 7

The state guarantees for the person with special needs to practice his right of expression and giving the opinion by using Braille, the language of sign and the other methods of communication, and his right in requesting, receiving and transmitting the information equally with others.

Article 8

The law guarantees for the person with special needs the necessary protection of his correspondences, medical records and personal matters. The executive bylaw of this law determines the regulations and mechanisms of the said protection.

Article 9

The ministry shall – in cooperation with the competent authorities- establish centers, establishments and institutions for taking care of and training the people with special needs and qualifying them. Such centers, establishments and institutions shall undertake the following tasks:

A.   To qualify the people with special needs to adapt themselves and integrate in the community.

B.   To provide the special education for people with special needs.

C.   To provide the professional training programs for the people with special needs.

D.   To train the families of people with special needs how to deal with them.

Section Two
Rights of People with Special Needs
Chapter One: Health and Rehabilitation Services
Article 10

Each UAE national person with special needs has the right to benefit from the health and rehabilitation services and the support services at the expense of the State, including:

A.   All surgeries whether resulting from a special need or not such as transplantation, treatment of ulcers, the anaplasty, the treatment in specialized centers… etc whether for intensive or normal treatments. This includes providing all the equipment and materials …etc , and all the requirements for the success of the operation, whether permanent or temporary.

B.   To provide the medical examination and treatment at: general practitioners, specialists, consultants, dentists, the psychological evaluation, the audiography, radiography, lab tests, and medicines.

C.   Rehabilitation and Specialized Treatments: The internal and external, including : the physiotherapy, work therapy, phoniatrics, treatment of hearing and the psychotherapy.

D.   The technical aids and the assisting equipment such as the mobile and fixed replacement equipment (limbs, audiphones, artificial oculus etc) corrective forms, movement aids (wheelchairs, walking sticks, canes and crutches), and for the prevention from ulcers and all the drugs used in the surgeries.

Article 11

Under a resolution by the council of ministers, a committee named **"The Specialized Committee For Health And Rehabilitation Services For People With Special Needs"** shall be established. Such committee shall be chaired by the undersecretary of the ministry of health with members representing the concerned authorities. The minister of health shall set forth the committee work system and meetings.

The committee shall specifically carry out the following functions:

1.   Providing the diagnostic, treatment and rehabilitation services and developing the existing health programs and services to improve the conditions of the people with special needs.

2.   Establishing the programs of early detection, diagnostics, raising awareness and health education, and providing the means of early and specialized intervention in the area of special needs.

3.   Providing human cadres specialized in the field of different kinds of special needs and train and rehabilitate them.

4.   Preparing the national studies to identify the reasons leading to the special needs, their consequences and the ways of prevention, and circulating such studies among the concerned authorities in the State.

5.   Submitting periodic reports to the minister preparing the ground to present the same to the council of ministers to take the appropriate actions in this concern.

Chapter Two: Education
Article 12

The State guarantees for the person with special needs equal chances in education in all the educational and pedagogical institutions, the vocational qualification, teaching of adults, the continuous teaching in the regular classes or in special classes; if necessary, with providing the curriculum in the language of sign or Braille and any other methods as necessary.

The special needs do not constitute intrinsically an obstacle hindering from applying to enroll, join or enter any educational institution whether governmental or private.

Article (13)

The ministry of education and the ministry of higher education and scientific research shall take the appropriate procedures in cooperation with the concerned authorities to provide the pedagogical diagnosis, the curriculum, and the simplified means and techniques for the purposes of teaching. Moreover, it endeavors to provide alternative methods to communicate with people with special needs, and to establish alternative strategies for learning, and simplified material environment and other means necessary to guarantee the full participation of students with special needs.

Article 14

The ministry of education and the ministry of higher education and scientific research should – in cooperation with the concerned authorities- provide the academic specialties to prepare the employees working with people with special needs and their families whether in the areas of diagnosis, early discovery, the educational, social, psychological, medical or professional rehabilitation, and guarantee providing the training programs during the service to provide the employees with the modern knowledge and expertise.

Article 15

Under a resolution issued by the council of ministers, a committee named **"The Committee Specialized In The Education Of People With Special Needs"**. Such committee shall be chaired by the undersecretary of the

ministry of education, with members representing the concerned authorities. The minister of the education shall set forth the work system and meetings of the committee.

The committee shall specifically carry out the following functions:

1. Setting forth the executive programs to guarantee equal chances in the education for people with special needs since the early childhood in all the educational institutions in their regular classes or in the specialized educational units.

