

**FACTORS AFFECTING GOOD GOVERNANCE IN SPORTS FEDERATIONS IN
KENYA: A CASE STUDY OF FOOTBALL KENYA FEDERATION**

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DECLARATION

CANDIDATE'S DECLARATION

This research project is my original work, and it has not been presented for a degree in any other University.

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SUPERVISOR'S DECLARATION

This research project has been submitted for examination with my approval as the University supervisor.

Signature _____ **Date** _____

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DEDICATION

This work is dedicated to my late mother Mrs Theresa Busieka Musonye, my loving wife Janet Chumba, my children Catherine, Laura and Mark for their support and encouragement throughout the demanding course time.

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Special thanks goes to my supervisor Dr. Leonard Wambua for his guidance, advise and support during the whole process of the research work.

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ABSTRACT

The study undertakes to investigate the factors affecting good governance in the Kenyan Sports Industry and has been necessitated by the fact that there has been a rapid growth of the sector yet very little has been done to take an in depth look into its governance principles and practices. The study was guided by the following objectives: To examine the extent to which policy implementation, ethics, and internal control and control systems on the good governance in sports industry in Kenya. The study was confined in Nairobi where all the sports federations are located. The list of these Federations was obtained from the Sports Registrars office at the Ministry of Sports, Culture and the Arts. The sample was selected using the simple random sampling technique. The validity and reliability was ensured on the questionnaire which was the instrument used for data collection. A total of 99 questionnaires were issued and 92 were returned. The data collected was analyzed qualitatively and quantitatively. The study revealed that football Kenya federation has policies in relation to how they operate. However, monitoring of the implementation of policies has been overlooked. The study found that, the policy implementation improves governance in football Kenya federation. Through this study it revealed that good governance depended much on the presence of ethical considerations at the workplace, although there are a lot of compromising on good ethics at football Kenya federation. The study has shown that not all the employees have the adequate skills and knowledge to enable them make decisions on running an operation of the federation. The results indicated that most of the operations are done manually at Football Kenya federation offices. The internal control systems for football Kenya federation do not help to keep track of their operations. The study recommends that the football Kenya federation governance should make sure that the policies which govern their operations are implemented so that they achieve their performance; the governance should ensure that it is corruption free and they conduct their businesses and operations in most ethical manner; they should ensure that every of their department have adequate employees and their s clear roles and responsibilities. In addition the employees should be facilitated to obtain the minimum skills and knowledge required to do their operations in an effective and efficient manner. The study recommends that football Kenya federation governance should make sure their systems are up to date and are able to check each and every operation done. This would ensure transparency and accountability and thus better performance and motivation of the players.

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LIST OF ACRONYMS AND ABBREVIATIONS

ISF	International Sport Federations
FIFA	International Federation of Association Football
IAAF	International Association of Athletics Federations
UNDP	United Nation Development Fund
WB	World Bank
IMF	International Monetary Fund
COSO	Committee of Sponsoring Organizations of the Treadway Commission
OECD	Organization for Economic Cooperation and Development

OPERATIONAL DEFINITION OF TERMS

Good governance - Means that organization's policies and procedure are put in place to ensure that organization achieve their goals.

Policy Implementation – refers to putting into practice various policies and procedures formulated by the management to enable smooth operation of the company and ensure standardization.

Ethics - refer to as the ability of the sports federations and other stakeholders being aware of their rights and knowing if someone does not meet their expectations.

Human Capital - Refers to staff skills, knowledge, apparatus competence and adequacy of the employee in an organization. Apparatus competence can be termed as what an employee can do best or what he may have been trained in school or an institution to do best. Therefore employees who are best in what they do help in making a company the best due to their outstanding qualities they may have or what they are skilled to do best. In short they are probably experts in what they love doing. People or employees who lack training and great skills do not benefit a company in any way other than make it use its funds to try and teach them so as to become at least useful to the company. Good governance can be ensured if the concerned parties have the right skills to manage the company well.

Internal Control Systems – refers to various infrastructures that any organization has put in place or installed in the organisation to monitor and control various operations. Technology based control systems help an organisation to detect any problems before they affect their performance

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The section offer a background of the study, the statement of the problem, objectives of the study, research questions, and significance of the study, limitations, and scope of the study. This study specifically focuses on understanding what actually affect the corporate governance practices in the Kenyan sports industry and more particularly in the Sports Federations.

1.2 Background of the Study

Sports as an activity are attracting the interest of millions of people worldwide. It is indeed, considered a universal activity that permeates every society at every corner of the world (Oketch, 2005). Governments worldwide have recognized the importance of the sector and have as such committed themselves to supporting the independence of these sports associations (Rogge, 2004). This support however is with the assumption that the sports associations observe proper governance principals. Sports federations must recognize that they influence to oversee their sport as trustees and the authority to oversee is essentially conferred in their associates and implemented by them unswervingly and indirectly over a organization of depiction (Kings Report, 2004). In order to regulate the governance of sports, the formulation and enforcement of national policies on sports administration is mandatory (Oketch, 2005). Despite there being structures for the governance of sports federations in Kenya, there are numerous challenges being faced in the operative and well-organized delivery of sports amenities in the country. Many of the employees working in the various federations as managers are not adequately trained in the various areas of sports governance and as such the federations suffer from inadequate management which ultimately leads to poor performance of the federations.

It is also found that the involvement of International Sport Federations (E.g. FIFA, IAAF etc) in the affairs of national federations may not have been clearly outlined as they are often accused of interfering in local activities without consideration of national interests and needs. As a result of this unwelcomed intervention, ineffective, inefficient and sometimes corrupt

officials take advantage of the prevailing situation and stay in office much longer than necessary or more productive officials are removed from office (Andanje et al, 2014). There is therefore need for government intervention because of the need for sponsorship, organization, facilities and the fact that people involved in sports can be problematic in the manner in which they manage the federations and hence the need for government regulation and control (Coakly, 1998).

Good governance has generally means that organization's policies and procedure are put in place to ensure that organization achieve their goals. According to Andanje et al. (2014), good governance is not all about rules and regulations but also an attitude in mind as well as the ethical culture of the organization and the behaviors of the people on the governing body. An organization is said to have good governance if they demonstrate transparency, accountability, participation and responsibility with all the involved stakeholders. Mardiasmo (2012) stated that when an organization is seen to be governed to a high standard, it promotes confidence amongst its stakeholders, leading to better and more ethical decision making and help in to meets their legislative responsibilities.

1.2.1 Sports Industry in East Africa Region

In spite of the existence of several structures for sports governance, there are many challenges faced in ensuring operative and effectual transfer of sport services in the three countries of the East Africa region (Coakler, 2008). He reported that the most evident ones are: firstly, most of the personnel serving in the various national sports federations and organizations as managers are not trained professionals in the areas of sports management and administration. Leadership in the sports federations is open to "every other" person who has the interest to provide the required leadership so long as he/she is able to win elections; secondly, the role of the international sport federations in handling and intervening in the affairs of the national sports federations has not been clearly spelt out. The international sports Federations (such as FIFA, IAAF etc) have been often accused of intervening in the affairs of their respective national sports federations without consideration or concern for national interests and needs. As a result of their interventions, ineffective, inefficient and sometimes corrupt officials take the advantage of staying in office much longer than necessary or more productive end up being removed from office. There is need for government interventions because of the need for sponsorship, organization, facilities and the

fact that people involved in sports can be problematic all these need government regulation and control (Coakley, 2008).

Coakley (2008) added that there is no clear hierarchical arrangement and coordination of the roles of government sports agents and those of the national sports federations and organizations. The various national sports federations and organizations tend to operate independently from the government agents that are in charge of sports but only appear to work together in times of need, and for convenience. The development of sports depends, to a large extent, on the policies that are formulated to give direction to the efforts of the sports managers/ administrators and other sports personnel involved in sports, (Mwisukha et al., 2007). Unfortunately, there has been no national sports policy to guide the development of sports in Kenya in spite of the attempts that have been made to formulate it. In the absence of a national sport policy, it is not possible to effectively regulate the development of sports.

In Tanzania, although there is a sports policy, its implementation has not been realized, (Mwisukha et al., 2007). For example, the policy states, inter alia making Physical Education (PE) compulsory at all levels but PE is still taught as an extra curricula activity. In order for sports organizations to address various issues affecting sports and changing situations and perceptions, it is imperative for them to regularly review their constitutions that govern their operations (Shehn, 2008). However, the duration of time over which the organizations' constitutions should be in force is hardly spelt out or specified. As such, some national sports federations and organizations tend to use outdated constitutions that are out of touch with prevailing circumstances.

A part from this, legations of players ordained for worldwide oppositions are often compact to very trivial figures due to inadequate moneys to outfit for their payments/ and maintenance throughout training and antagonisms (Shehn, 2008). The insufficiency of money also unfavorably affects the sum and variety of motivations that are given to the sportspersons: and this in shot destroys their enthusiasm towards determined for improved enactment.

A substantial number of outstanding athletes from the East Africa region, specifically Kenya, have been relocating to other foreign countries, and even changing their citizenship (Shehn, 2008). This is an indicator that the sporting environment in the region may not be favorable for athletes. Disputes and wrangles are a common phenomenon in many sports federations.

The officials often wrangle over leadership positions and for opportunities to control financial and other material resources. The negative consequences of such conflicts include diversion of attention from the agenda for sports development, withdrawal of corporate sponsorships, court cases, neglect of sportsmen and sportswomen and imposition of international sanction by international sports federations.

Several studies in the East Africa region have revealed gender imbalance in sports participation and leadership; women are under-represented as compared to men. (Kateshumbwa, 2010). Absence of political will to establish and implement sport policies that could be used as framework for sport development. Much of what politicians do is geared towards their own personal gains (to win elections) but there are no specific strategies that are meant for institutional changes or reforms intended for the development of sports.

According to the Sports Registrar at the Ministry of Sports, culture and the Arts there are 66 registered sports Federations in Kenya as at June 2017. Despite existence of these organizations, it has been found that there lacks a clear hierarchical coordination of government sports agents roles and those of National Sports Federations (Andanje et al., 2014). The Federations are seen to operate independent of government and only work together in times of need or convenience.

In spite of several attempts made at various levels to address issues of governance in the Kenyan sports industry, the country still lacks an adequate national sports policy to guide sports development and administration. The absence of such policy has made it quite difficult to regulate the industry and towards this end, it is imperative for the sports organizations to have a regular review of the constitutions governing their operations so as to address the various issues affecting their governance and changing situations and perceptions.

Funding for athletic expansion has been an insistent problematic confronted in the managing and controlling of games in the country (Shehn, 2008). For instance, in a study on the training of sports instructors in Kenya, Mwisukha et al. (2007) it was well-known that insufficient money is the key problematic tackled in the enactment of training programmes for the instructors (Andanje et al., 2014). The inadequate funding results in reduced incentives and allowances for athletes and stakeholders hence killing morale and affecting performance.

Disputes and wrangles are a very common phenomenon in sports federations in the country. Disputes often occur as a result of fighting for leadership positions and control of finances and other assets and resources. The negative consequences of such conflicts include diversion of attention from the agenda for sports development, withdrawal of corporate sponsorships, court cases, neglect of sportsmen and women and imposition of international sanctions by international sports federations (Andanje et al., 2014).

1.3 Statement of the Problem

Kenya's Vision 2030 and constitution offer a support for democratic and responsible humanity backings social privileges. Though, at the matching time Kenyans face serious encounters connected to diverse aspects of moral governance. Governance in sports is a growing area of interest and concern in Kenya. Despite the fact that local sports federations regularly organize tournaments, little is known about the accomplishment of the intended objectives. It is assumed that in setting realistic objectives and achieving the same, sports organizations would be way on track to achieving adequate governance levels.

According to Shehn, (2008) over numerous periods various inquiries around the governance ethics of sports have textured in the communal with unequal breaks. Some of the accusations have been personnel who serve as managers being untrained in the areas o sports management and administration. This means leadership has been put open to everyone who shows interest and as long as he/ she win election; in addition the role of governance in handling and intervening in the affairs of the national sports has not been clearly spelt out; furthermore the it has been argued that there is no clear hierarchical arrangement and coordination of the roles of government sports agents and those of the national sports federations and organization (Coakely, 2008). This has left a lot of loop holes in the governance of the sports industry especially in Kenya. In the previous couple of ages, nevertheless, the accrual of dishonors in game has developed so powerfully that the trustworthiness of game and its organizations is awaken basically, menacing the community confidence in sports as a device of optimistic communal and ethnic morals in self-governing civilizations (Oketch, 2005). Thus the researcher found a need to carry out the study to determine the factors affecting achievement of good governance n sport industry in Kenya.

1.4 General Objectives

The general objective of the study was to determine the factors affecting good governance in sports federations in Kenya.

1.5 Specific Objectives

The specific objectives of the study are:

- a) To examine to what extent does policy implementation affect good governance in football Kenya Federation.
- b) To establish how ethics affect good governance in football Kenya Federation.
- c) To determine the effect of human capital on good governance in football Kenya Federation.
- d) To examine the effect of internal control systems on good governance in football Kenya Federation.

1.6 Research Questions

The research questions for the study are:

- a) To what extent does policy implementation affect good governance in football Kenya Federation?
- b) How do ethics affect good governance in football Kenya Federation?
- c) What are the effects of human capital on good governance in football Kenya Federation?
- d) What are the effects of internal control systems on good governance in football Kenya Federation?

1.7 Significance of the study

This study will be of beneficial to many individuals as well as organizations:

1.7.1 Governance of sports federations in Kenya

Governance of sports federations in Kenya has been inadequately explored and as such there is very little formal research on the same. Therefore they will be able to use the findings to improve their policies in relation to the governance of the sports in Kenya.

1.7.2 Other stakeholders for sports in Kenya

The study is expected to benefit various stakeholders and is intended to demystify various gray areas in sports governance. This study will help managers of sports federations who will be able to benchmark against organizations that demonstrate best practices. The proposed study is also intended to assist sponsors familiarize themselves with the management structures of the sports federations they support.

1.7.3 Other researchers

Finally we see that colleges and universities will reap big form this research as that the students who graduate from this institutions will be able to go to a working field that is great in the sense that they will receive quality training which will develop their skills and broaden their thinking capacity so as to make them creative, innovative and self-driven individuals in the workforce of sports federations. This is because they can get an idea on how to do work better so as to achieve greater results at the end of their work.

1.8 Limitation of the Study

The anticipated limitations of this study

1.8.1 Confidentiality

There is difficulty in collecting or having access to information relevant to this research work. This is due to the issue of confidentiality which most companies are known for due to their many laws and regulations that govern them and make them be better than their competitors.

1.8.2 Inaccurate data from employees

Also some of the employees and the management are not all that cooperative in giving out information since some may give out wrong information that they are not sure of or also they can be told to mislead the researcher by their superiors or fellow employees.

1.8.3 Lack of cooperation from employees and employers

This is due to the fact that all of them are under tight schedules and deadlines to complete the work at hand or the responsibilities they have been given. Therefore they may keep postponing meetings to help with the research or saying they don't have time for consultations.

