



저작자표시-비영리-변경금지 2.0 대한민국

이용자는 아래의 조건을 따르는 경우에 한하여 자유롭게

- 이 저작물을 복제, 배포, 전송, 전시, 공연 및 방송할 수 있습니다.

다음과 같은 조건을 따라야 합니다:



저작자표시. 귀하는 원저작자를 표시하여야 합니다.



비영리. 귀하는 이 저작물을 영리 목적으로 이용할 수 없습니다.



변경금지. 귀하는 이 저작물을 개작, 변형 또는 가공할 수 없습니다.

- 귀하는, 이 저작물의 재이용이나 배포의 경우, 이 저작물에 적용된 이용허락조건을 명확하게 나타내어야 합니다.
- 저작권자로부터 별도의 허가를 받으면 이러한 조건들은 적용되지 않습니다.

저작권법에 따른 이용자의 권리는 위의 내용에 의하여 영향을 받지 않습니다.

이것은 [이용허락규약\(Legal Code\)](#)을 이해하기 쉽게 요약한 것입니다.

[Disclaimer](#)

스포츠 매니지먼트 석사 학위논문

The Growth and Sustainability of Small Sports Organizations:

An Analysis of Malaysia Ice Hockey Federation

소규모 스포츠 조직의 성장 및 지속가능성:

말레이시아 아이스 하키 협회 분석

2015 년 8 월

서울대학교 대학원

체육교육과

Chee Ee Laine

Abstract

The Growth and Sustainability of Small Sports Organizations:

An analysis of Malaysia Ice Hockey Federation

Chee Ee Laine

Department of Physical Education

Graduate School

Seoul National University

Sport organizations have had to face numerous challenges as society continues to demand more from sports in general. In today's changing world small sport federations face various challenges in terms of governance, human resource management and strategic planning. Majority of sports organizations today are nonprofit, run exclusively by volunteers and have few, if any, paid staff. Volunteers in this instance can be categorized as core and non-core units. Strategic management tools not only can help examine these organizations but also chart its future. Governance, volunteer management, role ambiguity, and strategic capabilities of the board provided the theoretical backbone for this study. This empirical study on the Malaysia Ice Hockey Federation shows how similar organizations can benefit from an

alignment with stewardship theory as opposed to an agency theory through the use of situational analysis and in-depth interviews. In this study, four areas were identified as key themes in its current situation. They are: governance, lack of structure, funding and future growth. The operational and management reviews provided a reference point from which the organization can base its future strategic planning.

Keywords: governance, organizational behavior, sports organizations

Student ID.: 2013-23917

Table of Contents

I.	Introduction.....	1
1.	Background.....	1
2.	The purpose of this study.....	4
3.	Outlining the thesis	5
II.	Literature Review	6
1.	Overview	6
2.	Governance	7
3.	Human resource management.....	13
4.	Current situation of MIHF	22
5.	Research questions.....	26
III.	Methodology.....	27
1.	Text mining.....	27
2.	Strategic management tools	28
3.	In-depth interviews	35
IV.	Findings	39
1.	Findings of PEST analysis	39
1.1.	Political analysis.....	39
1.2.	Economical analysis.....	41
1.3.	Social analysis	42
1.4.	Technological analysis	43
1.5.	Summary of PEST analysis.....	44

2. Findings of SWOT analysis	45
2.1. Strength analysis	45
2.2. Weaknesses analysis	45
2.3. Opportunities analysis	46
2.4. Threats analysis	47
2.5. Summary of SWOT Analysis.....	48
3. Findings of AGGIS' the Sport Governance Observer	48
3.1. Summary of the Sport Governance Observer.....	49
4. Findings of in-depth interviews	50
4.1. Thomas Wu	51
4.2. Susan Loh	53
4.3. Summary of interviews	56
5. Findings of GAP analysis	57
5.1. Summary of GAP analysis	59
V. Conclusion	60
1. Summary of findings.....	60
2. Discussion of findings.....	61
3. Implications.....	63
4. Limitations and future research direction	64
VI. Reference	65
Appendix.....	73
Appendix A	73
Appendix B	77

List of Figures

Figure 1. MIHF council organizational chart	23
---	----

List of Tables

Table 1. Top three core sports of 7-12 year-olds by participation	25
Table 2. Summary of methods used in this research.....	38
Table 3. Summary of PEST analysis	44
Table 4. Summary of SWOT analysis	48
Table 5. GAP analysis for MIHF	59

I. Introduction

1. Background

Malaysia has gone through many changes since its independence from Britain in 1957. With a current population of 28.3 million (Department of Statistics Malaysia, 2011), the country boasts a multicultural background. The majority ethnicity is Malay (67.4%), followed by Chinese (24.6%), Indians (7.3%) and others (0.7%). Its social, economic and political developments since independence have been well documented. Sports in Malaysia too have had to face numerous challenges in its initial development stage. Daud (2007) in particular argued that sport as modern, organized and structured activities of today are a spillover of the British colonial rule. In fact, remnants of the British's occupation still are visible in the country today, especially in the judicial and education systems, not to mention scores of colonial style buildings.

While sport has been practiced in Malaysia for a long time, it wasn't until the middle of the last century that football and cricket were brought to Malaya (as it was known then pre-independence from British rule) by British troops and foreign officers. Clubs were formed much later and inter-club matches were organized by the British and the local people as well.

Even though there were a number of sport clubs and associations at the time of the British rule, it was only in 1953 that a Malaysian Olympic council was formed. The two main parties who made this possible were representatives of the Federation of Malaya Amateur Athletic Union and the Federation of Malaya Hockey Union. It was known as the Federation of Malaya Olympic Council (FMOC) then. The subsequent name change coincided with the formation of Malaysia in 1963, which merged Singapore, Sabah and Sarawak with Malaya. Later in 1965, Singapore separated from Malaysia and formed its own country and national Olympic committee.

For many years the only formal sport authority was the Olympic Council. However, that changed when the government established the sports ministry in 1972. Since the setup of the ministry, sport in Malaysia has gone through an initial stage of development, cultivated by the creation of the Sports Development Act in 1998. This development heralded both the importance of the role sports has played in Malaysia and the beginning of a new era in sport management, whereby sports are now being taken more seriously as a significant industrial sector (Radzi, 2000). However, there is still scant empirical research on Malaysian sports to pinpoint any significance.

Moreover, there is a recent push to amend the Sports Development Act to tighten regulations for national sport associations. The Act was created to “promote and facilitate the development and administration of sports in

Malaysia and to provide for matters incidental thereto” (Sport Development Act, 1997). While a review was requested long ago, certain quarters were against the proposed amendments as key stakeholders such as the Olympic Council and the national sport organizations were not consulted. The sustained resistance prompted the youth and sports ministry to reconsider their actions.

This point of contention has slowed down the progress of the changes, and even though the ministry has rectified the problem by consulting the Olympic Council and selected experts, the pending amendments have given sport organizations some pause for concerns. Among the disputed points is section 19, which deals with grounds for refusal of registration. It stipulates that the Sport Commissioner could refuse to issue registration to any entity unless they are satisfied that it is a non-political organization that promotes and develops a sport in Malaysia. However, it does not go further to clarify how it defines a non-political organization. There is the danger of political interference, as the Sport Commissioner is appointed by the Sports Minister and there is an element of patronage involved. However, this is only a perceived conflict of interest and no inappropriate incidents have taken place as yet.

As for sport management in Malaysia, the turning point came in the form of the 16th Commonwealth Games in 1998. The event was Malaysia’s coming-of-age celebration, an opportunity to showcase the country as a model

modern Muslim state (Van der Westhuizen, 2004). Kuala Lumpur's success in hosting the event opened the door to many more international engagements, such as the annual Petronas Formula One Grand Prix in Sepang. With the increase in popularity of organized sports, it gave birth to more national sport associations (NSAs). However, little is known about these organizations. For instance, how are they structured? Are they equipped for the ever changing circumstances?

2. The purpose of this study

This thesis is a review of the management of ice hockey in Malaysia. As noted earlier in the chapter, sports management in Malaysia is still in its infant stage. The first five years of MIHF's operations has come and gone, yet there seems to be little to no formal structure to its operations and strategies. Therefore, the overall objective here is to investigate its governance and the strategic capabilities of the board, with an eye on improving its efficiency not just on operations but also to maximize its human and financial capital. It is therefore a vital review of the organization and the sport in its entirety as it provides not only a benchmark but it also can serve as a platform for future direction.