2. Developing the methodological structure of the educational programs and preparing the pedagogical plans which are in line with the contemporary time and the technical development and which are consistent with the growth and psychological features of people with special needs.

3. Organizing all the matters related to the education of the people with special needs such as the programs, procedures, methods and conditions of joining the regular classes and sit for examinations.

4. Laying down policies of rehabilitating and training the educational and teaching human cadres working in the area of people with special needs.

5. Providing advice and technological, technical and educational assistance to all the educational institutions which would like to receive people with special needs, and studying the financing requests related to the equipment and techniques and qualifying the educational institution environment.

6. Submitting periodic reports to the minister preparing the ground to present the same to the council of ministers to take the appropriate actions in this concern.

Chapter Three: Work
Article (16)

The UAE national person with special needs enjoys the right to work and occupy the public positions, for which the special needs , in themselves , do not constitute an obstacle hindering from applying and being selected for jobs. Special needs shall be taken into account upon undergoing the tests of competency to have the job for people concerned with the provisions of this law.

Article 17

The ministry may enter into contracts with other entities to execute projects for rehabilitation of people with special needs. The minister shall determine the terms, conditions and regulations necessary for that.

Article (18)

The legislations issued inside the country show the procedures to be taken to guarantee the person with special needs holding positions in the governmental and private sectors, the working hours, the vacations and the other terms related to the work of people with special needs, including the necessary regulations to terminate the services and the entitlement to the end of service benefits or the retirement pension.
The council of ministers determines –based on the minister's proposal- the percentage of the jobs to be allocated for the people with special needs in both governmental and private sectors.

Article (19)

Under a resolution by the council of ministers, a committee named **"The Specialized Committee For The Employment Of The Person with Special Needs"**. Such committee shall be chaired by the undersecretary of the ministry, with members representing the concerned authorities. The minister shall set forth the committee work system and its meetings.

The committee shall specifically carry out the following functions :

1. To lay down the policies necessary for the employment of the person with special needs and the requirements to realize the optimal competence along with guaranteeing the continuity of the employment for the longest possible period.

2. To encourage and support people with special needs who are qualified to establish projects with economic profitability and feasibility, and to provide the information about the available donations and facilitated loans and how to obtain the same.

3. To provide the information about the labor market, the available vacancies and its prospective.

4. To prepare studies about the occupations and jobs in a manner consistent with the technological developments and the labor market needs.

5. To encourage and orient the private sector to train, qualify and employ people with special needs and to provide the appropriate support within the bounds of the available resources.

6. To propose the necessary procedures to protect people with special needs from all kinds of exploitation at the work.

7. To submit periodic reports to the minister preparing the ground to present the same to the council of ministers to take the appropriate actions in this concern.

Chapter Four: General and Cultural Life and Sports
Article (20)

The State shall take the necessary procedures to make the person with special needs participate in the cultural, sporting and entertainment life as follows:

1. To develop the creative, artistic and intellectual abilities of the person with special needs and to invest the same in order to enrich the community.

2. To provide the literary and cultural materials for the person with special needs in all available forms, including the electronic texts, the language of sign, the Braille, and in audio and multimedia formats etc.

3. To enable the person with special needs to benefit from the media programs and means, theatrical shows and all the cultural activities, and to enhance his participation therein, with the fees exemption rules.

4. To enhance the participation of the person with special needs in the sports activities organized on the national, regional and international levels.

5. To submit periodic reports to the minister preparing the ground to present the same to the council of ministers to take the appropriate actions in this concern.

Article 21

Under a resolution by the council of ministers, a committee named "**The Committee Specialized In Sports, Culture And Recreation For People With Special Needs**" shall be formed . Such a committee shall be chaired by the secretary general of the youth and sports authority with members representing the concerned authorities, The minister shall set forth the committee work system and its meetings.

The committee shall specifically carry out the following functions :

1. To lay down the policies which guarantee the integral development of the person with special needs and providing the opportunity to practice the sporting , cultural and recreational activities which are characterized with fun , safety and consistency with his abilities, and to provide the appropriate conditions to practice them basically like his peers having no special needs.

2. To expand the base of practicing the sporting, cultural and recreational activities among people with special needs and to ensure that the sport of people with special needs whether " sport for people with mental special needs or people with physical and sensational special needs" is contained within the educational programs of the specialized institutions.