1.9 Scope of the Study

The study focused on the factors affecting good governance sports federations in Kenya. The study is in reference to the football Kenya federations offices in Nairobi, at Kasarani. The target population is 98 employees from the football Kenya federation offices across the country. This research was conducted from March to October, 2017.

1.10 Summary of the Study

In this chapter, the study focuses on introducing the study and giving a background of the in reference to what many other researchers have discovered and researched. Also we see in this chapter the study explains the organizational structure of the federation in reference to the study, while explaining some of the problems incurred during the research. We see some of the general and specific objectives that the study wishes to achieve, the research questions the study seeks to answer at the end of the study and the significance of the study to those who may read the study afterwards or those who are affected in the study. Finally, the study explains some of the limitations it faces during the research period maybe from the environment, company, staff of the organization and many others.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature on which the study is impinged. Existing literature in the field of governance in Kenya's sports Industry was analyzed to critically discuss contributions and contradicting views as well as identify weaknesses and gaps. Literature sources (as cited in the section further down) included; international journals and publications, internet articles, scholarly books, reports and other research studies.

2.1 Theoretical Literature Review

A theory underpinning this research study was Principal-Agent theory.

2.1.1 Principal – Agent Theory

In that respect, the relation amongst sports federations plus its associates can be demarcated in harmony with the major - agent model (Strom, 2000). Affiliate alliances, the leaders, obligate assumed absent their autonomy to their leaders and expect its executive body members to behave in their best interest. Responsibility provisions and devices then help to offer the principals with evidence about how their welfares are signified and offer enticements to agents to obligate themselves to the program of the principal (Strøm, 2000; Bovens, 2007).

The associate coalitions grasp their leader's responsible hence good governance is over their constitutional influences. Furthermost remarkably, these recount to the selection of the individuals that oversee the institute, that is, the followers of the managerial body of the organisation, but also to the assortment procedure of the governance of main proceedings. Henceforth, if procedures are not prearranged permitting to autonomous procedures, then accountability will lack and consequently leaving to breeding environment for unethical practices like corruption (Mulgan, 2003; Bovens, 2007). In order to ensure effective accountability in an organization, then there has to be an element of systems checking and balancing (Bovens, 2007). According to Aucoin and Heintzman (2000), one of the reasons for development accountability is to prevent coming up and development of power concentrated

in one area. Therefore, one of the keystones of egalitarianism the structure of instructions and equilibriums in government power, which limit the authorities of the governmental, policymaking and judiciary, branches of the public. Example, the influence to appeal that account be condensed over specific facets is agreed to law courts or audit occurrences. A lack of such preparations brings with it, and creates an upbringing base for, issues linked to bribery, the attentiveness of power, and the absence of democracy and usefulness (Aucoin and Heintzman, 2000; Mulgan, 2003; Bovens, 2007).

The departure of authorities is also a respectable supremacy exercise in non-governmental officialdoms or in the occupational domain (Enjolras, 2009). For example, the parting of authority amongst the administration of an organization and the panel involves a scheme of checks and balances that involves the application of internal control actions (Enjolras, 2009). There appears to be growing arrangement in the specialized game world that a system of checks and balances and control mechanisms are also needed in sports federation and that it constitutes noble supremacy (Burson, 2016); Philips, 2011). Certainly, a checks and balances system is paramount to prevent the attentiveness of authority in leaders and it guarantees that making choices is robust, independent and free from inappropriate influence. In reality, the concept of separation of powers in sports governance is underdeveloped and usually suggests separating the punitive bodies from the political and executive arms of a sports body.

2.2 Empirical Literature Review

This section discusses past studies in relation to the variables of the study including good governance, policy implementation, fairness awareness, apparatus competences and internal control systems.

2.3 Good Governance

The obvious use of the term “governance” is the way organizations/companies are directed and controlled (Barine, 2011). Governance according to Coakler (2000) is the “organizational function which is determined by the individual socio – economic systems; which is the source of authority in the enterprise; which develops dynamically in the process of determining goals, policy and other important decisions; and which represent, preserve and develop the interests of stakeholders”. Oketch, (2005) argues that corporate governance can be described as the process by which organizations are directed and controlled; it encompasses authority,

accountability, leadership, direction and control. Therefore one can define Corporate Governance, as “the manner in which the power of a corporation is exercised in the stewardship of the corporation’s total portfolio of assets and resources with the objective of maintaining and increasing shareholder value and satisfaction of other stakeholders in the context of its corporate mission” (Burson, 2016)

Philips (2011), stated that good commercial governance is seen to be originated upon the insolences, morals, performs as well as standards of the society regarding: Responsibility (a type of leadership which is ready to be accountable for whatever they are doing); Cost effective and successful (governance who are outcome oriented); correctness and uprightness (meaning the type of leaders which is of high integrity, faithful, diligent and honest); accountability (referring to leaders who have capability in job assigned, they are responsible, they represent others, are conscious to its obligations as well as being open headed and transparent accurately. In addition they provide information in a timely manner which is connected to the operation of the organization as a whole).

Edwards and Cough (2005), stated that the principles of good governance are: Involvement, regulation, limpidity, and Receptiveness. Mardiasmo (2012) clarified the core values to a good governance as being involvement, transparency, forecast ability and accountability. He added that the good governance has three criterion including accountability, value and being transparency. Therefore the three basic elements which form pillars following the above discussion can be efficiency, effectiveness and economy. Agoes (2004) supported the argument by stating that good governance can be characterized by equality, accountability, answerable and transparent. Moreover, Phillips (2011) added that predictability, transparency, rule of law and accountability are four vital principles of good governance.

The posture engaged by a foremost figure of an organization will affect choices made in any association under that leading body's canopy (Phillips, 2011). This sequential arrangement seems inequitable since the people at the bottom of the hierarchy of authority such as those who plays and those who act are subjected to some rules and regulations which they do not participate in formulating them amongst the network and hence deprived from enjoying the rewards (Geeraert et al, 2012).

Bruyninckx, (2012) reported that initially the sporting systems were able to govern themselves without government or political interference. However, nowadays, sporting systems have not been able to progress effectively as the government and political environment have now commercialized the game and have interfered with stakeholders' autonomy in decision making (Bruyninckx, 2012; Geeraert et. al., 2012). The 'governmentalisation of sport' (Phillips, 2011) might seem inconsistent in a time after utmost academic works expresses of a departure of the state from the supremacy of civilization. At the identical time we observed a cumulative impact of stakeholder organizations in game supremacy. All those occurrence has resulted to additional interacted supremacy in game to the disadvantage of the old-style hierarchic self-governance (Crocì and Forster, 2004; Holt, 2007). Thus, around is a swing from the definitive one-sided upright networks of specialist towards new, horizontal procedures of networked governance.

In regard to the African region, sporting sectors have been seen as either cultural industry or an activity of leisure rather than a business activity and therefore the government have not been in support in terms of resources needed (Albers and Forgarty, 2005). In addition, since in sporting, patriotic sentiments might be involved, they become very attractive to most politicians and they are given some exceptions and special treatments granted. Currently worldwide is in pursuit of the good governance and the government have been debating about it in an increasing manner. Therefore, people have been constantly talking and urging the government "to heed higher standards of democratic representation, accountability and transparency" (Woods, 2013). Thus, good governance has been mentioned with characterized such as "epitomized by predictable, entangled and open policy making, a bureaucracy entangled with professionals, accountability, a strong civil society participation in public affairs such as sports and all behaving under the rule of law".

According to Garcia (2007), corporate world refers good governance as "corporate governance" or "good corporate governance" which is associated with different ways in which both public and private companies run their businesses in such a way that they take care of both internal and external stakeholders. Yanow (2009) stated that from the international institutions point of view, good governance would comprise of key principles including efficiency, accountability, predictability, effectiveness, good financial management and transparency. Albers and Forgarty (2005) added that a key background characteristic for a good governance is democratic environment.

Pieth (2011) stated that recently, sports have been commercialized hence exposing governance failure in terms of bribery and corruption as well as being exposed to predatory and avaricious ways of world capitalization. This has led to the highly questioning of the sport's self-governance. More debate and arguments have increased which has led to more oversight and control throughout the universal due to many rules and norms which are transgressive and with lots of scandals. Schenk (2011) said that legitimate questions have been asked by both civil society and general public in relation to the norms and procedures, their compliance and sanctioning as well as how costs and benefits are distributed. Bruyninckx (2017) ascertain that the call for good governance have been made possible by large amount of autonomy, global dimensions and explicit linkages between sporting and other policy domains.

Geeraert et al (2012) stated that Fulfilling good governance requirements indicate being certain that the involved industry is able of taking sporting to the next level of development and make it competitive among worldly sports. In addition, sports have various benefits including enhancing health among people in terms of physical exercises, being able to bring about values, increase coordination and organization among people, leading to group cohesion and providing recreation background. Schenk (2011) reported that the vital issues such as social cultural values which are brought about as a result of sporting are negatively affected by the corruptions among governance. The new development has shown the increasing influence on sporting by international NGO's which has led to lack of good governance in both local and international games thus leading to detrimental repercussion on the society as a whole (Weiss, 2000). According to Katwala (2000) sports federations need to take care of their respective sports in a transparent and responsible manner.

Katwala (2000) reported that there exist a lot of potential in sports federations producing even better governances though putting some corrective measures such as identification of the knowledge gaps to be filled. He added that principles behind good governance are that there should be account of how relevant an organization is in achieving the nation goals. However, Edwards and Clough (2005) argued that the operation standards in other sectors might not work in sporting sector. Therefore sports federation must be able to sit together with other members of governance as well as other stakeholders and come up with elements which can be applied to sporting for their success. Forster and Pope (2004) stated that

regardless of many sporting stakeholders having effort to come up with principles of running the sporting, there are still some gaps which involves coming up with core and standardized principles on the same. They added that it is evidenced that there are no enough empirical evidence which indicate clear internal working procedures for sporting. High profile scandals related to corruption teach us that there probably is something wrong, but we have no clear image of the magnitude of the structural organizational issues in the governance of sports.

Hood and Lodge (2006) reported that the biggest failure in sporting which is associated with governance is the lack of transparency in most of the sporting operations and activities which has led to a lot of corruptions. Subsequently, the transparency is associated with accountability which is core functions and indicator of a good governance. Conceptually, transparency is closely related and even connected to accountability. Good governance should be accountable in that they are required to always inform their stakeholders of any decisions and the reasons for their choices of a given strategy. Woods (2013) ascertain that for any organization to be reported as being accountable then they must have procedures which govern their operations and ensure transparency. According to Hood and Lodge (2001), “in perhaps its commonest usage, transparency denotes government according to fixed and published rules, on the basis of information and procedures that are accessible to the public, and (in some usages) within clearly demarcated fields of activity” (p. 701).

Transparency is a trait which is common in most of governance doctrine and which has different facet. This features off transparency, according to Hood and Lodge (2006) related to how different countries relate to each other, how national bodies works, and the level at which individual state can affect business affairs. Garcia (2007) added that transparency characteristics are also shown in the level of openness in various proceedings and dealings between top government and the business people at citizens levels. Bruyninckx (2012) reported that professional sporting lack transparency which makes their activities not acceptable internationally. Robinson (2012) said that the lack of transparency on sports has led to a lot of scandals which make them impossible to be self –governed and hence unacceptable to other economic activities.

Since these organisations are charged with taking care of a public good, Henry and Lee (2004), argue that “their inner workings should as far as possible be open to public scrutiny. Moreover, since sport, both at amateur and at professional level, relies heavily on public

sector support, federations are also expected to demonstrate a high degree of accountability to their surrounding community (Katwala, 2000).

Bruyninckx (2012) stated that most of the organizations dealing with sporting have constitution which governs how they operate steered by the executive body. However, they do not have any legislative forum where stakeholders are involved in deciding making process. He added that majority of sports federation have a system of legal which dictate the internal compliance. In addition, most sports federations also have a legal system, including an internal compliance and sanctioning system. Therefore, principles of good governance for sports should also include concepts usually applicable to the political sphere, such as participation and democratization (Albers and Forgarty, 2005). The high degree of autonomy has however allowed the world of sports to function according to its own priorities and this has had repercussions for the internal democratic functioning of sport federation.

The key concerns in relation to self-governing procedures in governance of sports are lack of members' involvement. Arnstein (2009) stated that involvement of the individuals who are government by their authority is the foundation of democracy, a Nobel idea which everyone appreciate and recognize. Sports industry, have traditionally kept their main constituencies away from the policy and procedures which help them make their decisions and forms rules that govern their operation. In addition, as a result of procedural governance related to sporting, their policies are never formulated in consultation with stakeholders such as athletes (Houlihan, 2004). This shows lack of seriousness in coming up with rules and regulations in operation of sporting as the athletes themselves who are not even as partnership are the main people who are impacted by the operations themselves (Yanow, (2009).

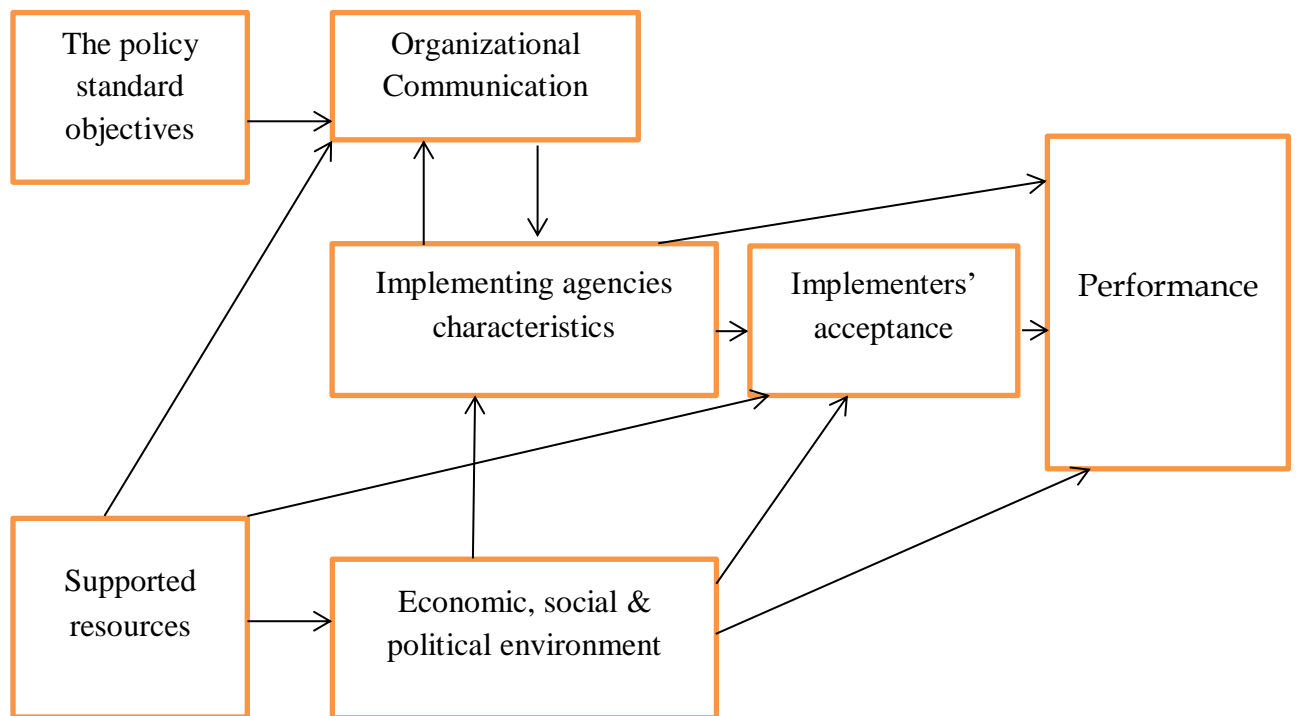
Sports governance according to Yanow (2009) deals with coming out clear about the applied rules or procedure verses the commercial, social and economic measures related to the management of the sporting. Muriithi (2016) ascertain that sports need to achieve high standards in relation to transparency, democracy and accountability since the games are based on fair competition which are ethically conducted.