In its entirety, this research serves two purposes. First, it is to examine the current operations in the internal and external environments of the

federation. Secondly and more importantly, it will provide MIHF with practical recommendations to improve its operations' efficiency and governance using the theory of stewardship while discouraging its reliance of operating under the agency theory.

3. Outlining the thesis

The thesis consists of first the background information about sports in Malaysia. It is followed by a review of past research that is relevant to this thesis, which includes a description of theoretical points central to this review. A summary of ice hockey's history in Malaysia, and of the Malaysia Ice Hockey Federation, will be presented next. A detailed explanation of how data is gathered, processed, and analyzed will follow. Existing theories and strategies will be coupled with a number of analytical tools to examine the federation and its operations, and a feasible recommendation will be offered alongside the results of the analysis. Finally, this thesis will be concluded with an overview of the research.

Before we venture further, it is prudent to disclose a potential conflict of interest. This researcher is currently serving as the assistant secretary of the federation, and as such is privy to confidential information. All attempts have been made to ensure objectivity is consistent throughout this process.

II. Literature Review

1. Overview

Sport organizations have had to face numerous challenges as society continues to demand more from sports in general. There have been numerous research conducted on governance and human resource management issues. However, there is a distinct shortage of literature that focus on sports organizations, sports management, its organizational behavior and its governance. In recent years, however, various bodies of research have attempted to address the issue of governance in sports.

This chapter will focus on the available literature on governance and human resource management. The first part examines works on two governance theories, stewardship and agency. After that, literature on human resource management provides context for reviews of works on volunteer management, role ambiguity and strategic capabilities of the board.

Even though sports organizations exist in public, private-for-profit and private nonprofit domains, the focus of this literature review is on nonprofit, voluntary sport organizations. The majority of the sport organizations are nonprofits, run exclusively by volunteers. Therefore, the terms nonprofit sport organization and voluntary sport organization are used interchangeably but they carry the same meaning in the context of this thesis.

Before we begin, it is prudent to briefly examine the past. Sports management as a discipline got its beginnings in the educational institutions, before the boom of high school and collegiate sports in the United States gave birth to the field of sport management (Chelladurai, 2009). Major universities then caught on to the trend and initiated programs tailored for the administration of such sports. As the sport programs in these educational institutions grow, so too did the academic programs.

The question beckons, what exactly is sports management? According to Chelladurai's earlier work (1994), sport management can be defined as "a field concerned with the coordination of limited human and material resources, relevant technologies, and situational contingencies for the efficient production and exchange of sport services". While sports management is a relatively new area of expertise, there is a considerable body of research that examines different aspects of it.

2. Governance

To begin an examination of an organization, we must first establish the definition of key terms. Firstly, the meaning of governance must be established. While it boasts a corporate background, attempts have been made to adapt it to nonprofit organizations as well. OECD states that a system of organizational governance "helps to provide a degree of confidence that is

necessary for the proper functioning of a market economy” (2004). However, it is not the only definition available.

Hoye and Cuskelly (2007) argued in their research that an appropriately functioning governance system assures stakeholders that the organization in which they have invested their resources, is subject to adequate internal checks and balances, and that the people empowered to make decisions on behalf of the organization (the board) act in the best interests of the organization and its stakeholders. In other words, governance acts as the guiding light with which an organization should follow.

Another definition, this time by the Australian Sports Commission (2012), states that

“Governance is the system by which organizations are directed and managed. It influences how the objectives of the organization are set and achieved, spells out the rules and procedures for making organizational decisions, and determines the means of optimizing and monitoring performance, including how risk is monitored and assessed.”

With the plethora of research and definitions business-centric, more research needs to be done on sport organizations. While the current body of literature contributes to the field, no doubt more can be explored as sport organizations receive sustained focus from the rest of society. The distinct

features of nonprofit organizations mean the governance framework that was adopted from the corporate world cannot be applied fully.

As stated previously, the existence of a nonprofit organization differs greatly from a profit-orientated outfit. Firstly, their goals are vastly different. It is not driven by financial motives, therefore certain corporate governance characteristics can't be applied to it. Hoye and Cuskelly (2007) supports that by stating that a nonprofit board ensures that a sport organization conducts its activities without aiming to make a profit and that the benefits it creates are delivered to its members or individuals it exists to serve.

Next we examine two prominent governance theories that have received considerable attention from researchers, stewardship and agency theories. While there are many more theories in governance studies available, these two theories present a direct contrast that best represents the difference between profit-oriented and nonprofit organizations. The contrast also serves as useful knowledge for sports groups that are increasingly required to operate as both types of organizations.

The agency theory is touted by Zahra and Pearce (1983) as “among the most recognized in research on the contribution of boards” and it is no stranger to researchers as works can be found as early as 1932. The theory posits that the interests of shareholders, acting as a principal, and management acting as agents, were in dispute, and that those interests need to be realigned

(Christopher, 2010). Often financial incentives such as executive compensation and share plans are used to aid in drawing the interests closer. This closely resembles the philosophical direction that for-profit organizations take to achieve its goals. However, its deficiency has been highlighted repeatedly, more often than not through the media.

Christopher argued that one of the shortcomings of this theory is the “governance gap resulting from the non-alignment of interests between principal and agent as described was also the source of numerous corporate scandals, which have evolved over the last two decades” (2010). A number of researches have implied at the negativity of the agency theory, suggesting that it encourages self-interest rather than the interest of the organization.

The best example of such gap is the Enron scandal which started in 2001. The Enron story is well-known, and its ill effects still can be felt today. The energy, commodities and services company had employed about 22,000 people and had revenues of nearly US\$101 billion in 2000 before its CEO’s departure sparked its downfall.

The accounting and monitoring loopholes that were exploited by the company have been mended in the form of the Sarbanes-Oxley Act. The legislation was introduced to enhance corporate responsibility and financial disclosures, but also heightened the consequences for violation of the Sarbanes-Oxley Act.

It has been suggested by Aguilera, Filatotchev, Gospel and Jackson (2008) that a change in the approach to the study of governance was essential. They insisted that the understanding and conceptualization of governance was not just between shareholders and management, as dictated by agency theory, but also branches out to wider interdependencies resulting from environmental influences that impacted on effective governance.

Indeed, Daily, Dalton and Cannella (2003) echoed that sentiment by pointing out that agency theory makes the assumption that there are only two main participants in organizations, namely the principal and the agent. The reality is that there are more than CEOs/managers in the organization. No matter the size of an organization, there exist other stakeholders who play an important part as well.

Therein lies the problem for nonprofit sport organizations. The idea of owners or principal is not directly relevant to many nonprofit sport organizations (Yeh & Taylor, 2008) as there are many stakeholders involved. Mason, Thibault and Misener (2006) took the argument further by saying “principals” in nonprofit sport organizations are the groups that receive the benefits of the achievements. This could be the organization itself and stakeholders such as members, officials, clients and even volunteers. The agent in this scenario would be the paid staff.

With so many researchers in favor of agency theory, there are also many critics. In light of agency theory's deficiency, an alternative was proposed. The stewardship theory, a direct opposite of the agency theory, predicts that shareholders can expect maximized returns when the organization structure facilitates effective control by management (Muth & Donaldson, 1998). Essentially, the manager acts as a "steward" and will perform in the best interest of the organization. The interests of the management are aligned with those of the shareholders.

Stewardship theory, with its roots in sociology and psychology, identifies human beings as having higher-order needs for self-esteem, self-actualization, growth, achievement and affiliation (Arthurs & Busenitz, 2003). The Oxford Dictionary's definition of a steward is a person hired to manage another's property, for example a large house or estate. When combined, stewardship theory essentially means that the management, with higher-order needs for certain traits will act to benefit the organization.

The application of stewardship theory on nonprofit sport organizations is more appropriate than agency theory as the focus of the management is placed on the greater good instead of financial gains. In addition, the gap in monitoring and reporting allowed managers (agent) to take unnecessary risks. Such scenarios rarely occur in nonprofit sport organizations, where the

opportunity for risk-taking is significantly lower compared with for-profit organizations.