3. To set programs to prepare the human cadres qualified to work with people with special needs in the sporting, cultural and recreational fields.

4. To encourage integrating people with special needs with their healthy peers in the sporting and cultural centers, sporting clubs and camps and to provide the appropriate games and activities for them.

5. To submit periodic reports to the minister preparing the ground to present the same to the council of ministers to take the appropriate actions in this concern.

Chapter Five: The Qualified Environment
Article 22

Each person with special needs has the right to be in a qualified environment, and to reach the place where the others can reach.

Article 23

The concerned authorities shall – in coordination with each other- determine the engineering standards and specifications of the facilities and public utilities for which a resolution shall be issued by the council of ministers based on the proposal of the minister. Such resolution shall determine the necessary regulations to apply these standards and specifications and the exclusions mentioned in respect thereof. All this in relation to fitting the facilities to be used by the person with special needs, his need and the requirements of his safety and avoiding any harm against him.

The provisions of this resolution shall apply to both governmental and private sectors, except those excluded under a certain provision therein.

Article 24

The council of ministers shall issue the regulation and conditions to obtain a governmental house by the UAE national person with special needs, as well as the specifications of the house, the rules to own it and the other rules regulating the governmental house affairs.

Article 25

1. The necessary technical specifications should be observed in the roads, public vehicles, land, air and maritime means of transport in order to be used by the person with special needs.

2. Under a resolution, the council of ministers shall determine the requirements of obtaining a driving license by the person with special needs, and the regulations thereof. A new category concerning the people with special needs shall be added to the driving license categories mentioned in the traffic and driving law. The necessary description shall be mentioned therein as per the type of special needs.

Article 26

Each insurance company shall insure the vehicles owned by the person with special needs whenever he requests the same.

Section Three
EXEMPTIONS
Article 27

The vehicle allocated for the use of the person with special needs shall be exempted from all taxes and fees, based on a handicap certificate issued by the ministry. This exemption may not be given for another vehicle unless after the elapse of five years from the previous exemption or the damage of the vehicle. In case of disposing of the vehicle during that period, the prescribed fees and taxes shall paid.

Article 28

The vehicles of the people with special needs shall be exempted from the prescribed Car Parking fees .

Article 29

The means of transport of the associations and centers of people with special needs specified by the council of ministers shall be exempted from the licensing fees.

Article (30)

The council of ministers shall specify the associations and the centers of people with special needs which shall be exempted from the fees imposed on the applications for building permits submitted by them for the construction of buildings for their use, based on a certificate issued by the ministry in this regard.

Article 31

The cases filed by people with special needs related to the implementation of the provisions hereof shall be exempted from the legal fees.

Article 32

All the correspondences of the person with special needs or the associations or centers of people with special needs specified by the council of ministers shall be exempted from the post fees and charges, including the books, newspapers and magazines …..etc.

Section Four
PENALTIES
Article 33

Without prejudice to the any strictest punishment provided for under any other law, everyone using the card of the person with special needs without a

legal requirement shall be punished by fining him an amount not less than One Thousand Dirhams and not exceeding Five Thousand Dirhams, without prejudice to the civil responsibility whenever necessary. Such punishment shall be multiplied in case of repetition.

Section Five
FINAL PROVISIONS
Article 34

The ministry shall approve the logos of the people with special needs and circulate them to the authorities supervising the utilities or those which publish booklets and printed materials and prepare programs containing such logos.

Article 35

The person with special needs shall not be required to show any evidence of his special need except for the card issued by the ministry in this regard. The conditions to obtain such card shall be determined under a resolution issued by the minister.

Article 36

The ministry shall license the nongovernmental institutions which take care of educating, training and rehabilitating the people with special needs. No natural or corporate person may establish any of such institutions unless a license is obtained from the ministry.

The conditions, regulations and fees of licensing such institutions in addition to their obligations and the penalties imposed on them in case of violations as well as the other provisions regulating their business shall be determined by a resolution by the council of ministers.

Article 37

The minister shall issue the necessary bylaws and decisions to implement the provisions hereof.

Article 38

All the provisions contradictory to or in conflict with the provisions hereof shall be cancelled.

Article 39

This law shall be published in the official gazette and shall be applicable effective from date of its publication.

Khalifa Bin Zayed Al Nahyan
President of the United Arab Emirates

Issued at the Presidency Palace, Abu Dhabi:
On 19 Rajab 1427 H
Corresponding to 13/8/2006 **G.**