Previously, governing sports was less worrying and less multifaceted as athletic figures were well-known to classify rules and organize actions (Muriithi, 2016). Nevertheless, quick globalization and the commercialization of sport formed novel conflict and opposing

interests, and this led numerous parties to dare the capability of the sports industry to competently oversee itself (Rogge, 2004). Therefore, this provides a basis for the need to study sports governance. Sports leaders are faced with critical yet long overdue strategic decisions in equipping their federations for future development.

2.3.1 Policy Implementation and Good Governance

Many researchers have come up with the implementation models (Van and Horn, 1975; Edwards, 2000; Bovens, 2007) which indicated the similar policy implementation criteria including necessary resources, the environmental conditions, the organization doing the implementation and the individuals who are doing the real implementation (implementers). Different authors differed in terms of the context of the cause and effect. This study borrows a lot from the Van and Horn (1975) model which is the original one and has most of the factors considered by other models put together. This model present six key variables which may affect the performance of policy implementation and they involve: policy standardization and objectives that are well explained in the organization's policy statement; the various resources that are available to enhance implementation process; the organization communication and activities involved in enforcement of the policies; formal and informal companies which act as implementers or agencies; the implementation time social, economic and political environment; and finally a document which shows acceptance of the implementers in the implementation process. Figure 2.1 below shows how variables in this model are related.



Source: Van Meter and Van Horn (1975)

Figure 2.1: Variable Relation Model

According to Bruyninckx (2012), organizations dealing with sports and their stakeholders depend largely on different revenues such as public and private subsidies. Hence, different sports stakeholders must have interest in relation to how sporting affairs are managed in an efficient, transparent, accountable and in democratic way. Geeraert et al (2012) recommended that organizations dealing with sports must change both their interior and exterior devices so that to deal with the continuous sports commercialization, professionalism and globalization.

According to García, (2007), actors and governmental sport agencies have mandate to ensure that the goals set for operation of sports federations have been achieved. They need to ask themselves questions such as how the planned end results can be achieved, that is, if the policies and codes for good governance can be achieved. Or in other words they can question the achievement of the goals through practical strategies. Coakler, (2000) stated that for effective and efficient implementation of the sports policies, there must be a well plan laid down, frequent measurement n the extent of achievement of the goals which must be done periodically, making available adequate necessary resources, assigning of the roles and

responsibilities to the various members and stakeholders involvement of continues monitoring the performance.

For a sports good governance policy formulation must be done had in hand on how implementation will be carried out. This is because the actors of implementers must in in a position to understand which policies are applied to which operations and make sure all measures have been put in place to ensure success (Yanow, 2009). Within international federations those charged with responsibility for implementing good governance policy and practices will, it is argued, of necessity have to adapt policy to suit the particular circumstances of the federation in terms of funding, employee competence, need from other strategic partners and the legal requirements). Albers and Forgarty (2005) stated that sports fidelity lack the capacity to implement good governance policy and not the commitment.

Mintzberg (2013) stated that for an organization to implement good governance, then their stakeholders must be able to answer questions such as: determining the best strategies for implementing policies as applied to different unique context of international federations. This involves the process of formulating policy by the implementers so as to realize the optimal policy impact. In addition one had to have a well-designed strategy which is well coordinated in terms of closeness to the actors involved such as close supervision, laying down rules and procedures and standardization of the work.

Leung *et al.* (2009) stated that the good governance (which is composed of collection of necessary operating principle and rules), well laid factors necessary as a measure of good governance and having Centre of excellence to indicate good governance are the three main ways which differentiate international sporting from other international resolutions. This aspects are of paramount in operation of international federation in order to realize better performance.

2.3.2 Ethics and good Governance

According to Nando (2016), Ethics means what is good and bad, right and wrong. It deals with the values which related to human rights and respect to the rightness or wrongness of a give action. Nando (2016) said that ethical that would lead to good governance rest upon three pillars including: moral character of a leader, ethical values embedded in the leaders

vision, articulation and program which followers either embrace or reject and finally morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue. According to Fadilah (2013) ethics that lead to good governance portrays a character of fairness and equal treatment. He added that the above characters collectively put together help in fulfillment of the rights of all stakeholders.

Ethically behaving governance will create an environment such that fairness is blossoming and people are aware of the importance of group work and importance of having good relations (Edwards and Cough, 2005). They added that if there is group value created as a result of good relations among stakeholders, then employees are able to develop sense of self worthiness and identity. This would enhance achievements of the organization intended goals and minimization of corruption. Fair treatment is vital as it conveys information in relation to quality of individual's associations with authorities and members of his group (Fadilah, 2013). Fadilah said that good governance in sports can be enhanced by creating conference and communication systems on which different academicians, journalists and other sports officials can present and discuss signals of corruptions, match fixing and other fraudulent ways in sports affairs.

2.3.3 Human Capital and Good Governance

Human capital refers to the competency of employees in terms of the skills and knowledge they have as well as the adequacy of the employees in an organization. According to Cheng et al., (2002) a competency refers to the individuals' knowledge, skills and ethics while working. According to a study by Nur Afiah (2004), competence of different organizations' stakeholders including the top management will affect the good governance significantly. Wood (2013) indicated that the three phases of competencies are: individual competencies, management competencies and the core competencies (which is owned by personnel in competitive advantages owned by the company).

A competent leader embraces the expertise in relation to the apparatus used for internal control of the system (Albers and Fogarty, 2005). He added that dimensions in relation to professionalism in any company will relate to how professional are dedicated to their work as reflected on how they utilize their knowledge and skills as well as how they are committed in ensuring that their obligations in social aspects are concerned. In addition it can also be portrayed on the manner in which society views professional in their roles in bringing about

social benefits and their dedications in making right decisions without having to be pushed around by their governance. Albers and Fogarty (2005) indicated that individuals deemed profession must be self-motivated in doing what they are mandated to do in an organization and steer the achievement of the organization goals.

The results of the study carried out by Kalbers dan Fogarty (2005) indicated that community affiliation and autonomy demand as reflected in professionalism are the two key correlates of organization performance. The study by Pieth (2011) indicated that there is a need for professional competencies and ethics so that to increase the general performance of organizations in terms of being accountable as this would help reduce the global crisis associated with sport industry.

According to Davies (2010), competence is “an primary traits of people, which relate to effective or superior performance in work, including their motive, skills possessed, individual’s self-image or hi roles in the society or the body knowledge used”. Boutler et al. (2009) defined competency as individuals characteristics which make him or her to have improved performance in their various field of specialization. Cheng et al. (2002), referred competence as the education, skills and experience that one has in a given discipline as well as the ethical and moral behavior portrayed by that individual at work. A competent employee possesses some knowledge and skills which help them to perform their duties and responsibilities (Susanto, 2007). Edwards, and Cough (2005) added that a competent person is able to increase his effectiveness in his or her takings by using the knowledge, skills and their capabilities.

Fadilah (2013) gave a list of competence characteristics as being motivated, having self-concept, and possessing relevant knowledge and skills. The components of competence according to Cheng et al (2002) include being an expertise who is practicing, having wide knowledge on a given field, in possession of leadership qualities, and having personal attributes which are desirable and objective. In addition, Nur and Afiah (2004) report indicated the dimensions of competence as having experience, being knowledgeable, being an ethical leader and in possession of the adequate knowledge and skills. From the above definitions and dimensions provided, it can be said that leadership traits and training plays a big role towards ensuring that an organization record high performance.

Phillips (2011) reported that a good manager should always have right skills and right competence. Hood and Lodge (2006) stated that for any public service reform, can be enhanced by having workers who are competence as they are able to trace the key management issues and deal with them. The key competencies of the financial management are importance as this would reduce the corruptions in an organization (Mintzberg, 2013). He added that these key competences include good communication and interpersonal skills knowledge about business, problem solving orientation, and personal positive attitudes and capabilities. Most scandals in sports industry are associated on the use of financial resources. Therefore to avoid such scandals it is important to have financial officers and accountants who are competent.

There has been an increase in the demand for sports organizations in all levels in terms of ethical, social and environmental behavior hence an opportunity for sports industry to develop themselves and become more established (Babiak, 2010; Davies, 2010). This makes the sports governance to be held responsibility towards their federation members who are stakeholders as well as the general public. Davies (2010) stated that sports have high social cultural value and therefore have potential of having high impact on the wider society. In addition Eurostrategies et. al., (2011) noted that in general both in the past and today, sports activities relies heavily on public financial support. It has been noted that professional sports are in need to access public funds and keep on requesting the government to invest more in sports. Bruyninckx (2012) reported that public fund has been used for building stadiums, public transport infrastructures; invest in training people participating in sports activities and so on.

2.3.4 Internal Control Systems and Good Governance

Albers and Forgarty, (2005), defined internal control as a procedure, which offer assurance to the attainment of the organization objectives in terms of cost efficient and effectiveness of the operations, providing reliable financial report and complying to the laws and regulations. They added that the process can be affected by the top management of an organization including board of directors and other personnel. Furthermore Tugiman (2003) describes the definition of controlling internal systems of an organization in context of a non-profit organization as a process that is done by people, from top management to the executive, which are designed to offer reasonable indicators towards achievement of the company's'

targets with conditions such as efficient as well as effective activities, consistence information and loyalty to the set rules and regulations.

Attainment of the main goals of the internal control of the systems, requires management to implement the various aspects of internal controls in their activities which is an indicator of organization's good governance. Wood et. al., (2013) stated that internal control components include controlling of the surroundings, assessment of the involved risks, monitoring and taking control of activities as well as obtaining information through proper communication channels.

Nunuy and Dien (2014) stated that for the internal control systems to provide paramount assurance to attainment of the organization objectives, it requires the process to be integrated to the various activities and actions which must be carried out continuously in accordance to the plan. To obtain consistent and reliable organizations' governance, there is a need to have well-defined frameworks which govern how operations are to be carried out. A well harmonized and organized system allows reducing the risk in relation to fraud financial report from the company. Oketch (2005) said that there is always a relationship between the internal quality control systems and the risk of having corruption in an organization.

Baine (2011) reported that there is limited empirical literature or studies which show how internal control systems can help deal with problems in the sports federations. This means that there is a gap which this study can seek to fill by providing the information about the internal control systems and specifically focusing of football sports federation. Barine added that corporate collapses mostly due to the weak internal systems which are not able to detect problems at early stages. This means there is a need for corporate reforms and install internal systems which can help control any deviation from the plans towards achieving organization goals.

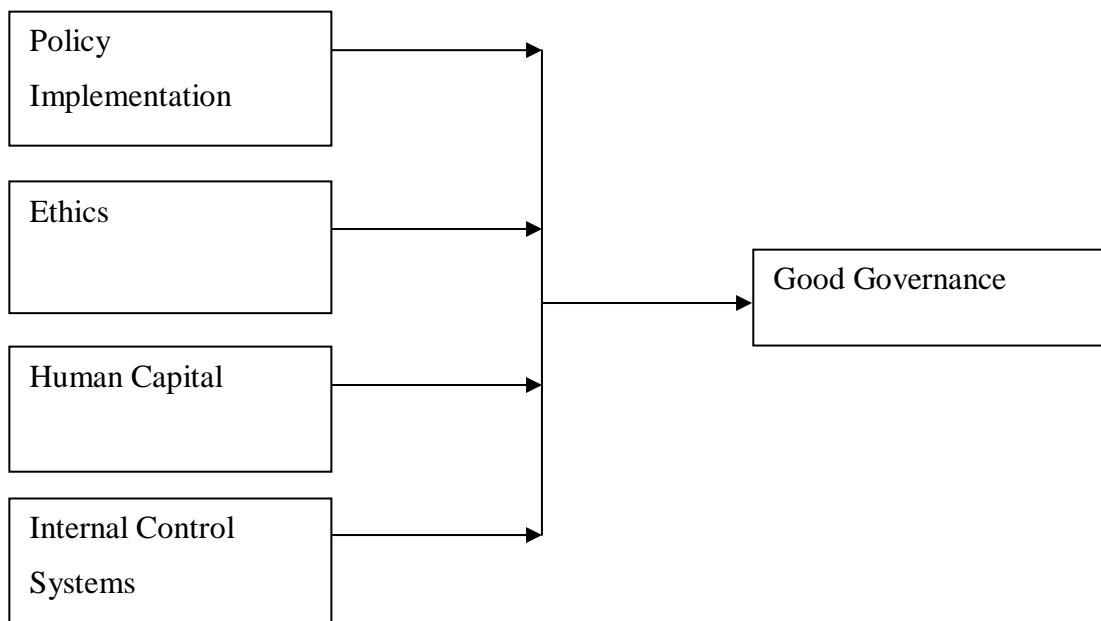
2.4 Conceptual Framework

A conceptual framework refers to the placement of the concepts or ideas in a well sequenced and logical design. It can be said to a diagrammatic representation of the study variables in a formal structure to indicate the relationship which exist. It is used where theories cannot be used and it's related to a specific concept or idea derived from the objectives of the study. Its

aim is to help give clarification of the existing relationship between various concepts or variable of the study as well as providing the context in which study findings interpretations can be made or one can offer explanation of the observations as well as encouraging development of the theory which can be used in practice.

Independent Variables

Dependent Variable



Source: Author (2017)

Figure 2.2 Conceptual Framework

Brief Explanation of Variables

2.4.1 Policy Implementation

Policy implementation affects achievement of the good governance in a positive and negative way in the sense that lack of implementation of the sports industry operation policies affects negatively the performance of the sports industries. Also it can be seen as something positive in good governance in sports in that it helps in making sure that the operations are well planned and the operations are as per the stated policies.

2.4.2 Ethics

This is referred to as the ability of the sports federations and other stakeholders being aware of their rights and knowing if someone does not meet their expectations. Achievement of good governance means that all the stakeholders understand fully their rights and are satisfied by the undertaking within the company.