Scholars highlight stewards' mission orientation and commitment to moral principles (Segal, 2012). In other words, stewards are supposed to act selflessly and answer to a higher calling. More and more, researchers are recognizing the importance of the stewardship theory and are calling for more research in governance studies (O'Connell, 2007). Stewardship theory, as summarized by Christopher (2010), acknowledges the impact of a dimension of the wider influencing forces on governance and provides organizations with the room to determine the right mix or degree of intensity of governance mechanisms and processes to be developed and implemented to attain effective governance.

3. Human resource management

Upon further research, it is apparent that other aspects of an organization need to be analyzed as well. In discussions of an organization, the board is reviewed from all angles. In essence, the organizational core that is central to all governance is the board, consisting of the volunteers who are elected, appointed or invited to act as the key decision-makers for the organization (Hoye & Cuskelly, 2007, p. 18).

One aspect to examine is the human resource management of an organization. Increasing demands and challenges have forced many nonprofit sports organizations to adopt more sophisticated mechanisms to meet those changes. It is therefore vital to investigate the literature on human resource management. It will be followed by a review of volunteer management, role ambiguity and strategic capabilities of the board.

The term human resource management encompasses specific human resource practices such as recruitment, selection, appraisal, rewards, measurement, training and development, among others (Beatty, Huselid & Schneier, 2003); formal policies which support these practices; and a human resource philosophy, which informs both policies and practices (Cuskelly, Taylor, Hoyer & Darcy, 2006).

On that note, it is prudent to focus on volunteers. They are, after all, at the heart of grassroots development and nonprofit organizations. Cuskelly (2004) said that the volunteer workforce is the most critical part of the community sport system's capability to provide organized sport to interested members. Stewart, Nicholson, Smith and Westerbeek (2004) took the argument further by stating that in order to ensure the long-term sustainability of most sport delivery systems, there needs to be an understanding of the voluntary sport sector and volunteer participation.

As noted earlier, voluntary sport organizations rely heavily on volunteers, who are essentially sport fans with a passion for the sport. However, the sporting world is keeping pace with changes that are happening in the rest of the world. Current pressures to formalize management practices are intertwined with challenges of limited human and financial resources, reliance on volunteers, and a storied tradition of informal planning, control and administrative systems (Taylor & McGraw, 2006). Yet, other researches (Bartram, 2004; Leung, 2004) have supported the premise that small organizations tend to utilize informal human resource activities. It confirms the standard practice found in most nonprofit sport organizations.

The component that sets volunteering apart from paid work is that people do it out of their own free will. The intrinsic value that is attached to volunteering suggests a noble motivation and studies have shown that altruism and self-interest are two motivations of volunteers (Habermann, 2007).

Volunteers come in many forms. In a research by Ringuet-Riot, Cuskelly, Auld and Zakus (2014), volunteers are grouped into two types: those who hold managing, governing or administrative roles and those who participate in operational roles such as coaches, team managers and event organizers. While they perform different roles, both are integral to the operation of not only sport organizations but also events. It is therefore safe to conclude that the research by Ringuet-Riot et al. (2014) adds to the

understanding of the differences between those two types of volunteers and differences emerge through role differentiation.

The first type of volunteers, those who hold managing, governing or administrative roles, are considered “core” volunteers. The term was first coined by Pearce (1993) and later Cuskelly, Hoye and Auld (2006) adopted the term for sport volunteers. It is an apt term as it indicates the level of commitment and responsibility of the individuals. Cuskelly et al. (2006) echoed that core volunteers often hold formal office, frequently as a board member, are seen as leaders and typically have higher levels of involvement and commitment. Meanwhile, the other group of volunteers is classified as “peripheral” as they generally spend less time and effort on the organization or event.

Humphrey, Morgeson and Mannor (2009) even suggested that the career experience and job-related skills of strategic core volunteers are more strongly related to performance than non-core volunteers. While this has not been substantiated and researched extensively, core volunteers tend to be selected for their professional experience and capabilities as they are more closely linked to the overall performance of the organization.

Volunteers clearly play an important role in nonprofit sport organizations. As nonprofit sport organizations exist in an ever-changing society with varying legal, social and economic environments, it is well-

advised to examine a board in relation to its effectiveness and capabilities. Two pertinent factors that could affect a board's effectiveness are role ambiguity and strategic capabilities.

Take for example a job vacancy ad. The requirements and responsibilities of the advertised position are clearly stated. With the job described in detail, potential applicants then can make an informed decision about the vacancy and act accordingly. If the job was presented in an ambiguous way, there would be fewer people paying attention to it and thus potential applicants are less likely to apply. Role ambiguity then refers to a lack of clear understanding about the actions needed to carry out one's role (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964).

Why is role ambiguity important? To put it simply, voluntary sport administrators are primarily motivated by the opportunity to make a contribution (Cuskelly et al., 2006). Without a clearly defined role, volunteers are less likely to achieve their intended goals. Moreover, the uncertainty can be detrimental to the individual and the organization on personal and professional levels.

Another aspect is the fact that some volunteers perform multiple roles for the organization, be it due to lack of personnel or otherwise. Sakires, Doherty and Misener (2009) pointed out that vague organizational goals and performance measures in the voluntary organization setting may contribute to

role ambiguity, while individuals may find it difficult to know when they should perform one role over another and whose expectations they should put first when they encounter multiple stakeholder interests.

Hoye and Cuskelly (2007) in their research further explained how conditions such as failure to define accountability measures, failure to define organizational objectives, poor delineation of roles, failure to define responsibilities, no clear framework for board member duties – have been associated with poor organizational performance, including withdrawal of sponsorship and government funding, and a decline in membership and participant numbers.

While those exact conditions in a corporate setting could bring about the demise of a company, a timely intervention would turn the tide. It is with some amount of luck and experience that such challenges did not go unnoticed by sport organizations. Many questions have been asked in board meetings and informal settings on a possible remedy for such malaise. In fact, when directly asked what the main obstacle or challenge is for voluntary sport organizations, the most frequent response is that it is the task of recruiting a sufficient number of volunteers (Breuer & Wicker, 2010; Seippel, 2004). It is obvious that sport organizations are not only paying attention but are actively working to remedy the situation.

Given the available literature, Sakires et al. (2009) argued that role ambiguity would be negatively tied with job satisfaction in the voluntary sport organization setting and that scope of responsibilities would be the appropriate predictor of job satisfaction. Therefore, when there is a good fit between the task demands and the personal needs of the volunteers, the volunteers feel satisfied and are likely to continue to participate (Chelladurai, 2009).

Sakires et al. (2009) also observed that different dimensions of role ambiguity appear to have varying impacts on important individual variables. The authors noted that one may be expected to strengthen satisfaction with, and commitment to, the organization with an understanding of the scope of their responsibilities, while clarity regarding their performance will strengthen the effort to perform. One of the recommendations from that finding on how to reduce role ambiguity was to communicate expectations of a role and provide frequent feedback.

The likelihood of a volunteer to stay will undoubtedly increase as role ambiguity is resolved. Among the studies, recommendations also have been made in terms of volunteer retention. For example, Phillips, Little and Goodine (2002) identified that meaningful volunteer experiences were an important factor in volunteer retention. Meanwhile, Osterlund (2013) indicated that recognition is primarily relevant to the retention of volunteers, as it is a way for sport organizations to show appreciation to the current teams

of volunteers. The author also brought up the issue of material incentives as a way of retaining or recruiting volunteers. It was also acknowledged that recognition and material incentives alone are not sufficient reasons to volunteer as the motives are far more complex.

The other issue that could affect a board's effectiveness is its strategic capabilities. While the body of knowledge on board strategic function spanned more than 38 years, they were focused primarily on the corporate setting with a spatter emerging in the nonprofit and sport governance areas. There is, however, some key research that was conducted. Within the available governance body of research, many terms have been used to describe board strategic function. However, the terms "strategic function" and "strategic capability" have been primarily adopted (Ferkins & Shilbury, 2012).

In their research of board involvement in strategy, Ferkins, Shilbury and McDonald (2009) found that greater board involvement in strategy boosted the board's ability to perform in that regard. Their findings also showed the significance of shared leadership between the board and the CEO which, if unexamined, could impair the strategic capability on behalf of the board. Moreover, they also noted the impact that volunteer nature of board members has on the board's ability to influence and control. Another conclusion that was drawn from their research was that boards need to be more involved in the organization's strategic development. However, Ferkins et al.

(2009) also noted the limitation on time and attention the volunteer board members can offer.