2.4.3 Human Capital

Apparatus competence can be termed as what an employee can do best or what he may have been trained in school or an institution to do best. Therefore employees who are best in what they do help in making a company the best due to their outstanding qualities they may have or what they are skilled to do best. In short they are probably experts in what they love doing. People or employees who lack training and great skills do not benefit a company in any way other than make it use its funds to try and teach them so as to become at least useful to the company. Good governance can be ensured if the concerned parties have the right skills to manage the company well.

2.4.4 Internal Control Systems

Internal control systems that are available to the company contribute a lot towards ensuring the company success through good governance. It can generally be said that a company or organization with up-to-date technology based control systems; they are able to keep track to their system operations an indicator of good governance.

2.5 Summary

This chapter summarizes various aspects on the factors affecting the achievement of good governance of sports industry in Kenya. Therefore we can say that for good governance to work out certain factors need to be considered such as the policy implementation, fairness awareness, apparatus competence and internal control systems. These means that there's a chance however slight it may be that good governance has to work with the above factors in place for it to be a success for everybody.

For example policy implementations have to be there for one to achieve good governance in the sports industry; people in general working in the sport industry need to understand the fairness in running the sports for all the stakeholders to be happy; in addition the players need to be trained in the relevant field to ensure that the competence is ensured and the operational of internal control system has integrity element in consideration.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter provides a detailed account of the actual design and methodology applied for the study. It outlays the research design, data sources, population and sample selection, data collection methods, data quality control and how the data will be processed and analyzed. The chapter also gives the type and sources of data for this study, the method of data collection and how reliability and validity will be tested as well as diagnostic tests to be performed under this study.

3.1 Research Design

A research is a guide explaining how the study was carried out (Orotho, 2009). A research design can also be perceived as a strategic guide on how the research questions were answered and there should be no or little deviation from the expected results (Mugenda and Mugenda, 2008). The study employed a descriptive research design. Descriptive research enables the development of relationships between variables and the development of generalization of principles and theories that have universal validity. Patton (2008) summarizes the essential of research design as an activity and a time based plan, always based on the research question, guides the selection of sources and types of information, framework for specifying the relationship among the study variables and outlines the procedures for every research. The research design is therefore the blue print that enables the investigator to come up with solutions to problems and guides in the various stages of research.

3.2 Target Population

According to Mugenda and Mugenda (2008), a population is a complete set of individuals, cases or objectives with some common observable characteristics. The target population refers to the total collection of all the elements or individuals under consideration (Orotho, 2009). The subjects targeted for information in this study was football Kenya federations in Kenya. Since there are 66 sports federations in Kenya, the target population comprised of 198 employees of national federations in country which comprises of 66 chairmen, 66 vice chairmen and 66 sports secretaries.

Table 3.1: Target Population

Categories of employees	Frequency	Percentage
Football Kenya federation Chairmen	66	33.3%
Football Kenya federation vice Chairmen	66	33.3%
Football Kenya federation secretaries	66	33.3%
Total	198	100%

Source: Author (2017)

3.3 Sample and Sampling Techniques

Orotho, (2009) define a sampling frame as a list of all the items where a representative sample is drawn for the purpose of a study. The sampling frame for this study was derived from the list from the sports industry in Kenya. The focus was on sports federation. Sampling technique is the process of selecting a subset of the total population to be a true representative of the total population (Orotho, 2009). Sampling techniques can be either probabilistic or non-probabilistic (Mugenda and Mugenda, 2008). If the respondents were drawn with no predetermined subjective criteria then this is probabilistic sampling technique, otherwise it would be non-probabilistic since the study has judgmental selection criteria (Orotho, 2009).

Kothari (2008) describe sampling procedure as the ideal selection of a group of individuals from a research population so as to make a conclusion of the entire population. This is also said to be a group or set of respondents. The sample was selected using the stratified and simple random sampling technique. These techniques are selected so that to give the possible respondents equal and independent chances of being selected, a procedure which is objective and enables generalization of the results (Mugenda and Mugenda, 2008). The researcher selected 50 percent of the possible respondents (giving a sample size of 99). This fulfils the minimum threshold sample suggested by Patton (2008) who recommended atleast 30 percent of the target population as an adequate sample size for a descriptive research design.

Table 3.2 Sample Size

Categories of Respondents	Sample Size	Percentage
Football Kenya federation Chairmen	33	50%
Football Kenya federation vice Chairmen	33	50%
Football Kenya federation secretaries	33	50%
Total	99	50%

Source: Author, (2017)

3.4 Research Instruments

Research instruments are tools by which data is collected. According to Mugenda and Mugenda (2008), a researcher needs to develop instruments with which to collect necessary information. The researcher used questionnaires and desk review of existing literature in the field of study.

Primary data was collected using questionnaires. The questionnaires were issued to the respondents by e-mail to collect data and allow the researcher to reach a wide population of respondents. The questionnaires were both open ended questions and closed ended questions. On its part, secondary data was collected by a desk review of existing literature on governance in the Kenyan sports industry, reviewed and analyzed.

3.5 Piloting Study

According to Kothari (2008), piloting of the research instrument is necessary for various reasons: to clarify the wording and grammar of the instrument so as to avoid misinterpretations; to avoid research bias; detect ambiguous questions; and to pick out in advance any problems in the methods of research.

The researcher issued questionnaires to the respondents so as to conduct a pilot study. A random pre-test on 10 respondents was undertaken. These 10 respondents did not take part in the main study. The data collected was analyzed to test reliability and reliability of the research instruments.

3.5.1 Validity of Research Instruments

According to Borg and Gall (1989) validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Mugenda and Mugenda (2008) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field.

To establish the validity of the research instrument, the researcher sought opinions of scholars and experts in Management, Leadership and governance from the University including Supervisor and Lecturers. This allowed modification of the instrument thereby enhancing validity. Furthermore, the study assessed the responses and non-responses per question to determine if there was any technical dexterity with the questions asked.

3.5.2. Reliability of Research Instruments

Reliability, according to Kothari (2008), is the extent to which a measure, procedure or instrument yields the same result on repeated trials. Mugenda and Mugenda (2008) define reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trials. In order to test reliability in research, three methods are widely used which are the 'test retest' method, the 'split halves' method and the 'internal-consistency' method.

'Split-Halves' method can be used when comparing two halves of the responses to each other and similarities identified. The more similarities between the two halves and each question can be found the greater the reliability. According to Kothari (2008), the 'split-halves' method was the most suitable and basic method for checking reliability when the data have a large amount of raw data. Internal consistency method can be tested using Cronbach's Alpha. Cronbach Alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A high value of Alpha is often used as evidence that the items measure an underlying (or latent) construct (Mugenda and Mugenda, 2008). Reliability with a predetermined threshold of 0.7 is considered acceptable. That is, values above 0.7 indicated presence of reliability while values below signified lack of reliability of the research instrument. Most of this test can be used when a researcher has a primary data.

3.6 Data Collection Procedures

Data collection is referred to as the process of assembling information that is required to conduct a research (Kothari, 2008). Primary data was collected using questionnaires. On its part, secondary data was collected from a desk review of existing literature on governance in the Kenyan sports industry.

Questionnaires were developed, validated and used. Questions were both open and closed ended. These questionnaires were delivered to respondents via email. Prior to issuance of the questionnaires, the purpose of the study was explained to the respondents and their approval sought.

3.7 Data Analysis and Presentation

Data collected was recorded in an excel spreadsheet developed by the researcher, cleaned, organized and presented systematically so that valid and accurate conclusions could be drawn from them. Different statistics were obtained and findings presented in form of simple tables, charts and graphs and deductions made. Qualitative data was summarized and presented under the main themes of the study. Based on the above qualitative and quantitative data analysis, recommendations for improvement of corporate governance practices in the Kenyan sports industry.

3.8 Ethical Considerations

3.8.1 Informed Consent

The respondents were informed about the research and they were asked to allow the researcher to gather information from them using the questionnaire.

3.8.2 Confidentiality

The respondents were assured of confidentiality of the information that they give. The data which was collected were kept well and were not disclosed to anyone since it was used for academic purpose only. Researchers are expected to alert participants to potential privacy confidentiality breaches (Patton, 2002)

3.8.3 Privacy

Promises of the privacy of gathered information was made. Questions in the questionnaires were strictly adhered to.

3.8.4 Anonymity

The questionnaires did not have identifies (names, addresses, telephone numbers) and the participants were assured the same will not be collected that would link the information to the individual from whom they were obtained. This created trust among the respondents and were willing to give the information.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATIONS AND PRESENTATION

4.1 Introduction

This chapter present analyses, interpretation and presentation of the review discoveries as per the aim of this study, whose purpose was analyzing factors affecting good governance in sports federations in Kenya; with a case study of Football Kenya Federation (FKF). Further review had to discover; the effect of policy implementation on good governance; the effect of ethics on good governance; the effect of human capital on good governance and the effect of internal control systems on good governance.

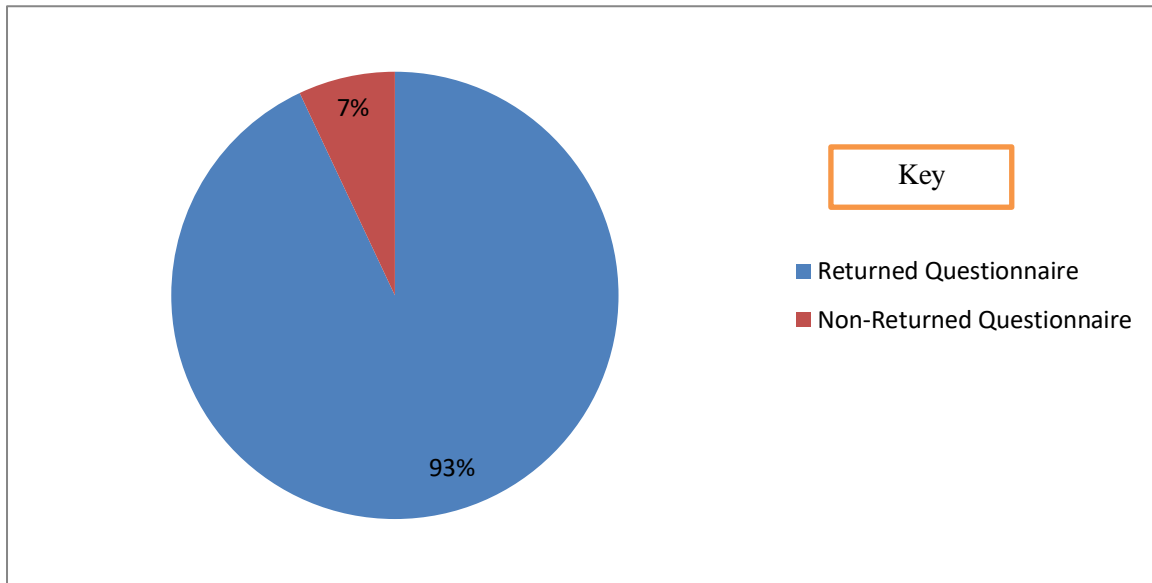
4.2 Response Rate

The study targeted 99 respondents. This included 33 respondents in the federation chairmen, 33 respondents in the federation vice chairmen and 33 respondents in federation secretaries. Out of the 99 respondents approached 92 gave feedback giving a 93% response rate. Study findings were presented in Table 4.3

Table 4.1: Response Rate

Description	Frequency	Percentage
Questionnaires received	92	93
Questionnaires not received	7	7
Total	99	100

Source: Author (2017)



Source: Author, (2017)

Figure 4.1: Response Rate

4.3: Respondents Information

This section analyses the respondents’ demographic information. This includes the respondents’ gender, age, highest education level, the period of service in their organization and the level of management they are currently holding.

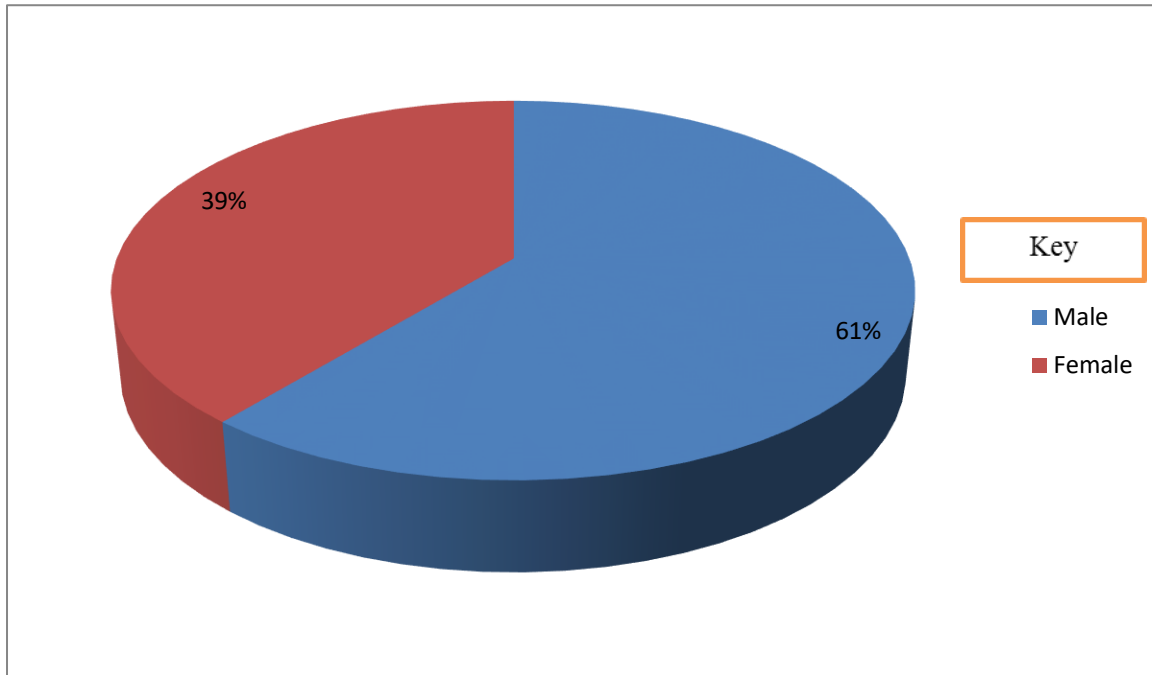
4.3.1 Gender of the Respondent

Responders depicted their genders. Results are below.

Table 4.2: Gender of the Respondent

Gender	Frequency	Percentage
Male	56	61
Female	39	39
Total	92	100.0

Source: Author, (2017)



Source: Author (2017)

Figure 4.2: Gender of the Respondent

As was indicated in the figure 4.2 and also in table 4.2, the study indicates that 61% of football Kenya federation staff involved in the study were males whereas 39% of the respondents indicated that they were females. This indicates that the study research involved respondents from both genders and thus was not gender biased. Majority of the respondents involved in the study were males.