Another research that focuses on the board's strategic role, by Edwards and Cornforth and cited in Cornforth (2003), acknowledged the difficulties in describing board strategic contribution in the nonprofit arena. They put forth the idea that operational detail may be a key phase of strategic decision making. Lastly, the authors insisted that "to identify and present to the board what is strategically significant in operational information, reports and activities requires time, skilled board input and a high degree of trust between board members and senior managers" (p. 78).

As a result of their research, Edwards and Cornforth (2003) was able to present a model that pinpoints impacts on board strategic outputs, conceptualizing strategic contribution in the process. Aside from the blurred boundaries between operational detail and strategic focus, Edwards and Cornforth (2003) also revealed that there was a distinction between "policy" and "strategy". The two authors go on to stress that strategy pertains to an organization's actions in acquiring a competitive position while policy is "...about giving substance to collective values" (p. 78).

4. Current situation of MIHF

Next, a short introduction on the background of the sport and federation is needed. Ice hockey in Malaysia dates back to 1974 when ice skating was first introduced at a shopping mall in Kuala Lumpur, the capital of Malaysia. However, the closure of the mall halted all hockey activities until 1997, when a new ice rink was built in a shopping mall, Sunway Pyramid, in one of the suburbs of Kuala Lumpur.

While hockey activities took place with the emergence of the new facility, it took a few years to establish the first ice hockey club in the country, Kelab Hoki Ais Saga. In the meantime, activities were loosely organized by volunteers and there were little to no structure to the sport in the country. Often times it was a private gathering among friends who shared the same fondness for the sport.

As the operations began to grow, the hockey club was able to register as the national governing body of the sport, this time under the umbrella of Malaysia Ice Hockey Federation (MIHF).

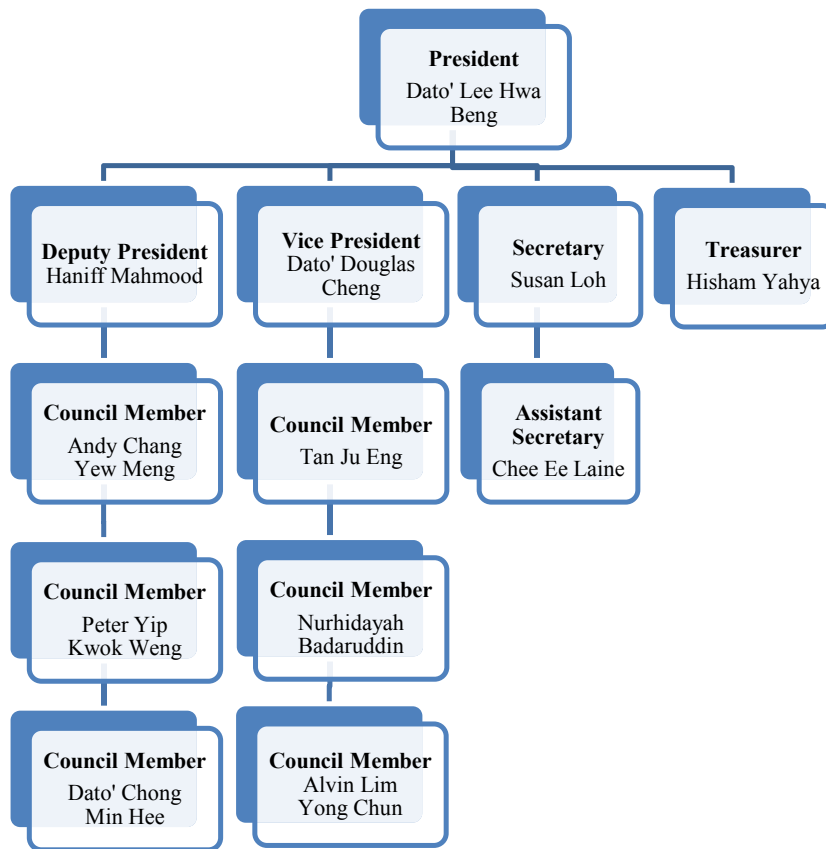


Figure 1. MIHF council organizational chart

Its first step to gain legitimacy, aside from registering with the Sport Commissioner's Office, was to be affiliated with the Olympic Council of Malaysia as an associate member. Internationally, in 2006 MIHF became an associate member of the International Ice Hockey Federation (IIHF), the governing body of ice hockey around the world. Its status as an associate member is due to its lack of a facility that fulfills IIHF requirements, the number of active players, and its playing format. However, Malaysia still

reports all its hockey activities to the IIHF and receives funding for overall development of the sport. Figure 1 illustrates its organizational chart.

Since it is still a relatively small federation, its board members are all volunteers who pitch in to help each other. Majority of its board members are professionals, with a selected few being former athletes. The Annual General Meeting is held every year, while election takes place every two years.

Currently its main operations area is the ice rink at Sunway Pyramid, albeit its size does not fulfill IIHF's standard ice rink requirements. Malaysia currently has only one ice rink, with two international-sized ice rinks slated for completion within the next 12 months. Both ice rinks will be based in shopping malls, continuing the trend around the Asian region. For instance, Thailand's newest ice rink, The Rink Ice Arena, is situated on the top floor of Central Plaza.

Of the two new rinks, one of them opened in November 2014, and it is located in the new IOI Putrajaya mall in Malaysia's administrative capital. While its location suggests a more commercialized setting, the new rinks do fulfill IIHF standards. This is a vital development for member countries looking to take part in IIHF championships either as a participant or as host.

MIHF receives no funding from the government, relying solely on private funds for its operations. Some government assistance has been made available to the federation in recent years, through the services of a

physiotherapist and other conditioning professionals. With the current economic climate, competition is getting tougher and the competition for resources has made it possible for stakeholders to increase their demands for return of investments (Fahlén, 2006). This is evident in the government's emphasis on sports that could earn the country medals, by the concentration of financial resources on the respective sports organizations.

Due to its relative young sporting age and small board size, the MIHF has no prominent role in Malaysian sports. The lack of major achievements aside, another obstacle is the bias towards a winter sport in a tropical country. Many times ice hockey has been considered as an afterthought by officials and fellow associations. Moreover, the Malaysian sporting scene is dominated by football, badminton, basketball and squash. In a survey of participation in sports of schoolchildren age 7-12 adapted from "A snapshot of physical activity participation patterns of Malaysian youth, Sport, Health and Activity Research in Malaysia (SHARM)" by Wilson, 2008, badminton was the top sport for girls while boys preferred football.

Table 1. Top three core sports of 7-12 year-olds by participation

Boys	Girls
Football (83%)	Badminton (46%)
Badminton (40%)	Athletics (41%)
Athletics (30%)	Football (17%)

In her survey, Wilson (2008) concluded that jogging/running was the most frequently reported activity (53%), followed by football (50%), badminton (43%) and bicycling (41%). She added that almost one quarter of children spend on average more than two hours per day looking at an electronic device and almost 50% exceeded the recommended time on sedentary activities, with this pattern more pronounced in boys than girls. The result of Wilson's study clearly shows the preference of school-going children in terms of physical activities.

5. Research questions

It has to be said that MIHF does seem to be growing the organization and the sport. However, new facilities could stretch its resources and it could happen as soon as within the year. Just as there are two purposes to this thesis, so too are there two research questions. First, how can a small federation grow and sustain in a limited resources setting? In addition to that, this thesis also strives to answer a secondary question, what steps should a federation take for its future direction using the stewardship approach from a predominantly agency style?

III. Methodology

There are many methods to conduct research. While some require the use of hard data, some methods require soft data such as interviews and observations. The research for this thesis is conducted using a combination of text mining, strategic management tools and in-depth interviews to provide a unique perspective of this situation. Each method has its strengths, and these methods have gone through the rigors of testing by scores of past research.

1. Text mining

In the handbook edited by Feldman and Sanger (2007), text mining can be broadly defined as a knowledge-intensive process in which a user interacts with a document collection using a bevy of analytical tools. Commonly used features to extract data from documents include characters, words, terms and concepts. Therefore, text mining is used in this research to analyze the collection of documents both public and unofficial related to the Malaysian federation.

Characters can be described as individual component-level letters, numerals, special characters and spaces that are the building blocks of higher-level semantic quality such as words, terms and also concept. In the handbook,

specific words picked directly from a “native” document could be described as the basic level of semantic richness.

Meanwhile, terms are single words and multiword phrases selected from the corpus of a native document through term-extraction methodologies. Concepts differ greatly from terms in that concepts are features generated for a document by manual, statistical, rule-based, or hybrid categorization methodologies. Complex preprocessing routines identify single words, multiword expressions, whole clauses, or even larger syntactical units that are then related to specific concept identifiers.

Both editors argued that of the four, terms and concepts reflect the trait with the most condensed and expressive levels of semantic value. Indeed, no in-depth investigation of an organization is complete without studying the document that it has generated. Terms and concepts are derived from websites, available documents (annual reports, working papers and other public documents) and various media. The data then will be analyzed through a series of strategic management tools mentioned in the next section.

2. Strategic management tools

As there are numerous theories and research out there to help nonprofit sport organizations improve their efficiency and governance, so too are there measurement tools to examine their operations. Majority of these

tools have been used widely in the business field, and with varying degrees of success. While some are common, there are a few that are specific to the business setting. They include the SWOT analysis, the Political, Economic, Social and Technological (PEST) analysis tool, The Sports Governance Observer, and lastly the GAP analysis.

These analytical tools are by no means the most perfect models; in fact, criticisms have been leveled at some for their shortfalls. However, in this context a motley crew of measurements is used to overcome each other's shortfalls and to illustrate the complexity of the environment and the uniqueness of small, nonprofit sport organizations. Pickton and Wright (1998) when commenting on the realities of planning, revealed that strategy formulation is likely to be somewhat more incremental, non-rational and irregular; more 'organic' than 'mechanic'. Therefore, tools and analyses created in the business setting are not able to realize its full potential.

Currently there is a host of analytical tools at the disposal of researchers, each providing a slightly different view than the other. The Political, Economic, Social and Technological (PEST) analysis is one such tool that gives the researcher a clear view at the macro level.

Peng and Nunes (2007) argued that the tool is useful to identify more specific contexts and focus research questions around feasible and meaningful regional contexts. In essence, the PEST analysis allows researchers to look at

the macro environment. It is a versatile tool that can be used to examine industries, specific markets and even whole economies. However, as is all analytical tools, its application is vital to the depth of information that a researcher can draw from.

It is helpful to understand that the PEST analysis tool is by no means perfect. Instead, it is a starting point for a researcher to conduct further study on the subject. Recklies (2006) stated that the tool points out drivers that were vital in the past, indicates to what extent they might change in future and how this will interfere with the organization or the whole industry.

With all these in mind, it is prudent to employ additional analytical tools to complement the PEST analysis, which looks at the external environment of an entity.

To briefly explain SWOT, it is an analysis that aims to establish the strengths and weaknesses of an organization and the opportunities and threats in its environment. Strategies then are developed which may build on the strengths, remove the weaknesses, exploit the opportunities or counter the threats (Dyson, 2004). The strengths and weaknesses are considered through the internal environment of an organization while opportunities and threats are viewed through the external environment. Aspects such as personnel, facilities, location, and services are examined in the internal appraisal; economic, social, political and competitive features are reviewed in the external appraisal.

While its simplicity and ability to focus attention on key issues are some of its best features, its simplicity also can work against it. In Pickton and Wright's (1998) work on SWOT, they warned that a too simplistic adoption of the SWOT activity can lead to damning outcomes and suggested how organizations can introduce this form of analysis to avoid its potential peril through the use of Performance-Importance, Opportunity and Threat matrices. In addition, they also acknowledged its benefits, the value of which is not only seen in its outputs (which may be used in the development of sound strategic business plans) but also in the operational process.

According to Chermack and Kasshanna (2007), the failure of consultants to link outcomes of SWOT analysis to the rest of the planning system has been inferred as the primary misuse of the tool. In short, SWOT's ease of use often leads to its misemploy. Another failure the authors spotted was the lack of action taken after a SWOT analysis. Organizations tend to forsake the implementation stage that would assist them to create strategies to achieve their objectives. The result of the analysis is left as is and the organization is left to rue missed chances.

While the PEST and SWOT analyses look at an organization's strategy and to some extent its operations, there remains an aspect that requires monitoring. Governance remains a relatively unknown entity for nonprofit

sport organizations. This could be due to the voluntary nature of the organizations, and the lack of training provided.

There are many tools available to assess the governance of nonprofit sport organizations in today's world. The need for governance measures in the sporting world coincides with the wave of commercialization and also increasing influence of stakeholders in sport organizations. Geeraert (2013) argued that the erosion of power of nonprofit sport organizations, in particular governing bodies, mirrors the recent progress in societal governance quite perfectly.

In addition, scores of corruption and fraud scandals have made the headlines in recent years. Even so, there seems to be a gap in terms of research on sport governance. Geeraert (2013) pointed out that there is currently no generally accepted good governance rule for sport organizations. While many sport organizations have similar structures, each setting is different at the nuclear level and as such a general code would not be fully applicable. Secondly, there is a distinct shortage of empirical evidence on the internal workings of such sport organizations (Forster & Pope, 2004).

It is with that in mind that the Action for Good Governance in International Sports Organisations (AGGIS) created The Sport Governance Observer. As a project of Play the Game/the Danish Institute for Sports Studies,

AGGIS' goal was to look for solutions with a European expert group to assist sport organizations improve their governance and strengthen their credibility.

While the project is fairly new, it just concluded in May 2013, it has done extensive research on sport governance. Its first step was to conduct a thorough empirical analysis of the state of governance in a number of organizations. Simultaneously, senior academic research in the expert group will take place to lay a solid theoretical foundation for future efforts.

They then moved to the next phase, which was to create a measurement tool that sports organizations could use to discuss the governance standards. The Sport Governance Observer provides anyone with basic insight into their sport organization. According to the Play the Game website, The Sport Governance Observer covers four areas, namely transparency and public communication; democratic process; checks and balances; and solidarity.

With the PEST and SWOT analyses, and The Sport Governance Observer to measure not only an organization's operational and strategic capabilities, it is also prudent to analyze the difference between actual and potential performance. One tool that is useful in this instance is the GAP analysis.

The GAP analysis is loosely defined as a technique to help a business or organization to determine what steps need to be taken in order to achieve

their intended goals. It also highlights the gaps that exist and need to be filled. While it is widely used, it has not been used in concert with the previously mentioned tools. As noted earlier in this literature review, there is no general framework that can satisfy all variations of sport organizations.

It is in the best interest of this research to use these four measurement tools as it provides the researcher with a near complete picture of an organization. SWOT analysis gives the researcher an overview of the internal workings of the federation, while the PEST tool looks at the external environment. The Sport Governance Observer then provides a concise review of the governance of an organization through its four key dimensions. Lastly, the GAP analysis will be able to present a clear picture for the organization to move forward.

Limitations, as always, are inherent. None of the tools mentioned above perform an exhaustive examination of an organization. Its purpose in this research is to strengthen the weaknesses of the previous measurement tool and provide a near accurate read on the situation. There are also scores of important research that was conducted in past decades; however only the pertinent ones were reviewed in this research.

3. In-depth interviews

To better understand the thinking that drives an organization, a further form of research must be conducted to validate the data. There are many forms of interviews as well as other types of qualitative research methods that can be utilized in a study.

While an in-depth interview is by no means the most reliable, it provides the researcher a better understanding of the rationale that goes behind each decision made. Lastly, a face to face encounter “is essential context for an interview which is flexible, interactive and generative, and in which meaning and language is explored in depth” (Ritchie & Lewis, 2003).

It is with this rationale that the in-depth interview method was chosen. As shown in the literature review, there are a number of documents that reflect the past decisions of the federation. However, it is not indicative of its future plans, nor does it explain the driving force behind each decision.

Guion, Diehl and McDonald (2011) listed four key features of the in-depth interviews. They are: Open-ended questions, semi-structured format, seek understanding and interpretation, and recording responses.

Open-ended questions elicit deeper response and steer a respondent’s answers away from “yes” or “no”. It allows a researcher to ask follow-up questions while the semi-structured format gives the interview a conversational tone. Guion et al also advocated the use of active listening

skills when seeking understanding and interpretation, enabling the interviewer to reflect upon the speaker's words throughout the interview. Lastly, both audio recordings and written notes are two widely used methods during the interview.

It has been said that the iterative nature of the qualitative research activity in which preliminary data analysis coincides with data collection often results in changing questions as the investigators acquire more information about the subject (DiCicco-Bloom & Crabtree, 2006).