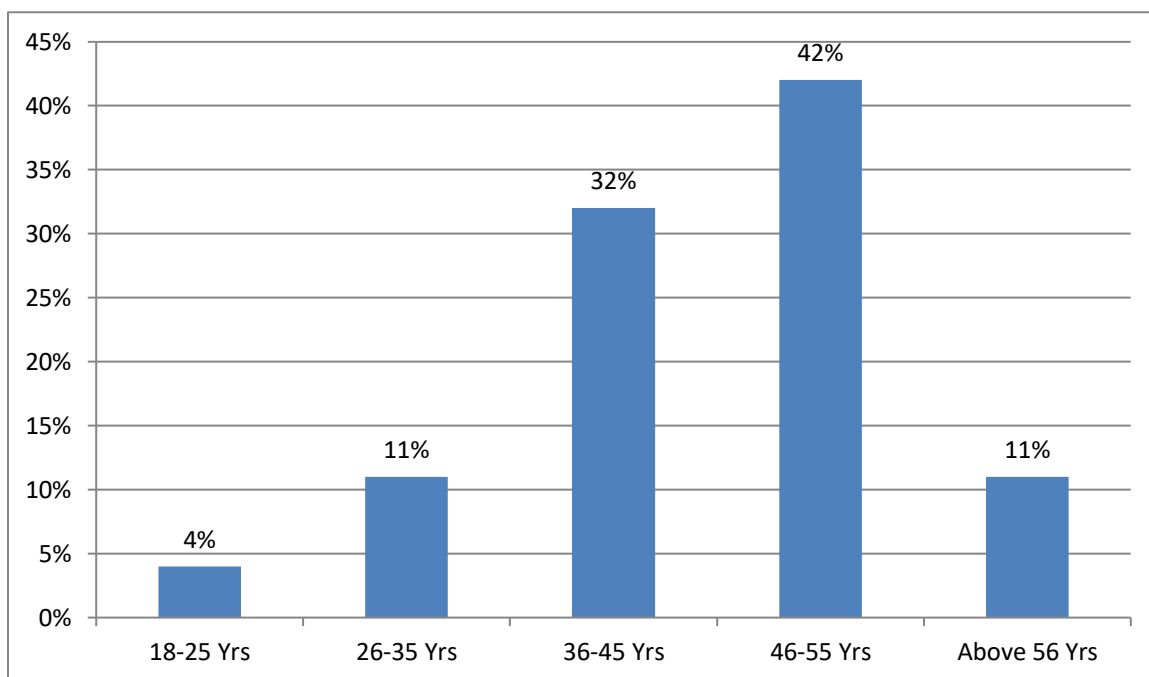
4.3.2 Age of the Respondent

The respondents indicated respective ages. Study findings are below.

Table 4.3: Age of the Respondent

Age	Frequency	Percentage
18-25 years	4	4
26 to 35 years	10	11
36 to 45 years	29	32
46 to 55 years	39	42
Above 56 years	10	11
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.2: Age of the Respondent

As shown in the figure 4.3 and table 4.3 the study showed that 42% of the responders were between 46 to 55years, 32% between 36 to 45 years, 11% between 26 to 35 years or above 56 years. Further study showed 4% of the working staff were in the age gap of 18 to 25 years. This indicates that the study research was not age biased as it included football Kenya federations' staffs from all age gaps with most of them being in the age gap of 46 to 55 years.

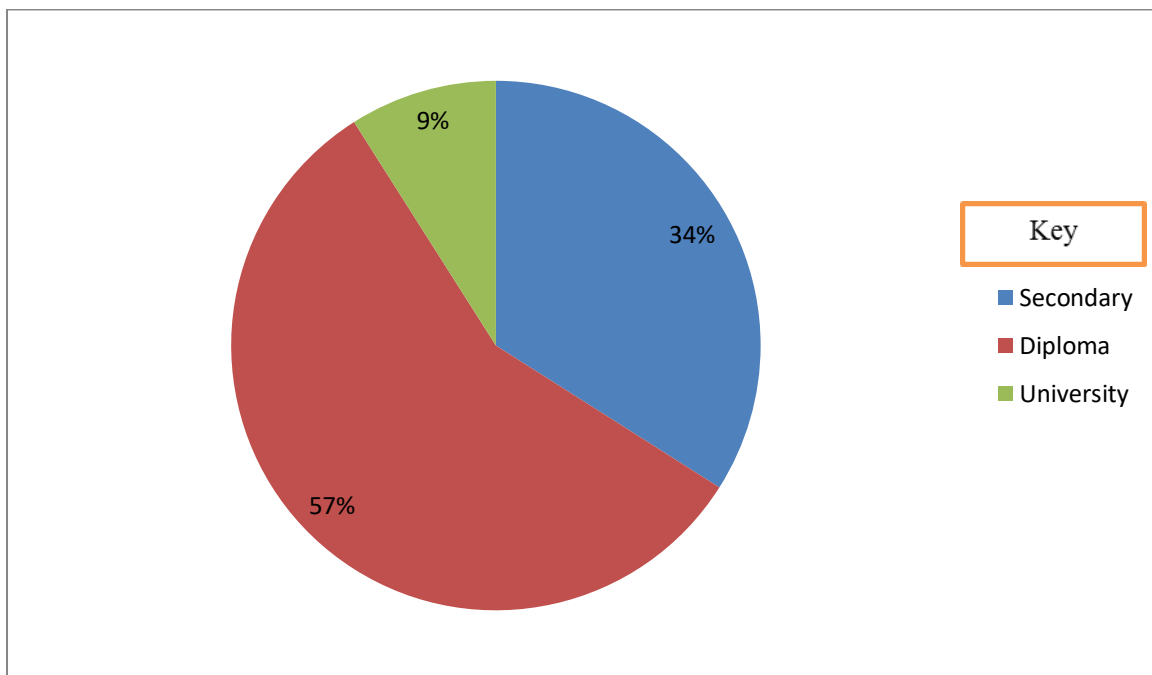
4.3.3 Highest Level of Education

Respondents were requested to indicate what their highest level of education was. Review findings were as shown below

Table 4.4: Highest Level of Education

Highest level of Education	Frequency	Percentage
Secondary	32	34
Diploma	52	57
University	8	9
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.4: Highest Level of Education

As shown in the figure 4.4 and table 4.5, the study indicated that 57% of the responders had a diploma as their highest education qualification, 34% of the respondents indicated that they had a secondary whereas 9% of the respondents indicated that their highest education level was University. This is an indicator that most of the respondents involved in the study were educated although their level is not high enough for someone holding the management and

governance positions. This indicates the possibility on the compromise of the achievement of good governance in football Kenya federations.

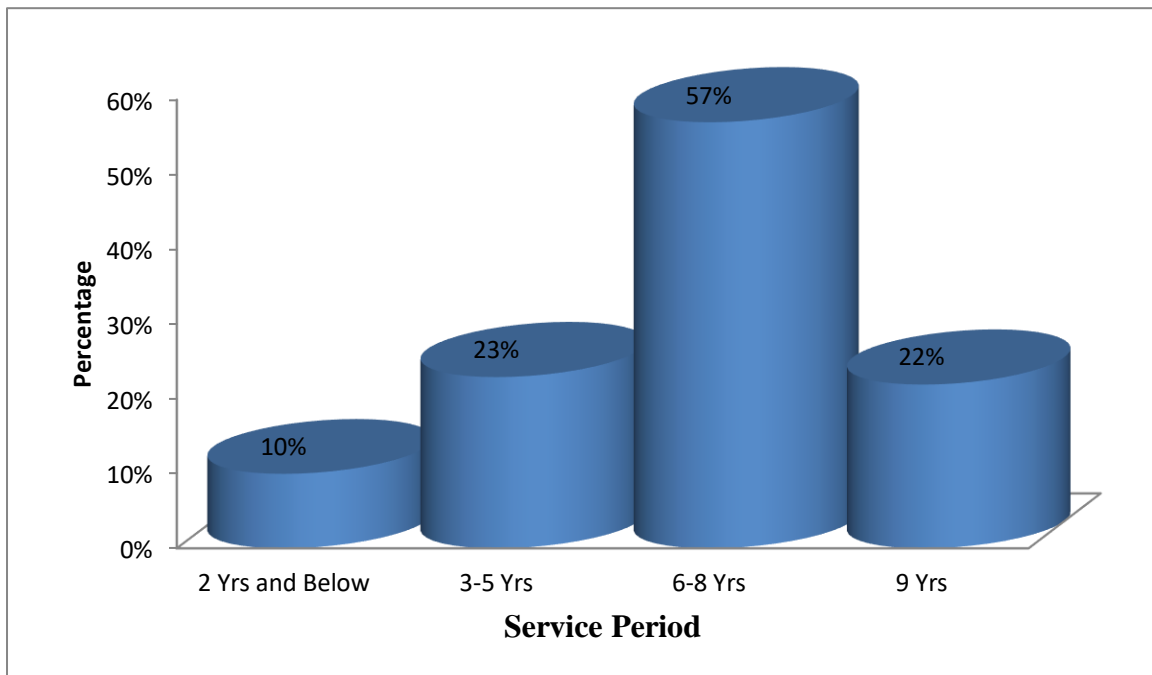
4.3.4 Period of Service

Responders showed period that the respondents had worked at football Kenya federations. The study findings were as presented below

Table 4.5: Period of Service

Period of Service	Frequency	Percentage
2 years and below	9	10
3-5 years	21	23
6- 8 years	52	57
9 years	20	22
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.5: Period of Service

From discoveries above the study indicated that 57% of respondents had been working for football Kenya Federation for a period of 6 to 8 years, 23% showed they worked for 3 to 5 years. Also, the study indicated that 22% of the working staff had been working for a more than 9 years and 10% for less than 2 years. Thus, study indicates most of the employees involved in the study had been working for football Kenya Federation for more than three years thus were well suited to give credible information regarding the study.

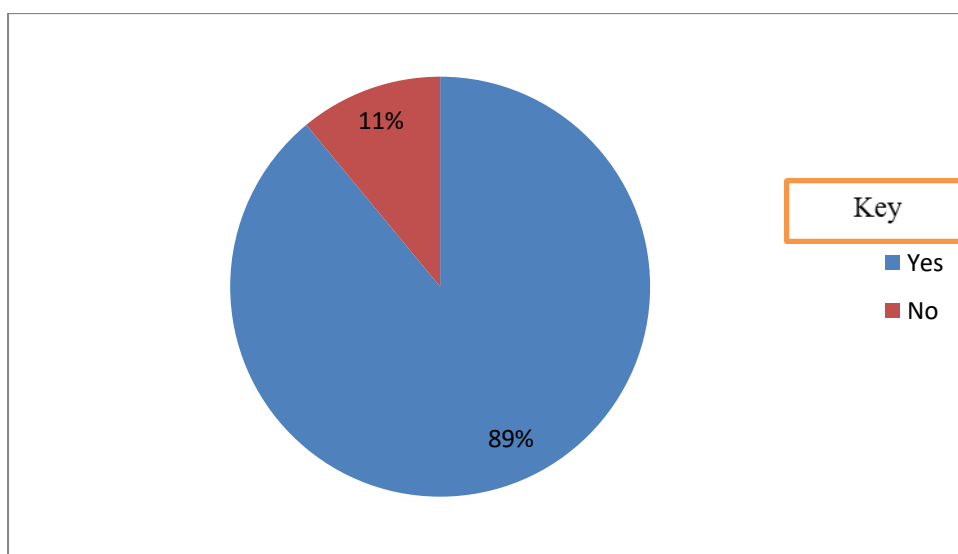
4.3.5 Policy Implementation and Good Governance

Policy implementation in this study has been considered as one of the factors towards good governance as responded by employees through distributed questionnaires. The employees were asked if they are aware of policies governing the operations of football Kenya Federation the following table was generated.

Table 4.6: Policy Implementation and Good Governance

Response	Frequency	Percentage
Yes	82	89
No	10	11
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.6: Policy Implementation and Good Governance

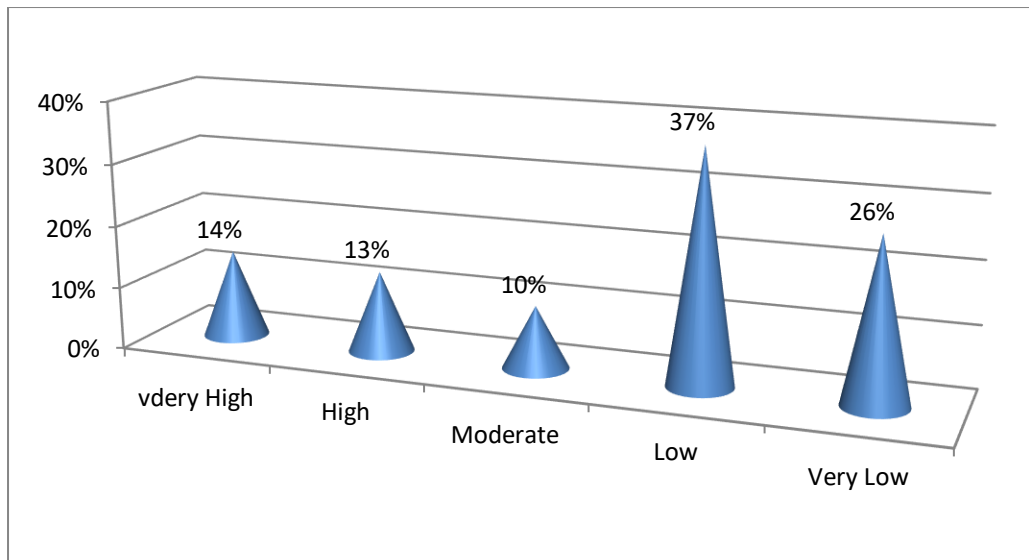
Majority of the employees from the table 4.6 which constitute 89% described the presence of policy implementation whereas 11 percent were not aware. Going for majority percentage, it can be said that the football Kenya Federation have implementation policies for the various jobs undertaken. Majority of employees agree that there exists a strong relation between the presence of implementation policy as indicators of good governance.

4.3.6 Ratings of the Football Kenya Federation in terms of being able to implement their operations policies

The respondents were required to rate the football Kenya federations in terms of being in a position to implement their operation policies. Table 4.7 shows the response.

Table 4.7: Rating of Football Kenya Federation in Implementing Their Operations Policies

Response	Frequency	Percentage
Very high	13	14
High	12	13
Moderate	9	10
Low	34	37
Very low	24	26
Total	92	100.0



Source: Author, (2017)

Figure 4.7: Rating of Football Kenya Federation in Implementing Their Operations Policies

As shown in the figure 4.7, approximately 37% of the respondents rated football Kenya federations low in terms of their ability to implement operation policies whereas 26% indicated very low. Also 14% indicated very high, 13% indicated high and Only 10% indicated moderate rate for football Kenya federations low in terms of their ability to implement operation policies. The findings indicate that although football Kenya federations have policies in how they implement their policies, the enforcement of the policies is very low.