Therefore, the key to any research is preparation work. The guidelines set forth by Boyce and Neale (2006) provides researchers with a sense of direction from the initial stages to the end. They first described the planning process, followed by developing protocol for the interviews. While they talked about how to train data collectors as the next step, it is not applicable for this research. The researchers then have to collect, analyze and disseminate the findings.

As this thesis examines the hockey federation in its entirety, it would be amiss if key personnel were not consulted. Therefore, two key players will be interviewed to explore the nuances of the federation. These two persons are involved in the strategic planning and also the operational processes. Their role in their respective organizations will bring an in-depth focus on the issues at hand.

The first person chosen for an in-depth interview is the federation's secretary, Susan Loh. She has vast experience in managing ice hockey, starting from the club level. She was instrumental in organizing likeminded hockey enthusiasts to form the national federation. Moreover, she continues to work with the global governing body, the International Ice Hockey Federation (IIHF), to improve the sport in Malaysia. It is precisely because of her networking efforts that have enabled MIHF to enjoy the degree of progress it does today.

The second person is the IIHF's Vice President, Thomas Wu of Hong Kong. While he has only been the vice president for not more than three years, his contributions to Asian hockey have been far-reaching. He acts as the middle man between IIHF and its Asian members, ensuring that members conform to IIHF's rules and that its goals are met. His close working partnership with Loh provides a good point of comparison between the federation and IIHF's point of views. Wu's experience as a skilled businessman and close ties with the ruling regime of the People's Republic of China are an asset from which much can be drawn.

After the completion of the interviews, a GAP analysis will be performed. This will be done through a matchup of the findings from the situational analysis and the interview transcripts from both sources. The result of the GAP analysis will serve as recommendations for the federation to

consider. Table 2 summarizes the various methods used and its purpose pertaining to this research.

Table 2. Summary of methods used in this research

Method	Purpose
Text mining	To analyze related documents
SWOT analysis	To analyze the strengths and weaknesses of an organization and the opportunities and threats in the environment
PEST analysis	To examine the macro environment of the organization
Sport Governance Observer	To review the governance of an organization through its four key dimensions.
In-depth interviews	To validate data collected by examining the rationale behind the decisions that were made
GAP analysis	To present a clear picture to move forward.

IV. Findings

To devise a feasible strategy that can help the hockey federation grow, an in-depth examination is needed. PEST and SWOT tools are utilized in this instance as it provides an external-internal analysis of MIHF. Next, its governance will be measured using the AGGIS' The Sport Governance Observer. In-depth interviews were conducted with two key personnel to further explore the rationale behind the decisions that were made. Lastly, a GAP analysis summarizes the findings and provides feasible recommendations for the federation to consider.

1. Findings of PEST analysis

1.1. Political analysis

There are three sport authorities in Malaysia. They are: the Sport Ministry, the Sports Commissioner's Office, and the Olympic Council. The Sport Minister has the final say on all matters outside a legal court, and the various departments within the sport ministry deals with elite performance and training. The Sports Commissioner's main role is to ensure all sport bodies are registered with its office and comply with the Sport Development Act. Finally, the Olympic Council acts as a guardian for all sports, and has the task of selecting athletes for multisport Games.

MIHF registered with the IIHF as an associate member in 2006, but its registration with the Malaysian sport authorities was not approved until April 2008. The delay was due to its dispute with the Ice Skating Association of Malaysia (ISAM), who claimed they were the governing body of the sport and questioned ice hockey's participation at the 2007 7th Asian Winter Games in Changchun, China without their approval. The Olympic Council was queried extensively as it approved a non-affiliated and unregistered ice hockey team to represent Malaysia at the event.

The dispute was formally settled when it was decided by the then Sport Commissioner that ISAM would no longer be the governing body and the ice hockey community will form its own independent association (Singh, 2007). Even though MIHF has sole control of the sport in the country, IIHF still considers it as an associate member due to IIHF Statue II.19.2 (IIHF, 2012), which states that an associate member is “an independent ice hockey association controlling ice hockey but whose operations do not fulfill the Minimum Participation Standards specified in Bylaw 202.”

The IIHF stipulates that all member countries wishing to take part in World Championship comply with the Minimum Participation Standards. This includes having an international size ice rink, minimum number of active players in the age category they wish to participate, and a development program approved by the IIHF.

Aside from that, the current political situation in the country is unstable. The brewing storm stems from the sudden rise of the opposition party, “where social and political forces are realigning at a pace beyond the control of the state, politicians and the Rakyat [the people] themselves” (Kia, 2013).

Claims of voter fraud and other infractions were strife during the past two elections, in 2008 and 2013, but such accusations were shot down by the government and the courts. Antonio Gramsci (1971), an Italian political thinker, once said this that captured perfectly the present crisis in Malaysia: “The crisis consists precisely in the fact that the old is dying and the new cannot be born; in this interregnum a great variety of morbid symptoms appear.”

While the unstable political situation has yet to infiltrate the sporting world, its indirect impact is felt constantly. For instance, protests against the political injustice have on more than one occasion hampered a sports event by causing delays and requiring extra security.

1.2. Economic analysis

According to the World Bank, Malaysia’s Gross Domestic Product (GDP) in 2012 was US\$305.03 billion, compared with US\$289.25 billion in 2011. Pegged as an upper middle income country, the World Bank updated its forecast of Malaysia’s growth to be a moderate 4.9% in 2014 (World Bank,

2014). Domestic drivers of growth started to moderate in 2013, leading GDP growth to decline to 4.7% in 2013 from 5.6% in 2012.

In addition, consumer price inflation accelerated to 2.9% in September–December from an average of 1.7% for the first eight months of 2013, driven in large part by the cuts to subsidies on gasoline and diesel fuel. This adds to the rising utilities cost, and will no doubt impact the ice rink management's expenditure. However, the adequate domestic demand noted by World Bank will bode well for the federation as it continues to seek sponsorships from local and foreign firms.

Malaysia will look to expand on its productive capacity for manufacturing exports, mainly electrical and electronics (E&E) manufacturing, as it will be critical to sustain the growth momentum. The implementation of the very large Refinery and Petrochemical Integrated Development (RAPID) Project by Petronas, Malaysia's national oil company, in 2014, also presents a near-term potential upside for growth, estimated at some 0.3 to 0.5 percentage points.

1.3. Social analysis

As stated previously, Malaysia is a multicultural society. Its population currently stands at 29.2 million, growing at a rate of 1.7% (World Bank, 2014).

According to World Bank's estimate of 2012 data, expectancy at birth for females stands at 77.2 years, and 72.6 for males.

The literacy rate for adults above the age of 15 is 93.1% in 2010. According to the Malaysia Education Blueprint 2013 – 2025 (2012), the proportion (aged 15+) that has completed secondary education has risen to almost 75% in 2010 from around 7% in 1950.

There is currently no research done on sport participation levels in Malaysia. However, a previously cited research on the participation level of schoolchildren indicated that involvement in sports is not emphasized by parents and teachers.

1.4. Technology analysis

In a 2012 report on its telecoms and IT sector, the Oxford Business Group praised Malaysia for the degree to which government entities and businesses have adopted and promoted technology, but it lags in the infrastructure and usage section, due to its relatively large size and significant rural population.

Additionally, Malaysians have access to only 11.4 kbps of international bandwidth on average, ranking 69th globally, dwarfed by Hong Kong (777 kbps) and Singapore (172.2 kbps). This severely limits its connection to the rest of the world, but that will change in time. Increasingly, more Malaysians

have turned to their mobiles to stay connected. It is now Malaysians' preferred way to obtain broadband as 3.4 million of a total 5.75 million broadband connections were mobile, including mobile broadband and pay per use.

Social media, mobile devices and cloud computing were some of the key areas highlighted in the MSC Malaysia Tech Forecast 2011 (Mortensen, 2011). MSC Malaysia is Malaysia's national ICT enterprise designed to attract world-class technology companies while grooming the local ICT industry.

1.5. Summary of PEST analysis

The summary of PEST analysis in Table 2 below clearly shows the external surroundings of the federation, noting the factors that affect its operations and even its strategic direction. Next is an in-depth examination of MIHF's internal environment. For this analysis, the SWOT analysis is used to pinpoint its strength, weaknesses, opportunities and threats.