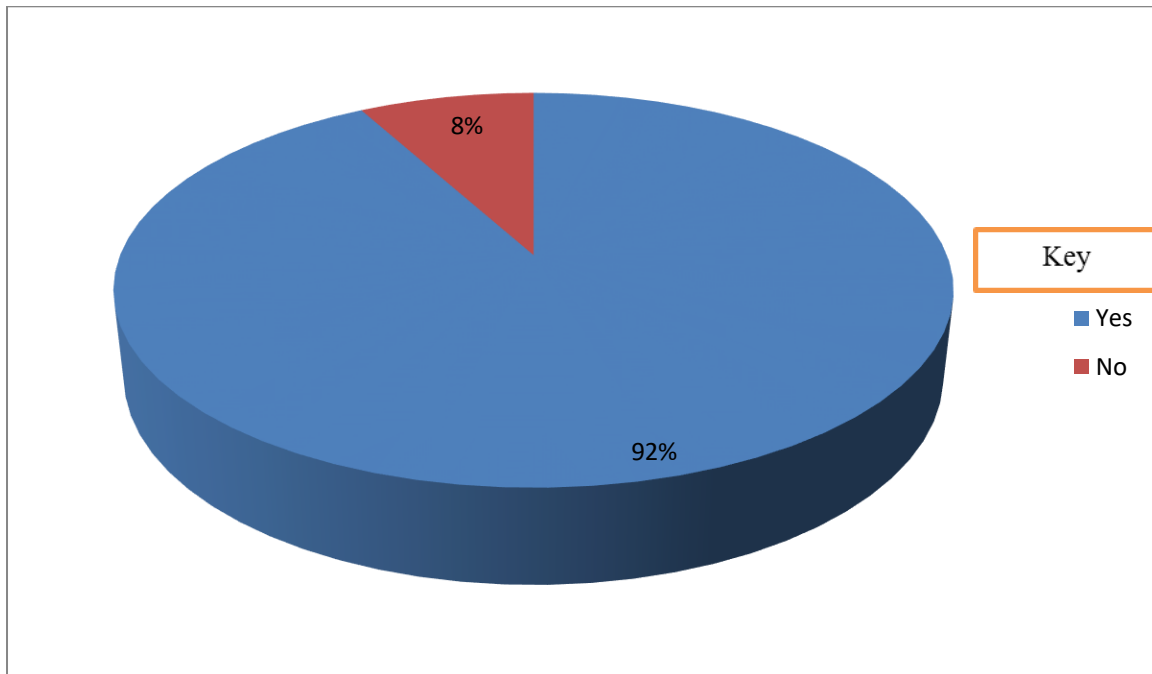
4.3.7 Whether Policy Implementation and Governance

The following were responses from the respondents on if policy implementation affects governance in football Kenya federations. Table 4.8 shows the responses.

Table 4.8: Whether Policy Implementation and Governance

Response	Frequency	Percentage
Yes	85	92
No	7	8
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.8: Whether Policy Implementation and Governance

From table 4.8, 92 percent of the responded indicated that policy implementation would affect the governance in football Kenya federations, whereas only 8 percent indicated it otherwise. Thus, it's worth saying that policy implementation would affect the governance in football Kenya federations.

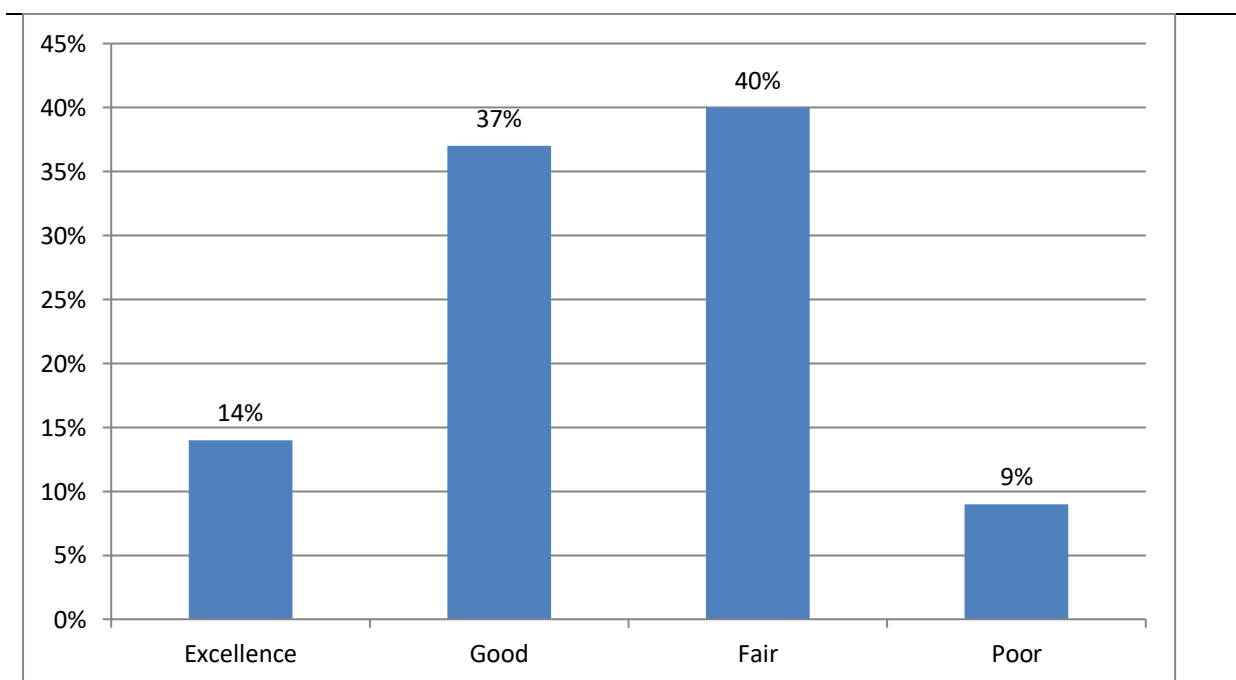
4.3.8 Rating of Effect of Policy Implementation on Governance

The respondents were required to indicate the effect of policy implementation of governance in football Kenya federations. Table 4.9 shows the response.

Table 4.9: Influence of Policy Implementation on Good Governance

Response	Frequency	Percentage
Excellent	13	14
Good	34	37
Fair	37	40
Poor	8	9
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.9: Influence of Policy Implementation on Good Governance

As shown in the figure 4.9, approximately 40% of the respondents indicated that policy implementation has a fair influence on the good governance, 37 percent indicated the effect is good, 14 percent indicated excellent on how policy implementation would affect governance and only 9 percent indicated poor effect. From the result we can say that policy implementation plays a big role in determining the type of governance in Football Kenya federation.

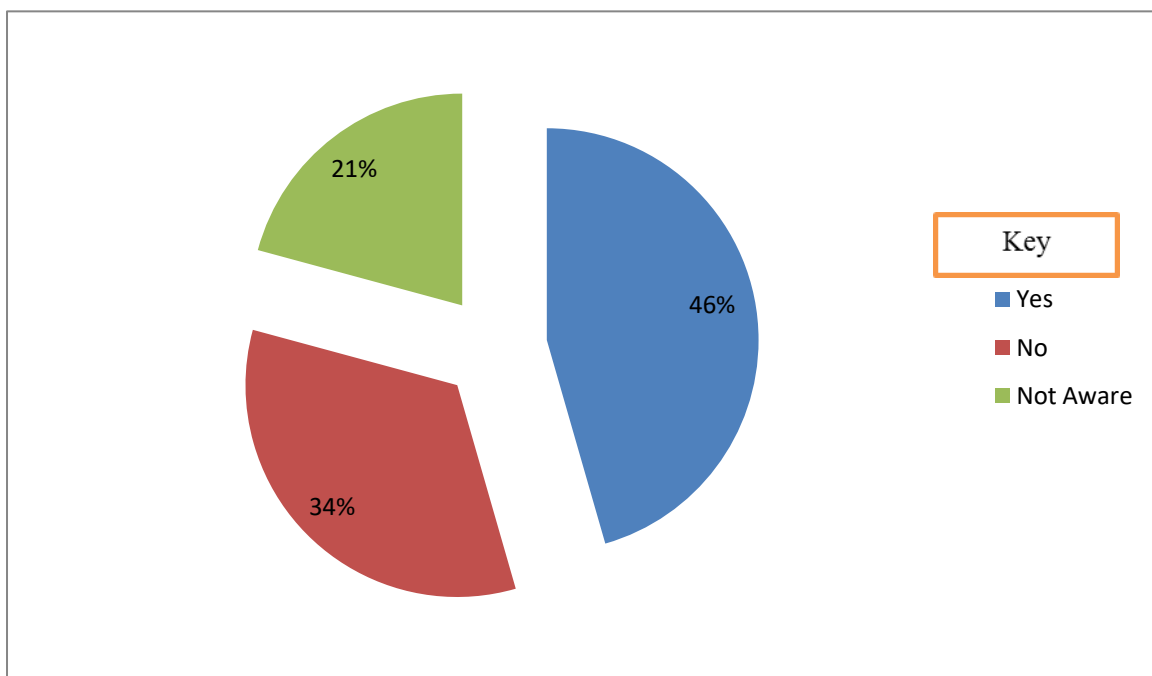
4.3.9 Presence of procedures in recruitment of employee for Football Kenya Federation

The respondents were required to indicate whether there are laid down procedures in relation to recruitment of employees for Football Kenya Federation. Table 4.10 shows the response.

Table 4.10: Recruitment Procedures

Response	Frequency	Percentage
Yes	42	46
No	31	34
Not Aware	19	21
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.10: Recruitment Procedures

From table 4.10, 46 percent of the responded indicated that they are aware of the procedures used in staff recruitment at football Kenya federation, 34 percent indicated that the procedure does not exist and 21 percent indicated they are not aware if the procedure exist. Going as per highest percentage it can be said that as much as may be the procedure for employee

recruitment could be present, most of the employees in football Kenya federation are either aware. This shows lack of transparency in the recruitment of the employee which can lead to unethical behavior like corruption.

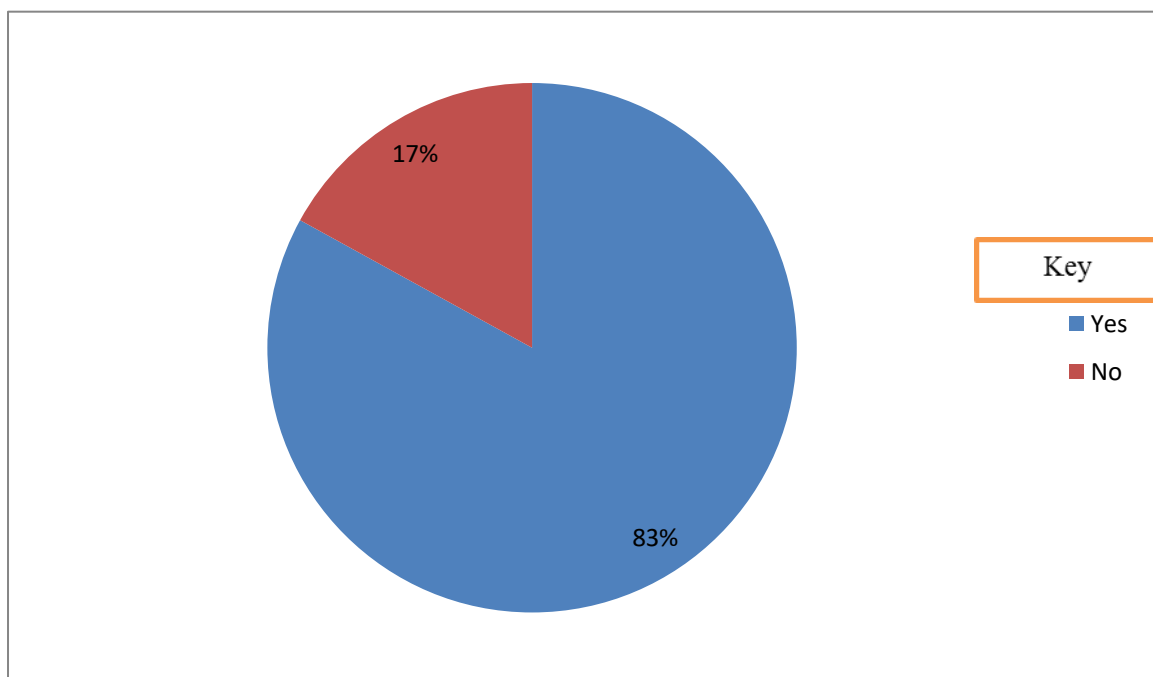
4.3.10 If Ethics Have Been Compromised in Operation of Football Kenya Federation

The respondents were required to indicate whether they think ethics are compromised in the operation of Football Kenya Federation. Table 4.11 shows the response.

Table 4.11: Ethical Compromise in Operation of Football Kenya Federation

Response	Frequency	Percentage
Yes	76	83
No	16	17
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.11: Ethical Compromise in Operation of Football Kenya Federation

From table 4.10, 83 percent of the responded indicated that in their opinion they think there a lot of compromise of ethics in how football Kenya federation operate and only 17 percent are for the otherwise opinion. The result shows that there are a lot of ethical issues in football Kenya federation which indicate poor governance.

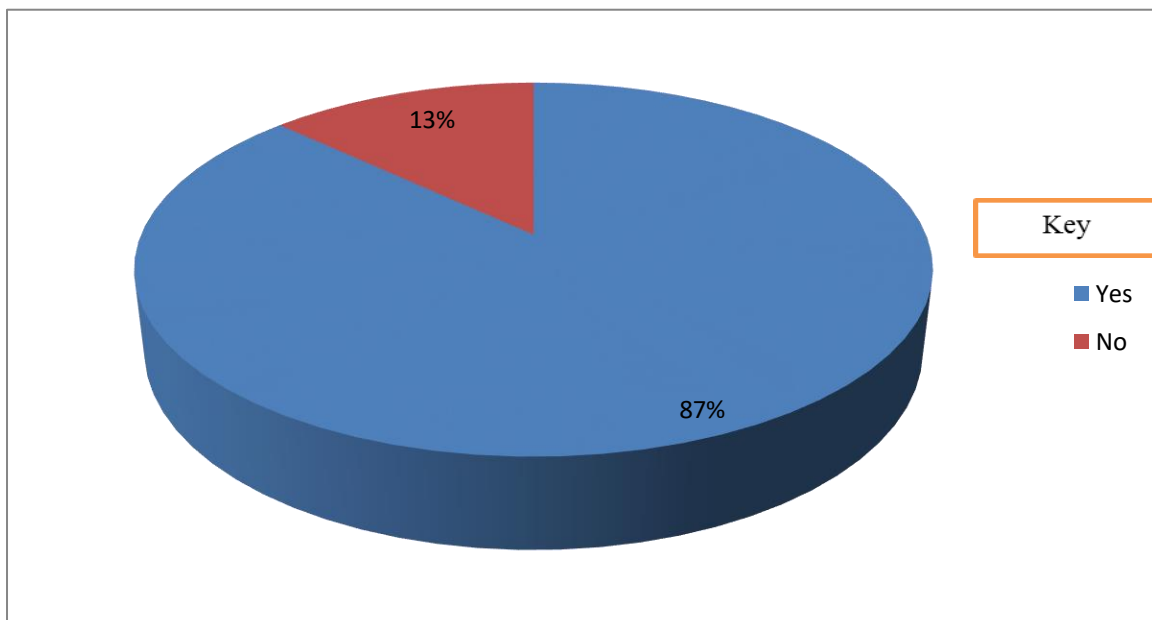
4.3.11 Whether Ethical Issues Influence Good Governance

The following were responses from the respondents on if ethical issues affect governance in football Kenya federations. Table 4.12 shows the responses.