Table 3. Summary of PEST analysis

Political	Economic
<ul style="list-style-type: none"> • Rising political interference due to amendment of Sport Development Act • Unstable political situation • IIHF's Minimum Participation Standards 	<ul style="list-style-type: none"> • Utilities cost continue to rise due to inflation • Cost of ice rink equipment and maintenance • Overall economy growth
Social	Technology
<ul style="list-style-type: none"> • Level of general education • Multiracial society • Attitude towards sports 	<ul style="list-style-type: none"> • Malaysia's data consumption is among the highest in the world • Modes of communication i digital media

2. Findings of SWOT analysis

2.1. Strengths analysis

The MIHF has three thrusts to its strength. While it is run by volunteers who all have full-time jobs, its administration is very efficient. The key aspect here is the secretary, who handles matters in a timely fashion. Secondly, it also has a close relationship with its stakeholders such as the media, sponsors, rink management, players and parents. The communication within its stakeholder network is strong, thus minimizing misunderstanding. Lastly, it has a structured education program for its officials and coaches. This is done through annual local and regional seminars, development camp in Finland, and various symposiums held throughout the year.

2.2. Weaknesses analysis

There are a number of weaknesses within the hockey federation. The main weakness is its lack of financial resources, relying on membership funds and training camps. Its over-reliance on sponsorship is considered a weakness as well. As it is run by volunteers, it has no professional, full-time staff to handle its daily operations, with the exception of a new administrator. This will impact the efficiency in the long run as the federation grows.

While the image of the sport is less than ideal, the real issue is its lack of proper standard procedures. The lax operations lead to negative

transparency and accountability, which will be detailed in the next section of this chapter. This is caused by a vacuum of power that is centered on the secretary. Though major decisions are made by the exco, the secretary often makes key decisions. In addition, it has been trying to improve its communication among its council members but the ambiguity in roles meant council members could be confused about their responsibilities. Moreover, it does not have control of the ice rink, though it does work closely with the rink management to secure favorable rates and ice time.

2.3. Opportunities analysis

The sport continues to grow at a rate of above 10% annually. One of the areas they have been trying to expand is schools. The federation could approach schools and assist them in creating school-based ice hockey clubs to grow the sport. Roadshows are particularly useful in this instance.

With more interest in the sport, it will increase the usage at the ice rink. Currently two ice rinks are slated to open. The ice rink in the shopping mall IOI Putrajaya has been in operation since November 2014, in time for the holiday crowd. This will no doubt triple the amount of activities of MIHF in the very near future. In addition to the new rink, another possibility is school-based clubs. When the clubs have enough players to form a team in a given age or skill category, MIHF will then be able to organize a school league.

Another opportunity for MIHF is to have a stable and solid structure through a review of its current practices. The management then will be able to focus on steering the federation towards the stated goal, instead of being distracted by other operational issues.

2.4. Threats analysis

MIHF's main concern, for now, pertains to its facility. Currently there is only one ice rink in operation. While it does not seem to close down anytime soon, it is still a threat to MIHF. The danger can be neutralized with the addition of new ice rinks.

MIHF's other concern has to do with its funding. While it does not receive funding from the government, it has just enough to balance its accounts. This issue will be exaggerated with the upcoming new ice rinks, as operational costs will balloon for the federation. In turn this could also lead to an influx of entities looking to cash in on hockey activities. At present time, it is not equipped to enforce its rules and stamp its authority as it does not have the resources and structure to do so.

Political interference, while not a major factor, could become a threat should the political climate in the country worsen. Finally, competition from other sports is a threat every sport faces. The number of youth who participates

in sports continues to decline due to the widespread use of smartphones and tablets, among other technological gadgets available on the market.

2.5. Summary of SWOT Analysis

Table 4 shows a summary of the four components of SWOT analysis. As seen in the table, its weaknesses overshadow its strengths. The federation also has a number of threats that could severely hamper its operations.

Table 4. Summary of SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Efficient administration • Training for officials and coaches • Close relationship with stakeholders • Enthusiastic volunteers 	<ul style="list-style-type: none"> • Lack of control of facility • Limited financial resources • Image of the sport • Lack of professional staff • No transparency and accountability • Lack of proper procedures • Communication within council
Opportunities	Threats
<ul style="list-style-type: none"> • Creation of school-based clubs • New facilities • Better structure 	<ul style="list-style-type: none"> • Competition from other sports • Lack of funding • Political interference • Facility shutdown • Technology – sedentary lifestyle

3. Findings of AGGIS' the Sport Governance Observer

With the PEST and SWOT analyses, the MIHF's internal and external environments were examined. However, the governance of the hockey federation needs to be examined in detail in order to understand its operational structure. The Sports Governance Observer is based on the best theory in the

field, but adapted for beyond academic use. Each dimension consists of a checklist of factors that are key indicators of good governance and for the improvement of governance within sports organizations. A score of one is given if it includes said factor and zero if it does not have such practice within its organization.

3.1. Summary of the Sport Governance Observer

In the transparency and public communication dimension (Appendix A), MIHF scored one out of 15 indicators. While a caveat must be made as the federation's website is under construction, the previous website did not include much information that is accessible for all. It is alarming for a national governing body to be that lacking in terms of transparency. It fared slightly better in the democratic process dimension, with a score of six out of 12 indicators. The low score is due to the lack of major events and clear guidelines.

The federation was average in the checks and balances sector, netting six out of 11 indicators. As it is in the process of defining its structure, many items are still not available. Lastly, it maintained its mediocre performance by scoring only four out of nine indicators in the solidarity dimension. This is mainly due to its small size, and volunteer-based personnel. However, this will

change as MIHF grows bigger to accommodate more members and stakeholders.

With all three analytical tools employed to analyze MIHF, a few keywords have emerged. Two main themes stood out, which were its lack of structure and low governance practices. In addition, it has no systematic plan in terms of funding. The Malaysian hockey federation also does not seem to be prepared to handle future growth, despite its efforts to educate its officials and coaches.

Lastly, the federation needs to build on its communication among council members to ensure everyone understands the strategic direction of the federation. This also relates to the first theme, since the lack of structure meant the council members are unsure of their role thus driving down efficiency and wasting precious resources. This result in them acting not necessarily in their own interests (agents) but they are not seen to be acting for the good of the organization (stewards).

4. Findings of in-depth interviews

The situational analysis was performed to answer the first research question based on the governance theories of stewardship and agency. Through the analytical tools, a set of questions were drawn and presented to two interview subjects in order to answer the other research question, which is

centered on MIHF's future direction in relation to human resource management. The first interview was conducted on April 26 with Wu in Goyang, South Korea. The second interview took place May 30 with Loh in Bandar Sunway, Malaysia. Both interviewees were asked the same set of questions.

4.1. Thomas Wu

“Playing is fun, but you shouldn't neglect training,” (Wu, personal communication, April 26, 2014).

Wu stressed on the importance of leadership and training at the beginning of the interview. He noted that it was difficult to comment on MIHF's structure; however he was bullish on the country as it has the potential to be a strong hockey nation in Asia. One avenue that Wu recommended to MIHF was to work closer with its neighbors on educational programs. Malaysia has played host to a few regional programs, mostly education for coaching and officiating, but he wants the country to be more active in this avenue.

One way the hockey governing body could help in reducing role ambiguity is to provide member associations with a model framework with which they can reference. “How do we grow hockey? It's like a church, you need disciples and pastors. Basically, you need to develop a core,” (Wu,

personal communication, April 26, 2014). He advocated the study of 10 to 20 organizations on what works, as a way to emphasize the importance of an organization.

While Wu declined to comment on MIHF's financial situation due to limited knowledge, he was optimistic of its future growth in general. He emphasized that MIHF is not alone in its struggles and should focus on its leadership and good governance.

The IIHF vice president praised MIHF for its clear chain of command and prompt response. When asked how IIHF can help the federation to achieve good governance, Wu once again promoted the idea of a model framework. He wants to encourage discussion on established, mature organizations that can serve as a model for the other associations.

To Wu, governance was "drawing people, players, coaches, etc" (personal communication, April 26, 2014). He stressed on key personnel acting as stewards of the sport, saying that "if [their] purpose is hockey, then great. Problems arise when they have different agenda."

As a businessman by profession, he championed efficiency for the federation. Wu used the example of the conglomerate Apple Inc, and spoke of managing expectations for it. One of the solutions was the creation of after sales service, and subsequent improvement in the company.