Table 4.12: Whether Ethical Issues Affects Good Governance

Response	Frequency	Percentage
Yes	80	87
No	12	13
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.12: Whether Ethical Issues Affects Good Governance

From table 4.12, 87 percent of the responded indicated that ethical issues would affect good governance in football Kenya federation, whereas only 13 percent indicated otherwise. Thus,

it's worth saying that ethical issues would affect the good governance in football Kenya federations. On further probe, it was shown that corruptions are reported with the management in terms of how they use the resources entrusted to them. They indicate that sometime the money allocated to the players are used in ways which were not in the initial plan which really demotivate the players and lead to their poor performance.

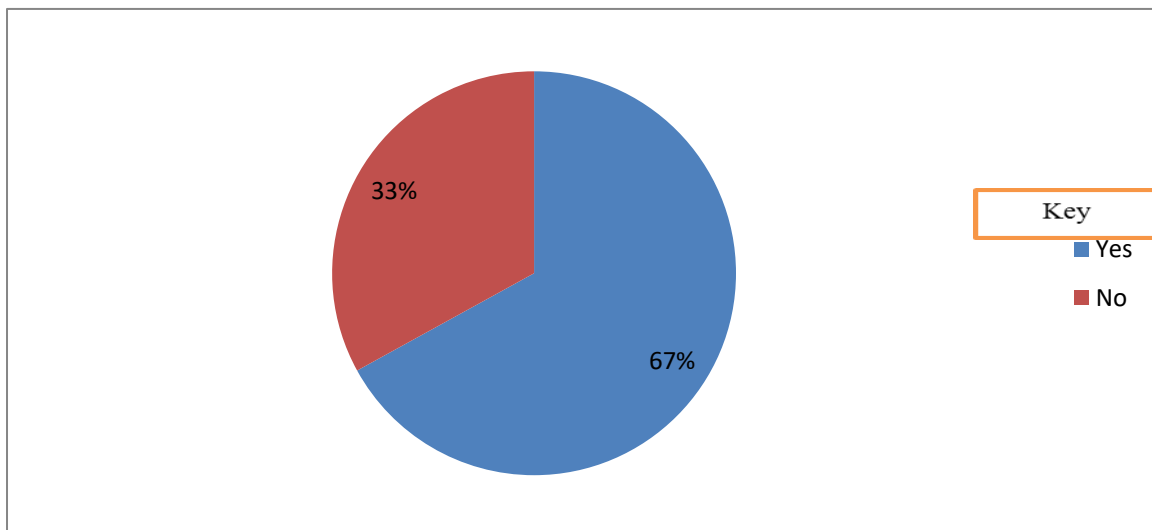
4.3.12 Whether Football Kenya Federation have Employee Placement Policies

The following were responses from the respondents on if football Kenya federations have a policy that guide employee placement. Table 4.13 shows the responses.

Table 4.13: Whether Football Kenya Federation have Employee Placement Policies

Response	Frequency	Percentage
Yes	62	67
No	30	33
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.13: Whether Football Kenya Federation has Employee Placement Policies

From table 4.13, 67 percent of the responded indicated that football Kenya federation have policies in relation to employee placement, whereas only 33 percent indicated otherwise.

Thus, it's worth saying that the football Kenya federation have policies that govern how employees are placed.

4.3.13 Responses on if employees of Football Kenya Federation possess Adequate Skills and Knowledge for Smoothly Running of the Company

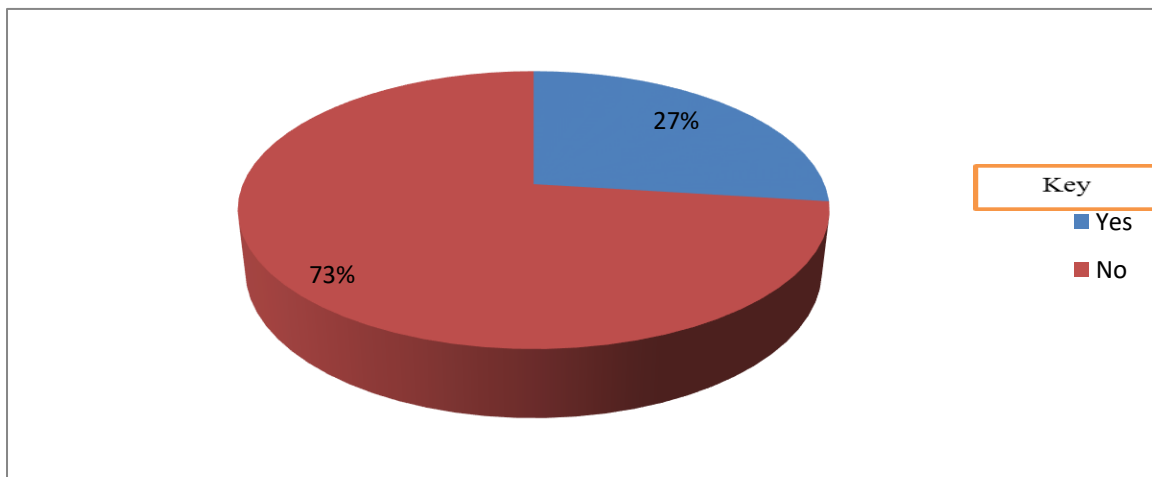
The following were responses from the respondents on if employees of football Kenya federation possess adequate skills and knowledge for smooth running of the organisation.

Table 4.14 shows the responses.

Table 4.14: Possession of Skills and Knowledge by employees of Football Kenya Federation

Response	Frequency	Percentage
Yes	25	27
No	67	73
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.14: Possession of Skills and Knowledge by Employees of Football Kenya Federation

From table 4.14, 73 percent of the responded indicated that employee of football Kenya federation do not have the necessary skills and knowledge necessary to smoothly run the

federation, only 27 percent indicated that staff have the required skills and knowledge. Thus, it can be said that the football Kenya federation’ staff do not have adequate skills and knowledge.

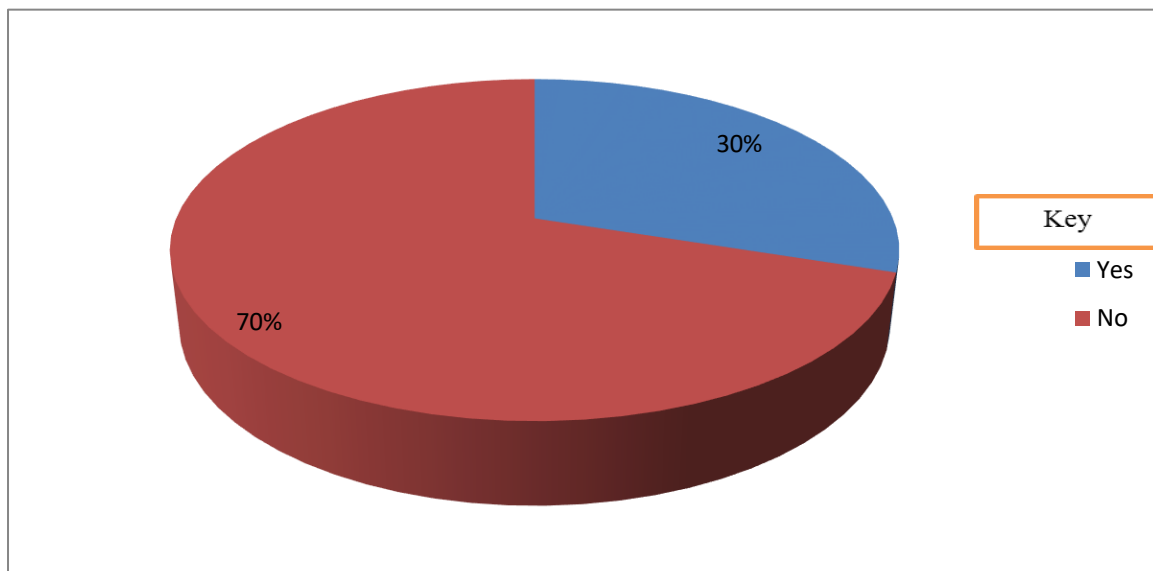
4.3.14 Adequacy of Football Kenya Federation Employees

The following were responses from the respondents on if employees of football Kenya federations are adequate. Table 4.15 shows the responses.

Table 4.15: Adequacy of Football Kenya Federation Employee

Response	Frequency	Percentage
Yes	28	30
No	64	70
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.15: Adequacy of Football Kenya Federation Employees

From table 4.15, 70 percent of the responded indicated that football Kenya federation have inadequate employees, whereas only 30 percent indicated that football Kenya federation are adequate.

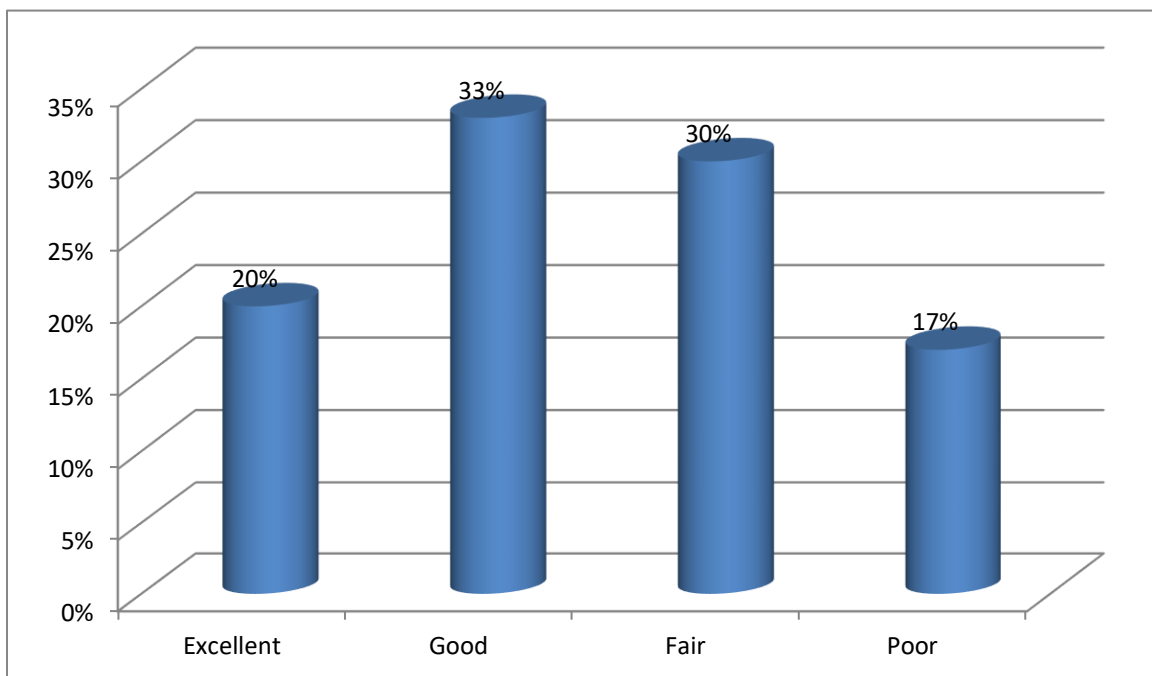
4.3.15 Rating of the Effect of Human Capital on Good Governance

The respondents were required to indicate the effect of human capital on governance of football Kenya federation. Table 4.16 shows the response.

Table 4.16: Influence of Human Capital on Good Governance

Response	Frequency	Percentage
Excellent	18	20
Good	30	33
Fair	28	30
Poor	16	17
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.16: Influence of Human Capital on Good Governance

As shown in the figure 4.16, approximately 33% of the respondents indicated that human capital influence on the good governance, rated as good; 30 percent indicated the effect as fair, 20 percent indicated excellent on how human capital would affect governance and 17

percent indicated poor effect. From the result we can say that human capital plays a big role in determining the type of governance in Football Kenya federations.

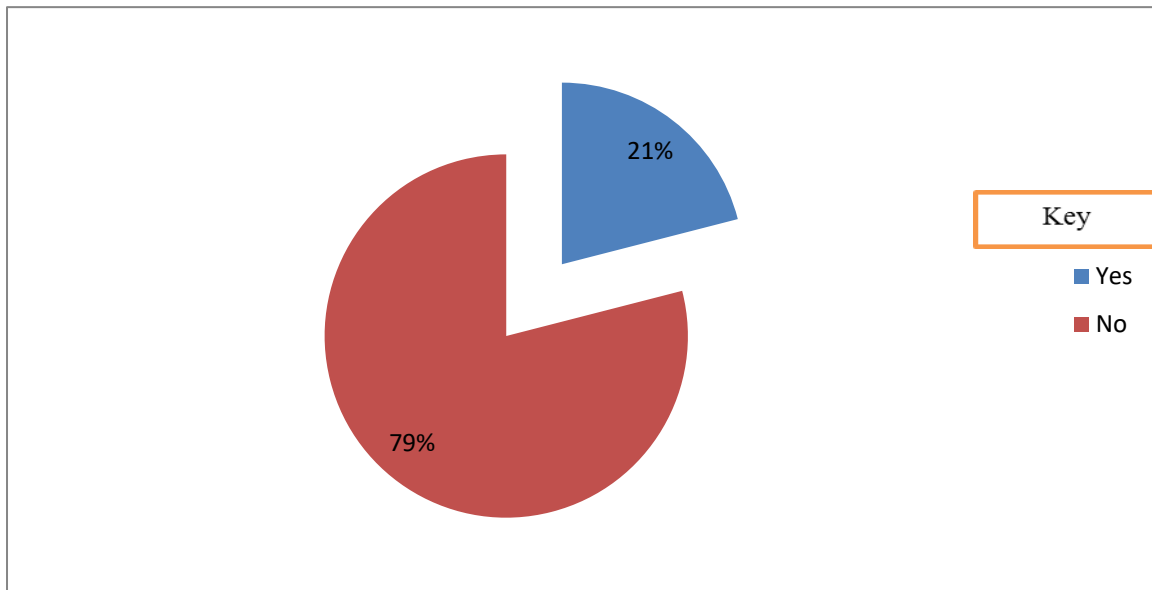
4.3.16 Awareness of Internal Control systems in Football Kenya Federation

The following were responses from the respondents on if football Kenya federations' staffs are aware of internal control systems. Table 4.17 shows the responses.

Table 4.17: Awareness of Internal Control Systems Football Kenya Federation

Response	Frequency	Percentage
Yes	19	21
No	73	79
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.17: Awareness of Internal Control Systems Football Kenya Federation

From table 4.17, 79 percent of the responded indicated that football Kenya federations are not aware the internal control systems put in place, whereas only 21 percent indicated that football Kenya federations' staff are aware of the present of internal system controls within the federation.

4.3.17 Level of Agreement in Statements Related to Internal Control Systems and Good Governance

The respondents were required to indicate the level of Agreement on the statements related to the internal control systems and the governance of football Kenya federation. The respondents were given Likert scale question where they were supposed to put a tick to different options as: 1 = strongly agree; 2 = agree; 3 = neutral; 4 = disagree; 5 = strongly disagree).

From the results it was indicated that 60 percent of the respondents agreed that most of the operations are done manually at Football Kenya federation offices. Also 72 percent of the respondent disagreed that football Kenya federations governance have put in place the

necessary technological systems for their operations. Then 55 percent of the respondents agreed that internal control systems in football Kenya federation help to keep track of their operations and 32 percent disagreed on the same. The study also as shown that 87 percent of the respondents strongly disagreed that incase of any problem within football Kenya federation the installed control systems are able to give early signal of the problem. From the indicated results it can be said that the governance have neglected their role to ensure their policies matches the infrastructure, in terms of internal control systems, which they are using in their operations.

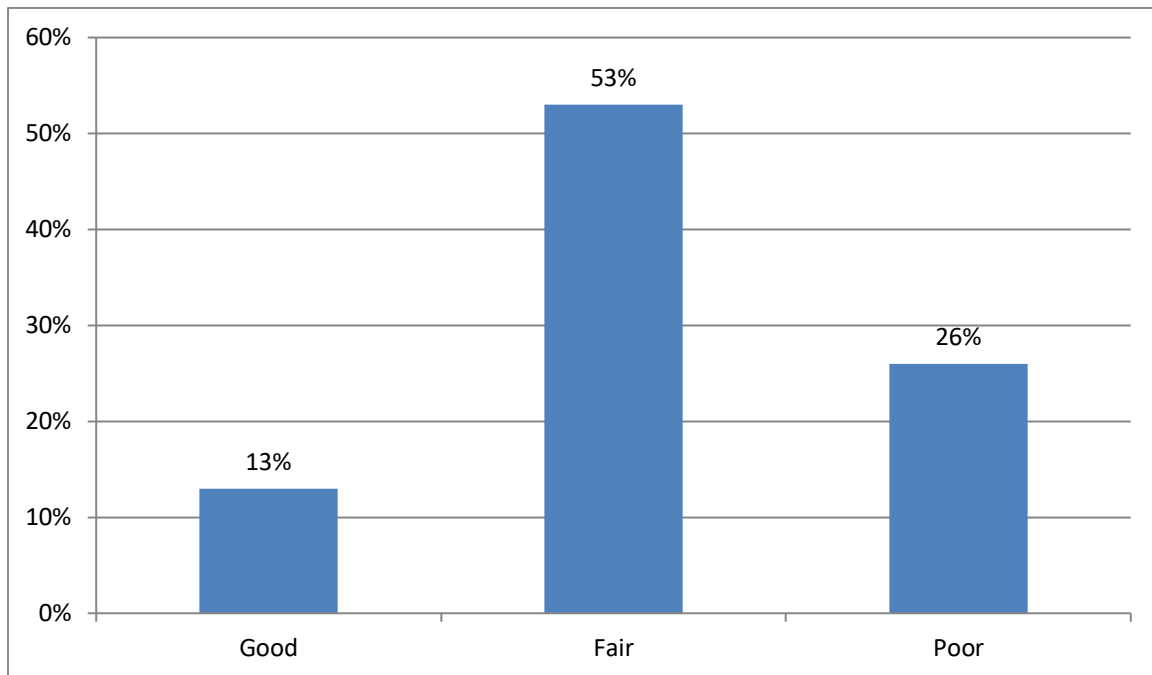
4.3.18 Rating of the Effect of Internal Control Systems on Good Governance

The respondents were required to indicate the effect of human capital on governance of football Kenya federations. Table 4.18 shows the response.

Table 4.18: Influence of Internal Control Systems on Good Governance

Response	Frequency	Percentage
Excellent	0	0
Good	12	13
Fair	49	53
Poor	31	26
Total	92	100.0

Source: Author, (2017)



Source: Author, (2017)

Figure 4.16: Influence of Internal Control Systems on Good Governance

As shown in the figure 4.16, approximately 53 percent of the respondents indicated that internal control systems influence good governance fairly; 26 percent indicated the effect as poor and 13 percent indicated well. From the result we can say that internal control systems have not been given the considerations it deserves in determining good governance in Football Kenya federation.

4.4 Summary of Data Analysis

The lowest number of respondents was within the 92 and above which made 93 percent of respondent in comparison with the target population. Majority of employees (92 percent) agree that there exists a strong relation between policy implementation and good governance for the football Kenya federation. However, the results have shown the implementation of policies not being the seriousness it deserves. This means regardless of there being policies which guide how federation is run, there is a big gap presented by the fact that the implementation is not done. It is the responsibility of the governance to ensure the policies are implemented.

Further, the 87 percent of the respondents agree that there exists a strong relation between ethics issues and good governance for the football Kenya federation. The results have shown that football Kenya federation has been mentioned with a lot of corruptions on many issues including how they recruit their staffs as well as how the resources are utilized. This means that the practices which indicate good governance are not reflected in football Kenya federation.

In regard to the possession of the skills and knowledge which are adequate by the employee of football Kenya federation, the study shows there is a need to have more qualified personnel especially on people holding the top management positions. The study showed 57 percent of the respondents had diploma as highest level and 34 percent had only secondary school level. The study also indicated skills and knowledge possessed is a determinant of the good governance. The study has shown that the numbers of employees at football Kenya federation are not adequate to smoothly run operations, indicated at 70 percent response rate. The respondents rated the ability of human capital influencing good governance in football Kenya federation at 33 percent good and 30 percent fair.

In regard to internal control systems 79 percent of the respondent indicated that they are not aware of the internal control systems which are working under different departments. The study indicated that 60 percent of the respondents agreed that most of the operations are done manually at Football Kenya federation offices; 72 percent disagreed that football Kenya federations governance have put in place the necessary technological systems for their operation. In addition, 55 percent of the respondents agreed that internal control systems in football Kenya federation help to keep track of their operations and 32 percent disagreed on the same. The study also as shown that 87 percent of the respondents strongly disagreed that incase of any problem within football Kenya federations the installed control systems are able to give early signal of the problem.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section contains the major findings that came out of the study and the conclusion drawn. It covers conclusion and recommendations areas for further study. The study investigated the factors affecting governance at the football Kenya federation.

Descriptive sample survey was used to carry out the study. This was because the study was intended to measure the respondents' views about the issue. Sampling technique was respectively used to select the respondents for the study. A total of 99 questionnaires were administered to the respondents from which 92 questionnaires were returned which are 93 percent return rate. Therefore the data analysis was based on the returned questionnaire

5.2 Summary of the Main Findings

The study revealed that football Kenya federation has policies in relation to how they operate. However, monitoring of the implementation of policies has been overlooked. The study found that, the policy implementation improves governance in football Kenya federation. it can be said that in general the implementation of operation policies would reflect good governance in an organization, however, at football Kenya federation effect have been low an indicator of poor governance.

Through this study it revealed that good governance depended much on the presence of ethical considerations at the workplace, there are a lot of compromising on good ethics at football Kenya federation. Thus ethical issues have affected the credibility of the football Kenya federation. This means by having good ethical conduct then the performance of the federation is assured which is a reflector of good governance.

It was also found that, football Kenya federation as an organization has employee placement policy. However, the study has shown that not all the employees have the adequate skills and knowledge to enable them make decisions on running an operation of the federation. In addition, the study has shown that employees are inadequate thus compromising on the

operations and performance of the federation. The general rule is that the management are supposed to ensure the human capital are adequate and have right skills and knowledge to ensure the success of the federation. This indicates the lack of good governance in football Kenya federation.

The study found that the employees at football Kenya Federation are not fully aware of the internal control systems put in place, yet the selected respondents were in category of management. From the results the respondents agreed that most of the operations are done manually at Football Kenya federation offices. In addition the respondent disagreed that football Kenya federation's governance have put in place the necessary technological systems for their operation. The study showed that respondents agreed that internal control systems in football Kenya federation help to keep track of their operations and 32 percent disagreed on the same. The study also as shown that 87 percent of the respondents strongly disagreed that incase of any problem within football Kenya federation the installed control systems are able to give early signal of the problem. From the indicated results it can be said that the governance have neglected their role to ensure their policies matches the infrastructure, in terms of internal control systems, which they are using in their operations.

5.3 Conclusion

Organizations' operating policies plays vital role in ensuring that the performance are up to standard. Formulation and implementation of such operating policies are functions of management and actually determine the type of governance present. At football Kenya federation it was noted that operating policies are formulated but still the implementation of the same is not done as expected. This has led to poor performance in football Kenya federations which are attributable to the kind of governance practices. Working condition plays a vital role in motivating employees to perform their assigned jobs.

Ethical issues in this study have been considered as one of the factors towards good governance as responded by employees through distributed questionnaires. Majority of the respondents agree that there exists a strong relation between ethical practices and governance. It can be concluded that the governance of football Kenya federation have compromised on a number of operation standards such as how the employees are placed and how the funds are

being utilized. This indicates that unethical conduct has painted a picture of poor governance in football Kenya federation.

Human capital at football Kenya federations has been mentioned to affect the governance negatively. The study conclude that there are some issues related to human capital in the study area which need to be addressed by governance to ensure better performance of the federation. For instance the study conclude that the employees are not adequate for different offices and the existing employees lack the adequate skills and knowledge which are essential in smooth running of the company.

Internal control systems are vital factor which ensures that organization performance is obtained. It is the role and responsibility of the governance of the organization to make sure that the internal control systems are adequate and in use. It can be concluded that at football Kenya federation, do not have updated technological system which assist in their operation; most of their work are done manually and they do not have a way of tracking their operations to detect the possible present of any signal of problems.

5.4 Recommendations

The study recommended that:

5.4.1 Policy Implementation and Governance

Any successful organization is determined by their governance since they are they who formulate the policies which guide their operations. The football Kenya federation governance should make sure that the policies which govern their operations are implemented so that they achieve their performance.

5.4.2 Ethics and Governance

Good ethic conduct will always ensure that organizations are successful in their endeavor. The governance is given a mandate to make sure that the organization staffs are ethical in the assignment given to them. Football Kenya federation have been mentioned to have issues in relation to how they operate. The study recommend that the football Kenya federation governance should ensure that it is corruption free and they conduct their businesses and operations in most ethical manner.

5.4.3 Human Capital and Governance

Human capital plays a very vital role in ensuring any organization has good performance. The study recommend that the governance of football Kenya federation should ensure that every of their department have adequate employees and their s clear roles and responsibilities. In addition the employees should be facilitated to obtained the minimum skills and knowledge required to do their operations in an effective and efficient manner.

5.4.4. Internal Control Systems and Governance

Internal control systems ensure close monitoring of the organizations' performance and ability to signal any problem should they occur. The study recommends that football Kenya federation governance should make sure their systems are up to date and are able to check each and every operation done. This would ensure transparency and accountability and thus better performance and motivation of the players.

5.5 Suggested area for Further Study

The study explored only factors affecting governance in sports federations in Kenya with a case study of football Kenya federation. Therefore, other researchers should conduct study in other sports federation in Kenya. This would enable a comparison to be made on the results and enable more valid conclusion to be made in relation to sports federations in Kenya.

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APPENDICES

APPENDIX 1: LETTER TO RESPONDENTS

The Management University of Africa

P.O. Box 29677,

Nairobi.

Dear Respondent

RE: RESEARCH PROJECT

I am an undergraduate student at The Management University of Africa undertaking a research project. This proposal is submitted to the University in partial fulfillment of the requirement for an undergraduate degree in Business Management and Leadership. I am carrying out a study on *Factors affecting good Governance in the Sports Federations in Kenya*. A case study of Football Kenya Federation. This study is purely for academic purposes and any information given will be treated with utmost confidence. Your responses will be invaluable to the successful completion of my project. You are requested to respond to the questions to the best of your knowledge, experience and in the fairest way possible.

Thanking you in advance.

Yours faithfully

Nicholas Chumba Musonye

Research Student

APPENDIX II

RESEARCH QUESTIONNAIRE

Please answer the questions by putting a tick in the appropriate box or by writing in the space provided.

SECTION A: GENERAL INFORMATION

1. Kindly indicate your gender

Male

Female

2. What is your age Bracket (Tick where appropriate)?

Between 18-25

Between 26-35

Between 36-45

Between 46-55

Above 56

3. Kindly indicate the highest level of education you have attained.

Secondary

College

University

4. For how long have you worked at football Kenya Federation?

2 years and below

3-5 years

6-8 years

9 years and above

SECTION B: POLICY IMPLEMENTATION

5. Do you have policies that govern the operations of football Kenya federation?

Yes []

No []

6. How would you rate the football Kenya federation in terms of being able to implement their operations policies

Very high []

High []

Moderate []

Low []

Very low []

7. Do you think policy implementation affect has affected the governance of football Kenya federation?

Yes []

No []

Explain your answer

.....
.....
.....

8. How do you rate the effect of policy implementation on the good governance of football Kenya federation?

Excellent []

Good []

Fair []

Poor []

Explain your answer

.....
.....
.....

SECTION C: ETHICAL ISSUES

9. Are there procedures involved in the recruitment of employees for football Kenya federation?

- Yes []
- No []
- Not Aware []

10. Would you say ethics has been compromised in operations football Kenya federation?

- Yes []
- No []

11. If yes in question 11 above, explain

.....
.....
.....

12. Would you say ethical issues have affected good governance in football Kenya federation?

- Yes []
- No []

13. Explain the answer given in question 13 above

.....
.....
.....

SECTION D: HUMAN CAPITAL

14. Do you have policies that govern employee placement of football Kenya federation?

- Yes []
- No []

15. In your opinion do you think staffs are adequate at football Kenya federation?

- Yes []

No []

16. Do you think staffs at football Kenya federation possess adequate skills and knowledge necessary to smoothly run the company?

Yes []

No []

17. How do you rate the effect of human capital on the good governance of football Kenya federation?

Excellent []

Good []

Fair []

Poor []

Explain your answer

.....
.....
.....

SECTION 5: INTERNAL CONTROL SYSTEMS

18. Are you aware of any internal control systems put in place at football Kenya federation?

Yes []

No []

19. If yes in question 18 above, kindly explain

.....
.....
.....

20. From the statements which given below, state your level of agreement. In the Likert scale give, tick where appropriate (scale is: 1 = strongly agree; 2 = Agree; 3 = Neutral; 4 = Disagree; 5 = Strongly disagree)

	1	2	3	4	5
Most of the operations are done manually					
Football Kenya federation governance have put in place the					

necessary technological systems for operations					
Internal control systems keep track of the operations at football Kenya federation					
Incase of any problems within football Kenya federation the systems are able give early signal of the problem					

21. How do you rate the effect of internal control system on the good governance of football Kenya federation?

Excellent []

Good []

Fair []

Poor []

Explain your answer

.....

.....

.....

Thank you