At the end of the interview, he spoke of the possibility to facilitate discussion on mature organizations, perhaps getting IIHF President Rene Fasel involved as well. It could serve as a recommendation for the Malaysian federation and those of similar structure and operations.

4.2. Susan Loh

The interview with Loh began with a review of MIHF's current activities and structure. She sees room for improvement in terms of structure, and to eliminate role ambiguity for the council members. "We do what we can to provide a stable structure," (Loh, personal communication, May 30, 2014). One thing that the secretary felt MIHF is doing right is its development and education of coaches and officials. It runs seminars and training sessions for coaches and officials every year, be it domestic or regional.

Since the Malaysia federation is run by volunteers, the majority of work has to be shared among the council members. To decrease the workload, MIHF recently hired an administrator as its first full-time staff to handle its daily operations. Loh continued to address the role ambiguity issue by explaining MIHF's move to create a standard operating procedures manual. While it is still only a draft, it contains detailed roles and responsibilities for all stakeholders.

When it came to financial matters, Loh said “the best word to describe it is stable,” (personal communication, May 30, 2014). Despite that, she also acknowledged MIHF’s challenges in obtaining sponsors and government support. A review of MIHF’s finance reports showed that the funds are either from its members or private sponsors. However, the federation will continue to pursue new sources of funding to finance new activities and programs in the near future.

When asked about her opinion on MIHF’s future growth, Loh said IIHF has been hands-on in helping the federation to prepare for the additional ice rinks. IIHF has facilitated the development and education for the coaches and officials since two years ago by providing materials and organizational assistance to MIHF. Indeed, the Malaysian federation itself is also working on charting its future by drafting a five-year plan based on the projections for activities at the new ice rinks.

In order to help MIHF navigate through future growth, it plans to “be aggressive in recruiting more players” (personal communication, May 30, 2014). To achieve that, more recruitment drives and roadshows will be planned. As mentioned earlier, the MIHF has been investing in its coaches and officials through education and development. Loh indicated that will continue, as the main goal is to improve the performance in the senior levels. Its ultimate

goal is to take part in the IIHF World Championship, and the federation has taken a number of steps to realize that goal.

One concern Loh has is that the federation loses sight of the stated goal. “As we grow, more opportunities will be available to us and that could distract us from achieving our goal,” (personal communication, May 30, 2014). To allay that concern, she recommended that the council not only work closer together but have a better understanding of the entire environment in which MIHF has to operate.

On governance, Loh explained that even though the MIHF is relatively young, there are policies in place that promotes governance. She cited the example of how she is able to maintain the line of communication with the IIHF as the only point of contact in the federation. While that is a plus point, MIHF is generally weak in governance. This is due to the fact that all council members are volunteers, with the exception of the administrator. She also pointed out that the power to decide remains in the hands of the few. That concentration of power could change.

Loh identified a few areas that the Malaysian hockey federation can consider to incorporate good governance in its operations and management. The chief of it was to address the role ambiguity issue. This can be done by clarifying all the roles and responsibilities of each stakeholder. With that, the

exco then can direct its attention to steering the federation and the sport to its intended goal.

As the federation continues to grow, and indeed it is standing at the cusp of rapid expansion, Loh wants hockey's governing body to provide guidance on good governance. She cited the example of how member associations have modeled their structure after the IIHF, but also said more can be done.

"We can take it one step further by having frank discussions about the structure of our own federations and brainstorm with others on how to improve it," (personal communications, May 30, 2014). It coincides with the IIHF vice president's call for a model framework and discussions on mature organizations.

4.3. Summary of interviews

As examined in the literature review, four areas are the focus of this research. They are: governance, volunteer management, role ambiguity, and strategic capabilities of the board.

Both interview subjects had similar responses when it came to the structure and the governance aspects of the federation. They pointed out the importance of role clarity for stakeholders, and to improve the organization

itself. While Wu did not comment in depth about MIHF's funding issues, Loh was open about the federation's finances.

Throughout the interview, Wu advocated the creation of a model framework by the IIHF to aid its member associations in addressing its organizational structure and operational issues. Meanwhile, the secretary of MIHF was keen to share the federation's initiative to put together a standard operating procedure manual as a way to address human resource management matters.

Both interview subjects were open and candid about the topics at hand, and no issue was left off the record. The interviews were recorded on audio and notes were taken as well. Full transcripts of the interviews are included in the appendix.

5. Findings of GAP analysis

At the ground level this research can provide an organizational perspective on Malaysian ice hockey with a focus on governance and human resource management. To take it further, a GAP analysis will provide the hockey federation with not only a snapshot of its current situation but also a feasible map for its future. The GAP analysis is by no means exhaustive; rather it offers talking points that the MIHF can use as they review their operations.

The main themes for MIHF's future direction are: Structure, education/training, funding, and governance. These themes also appeared in previous findings from the situational analyses, which reinforce its absence from the Malaysian federation. The MIHF could benefit from a review of its current organizational and operational structure, and identify the areas that need improvement in the process as well. A clearly defined structure and roles will promote efficiency in the MIHF board. This in turn will boost its transparency and accountability, thereby improving its governance practices and ultimately its strategic capabilities.

In addition, the MIHF currently has a board that is immersed in its operations as well. This meant that all the power is centralized and its democratic process is questionable. To counter that, it should hire a General Manager to oversee its daily operations. With the GM to handle administrative duties with the administrator, the board then can focus on honing its strategic capabilities and steer MIHF to a better future. In this instance, the board could move to being stewards instead of agents of the federation.

Moreover, increased education and training for key stakeholders will ensure the quality of services and performances do not suffer from MIHF's projected rapid growth. This can be done in collaboration with external experts or the IIHF. As more training time becomes available, it is in the interest of the

federation to create a structured schedule to ensure all players have the same opportunity to play and train.

5.1. Summary of GAP analysis

Table 5. GAP analysis for MIHF structure

Where we are	Where we want to be	Action plan
Ambiguous roles/ lack of structure	To have a clear definition and separation of roles for key personnel in the federation	<ul style="list-style-type: none"> • Review current structure and streamline operations • Draft manual that details all roles and responsibilities • Provide training sessions to stakeholders
Loosely practiced governance	To have a transparent and accountable board	<ul style="list-style-type: none"> • Publish reports and make all non-confidential documents public • Hire a General Manager to oversee administration and daily operations
Education for key personnel	To have knowledgeable board members	<ul style="list-style-type: none"> • Create structure for both to facilitate learning in a higher level environment
Training for coaches and officials	To have experienced coaches and officials within the ranks	<ul style="list-style-type: none"> • Organize more formal games for officials • Recruit more players to form teams for coaches
Limited funding for the federation	To diversify funding sources	<ul style="list-style-type: none"> • Approach SMEs • Create booster clubs • Merchandising sales
Loosely organized and limited training for the players	To have all levels of structured training available to the players	<ul style="list-style-type: none"> • Obtain more ice time • Create structured training and schedule • Diversify sessions on-ice with other training

V. Conclusion

1. Summary of findings

The purpose of this research was to review how ice hockey is managed in Malaysia. The overall objective here was to investigate its governance and the strategic capabilities of the board, with an eye on improving its efficiency not just on operations but also to maximize its human and financial capital. It is therefore a crucial review of the organization and the sport in its entirety as it provides not only a benchmark but it also can serve as a platform for future direction.

In this concluding chapter, overall results and conclusions in relation to the aforementioned objectives and purpose are discussed. Before concluding this thesis, a case study of Swedish ice hockey will offer salient points for the federation to discuss and consider.

The results of the situational analysis show not only the external and internal environments of the MIHF, but also the tendency of key personnel to act in their own interest, as per agency theory. The situational analysis also exposed the weak structure and governance in the federation, further evidenced by the results from the AGGIS' The Sport Governance Observer. Four themes stood out among the results. They are: lack of structure, funding, future growth, and governance.

It is through these four themes that a set of questions were drafted to address the second research question, which deals with MIHF's future direction. The two interview subjects, with extensive management experience in sports and the corporate world, agreed that a model framework would be a useful tool for the federation and other member associations of the IIHF. In addition to the model framework for organizations, an improved core team will reduce role ambiguity, strengthen the structure and boost the sport's development. Education and training also were mentioned by both interviewees.

2. Discussion of findings

To put things into perspective, let's examine the development of the Swedish ice hockey (Fahlen, 2006). Fahlen's research centered on the organization in Swedish ice hockey, in particular the national association, the clubs, and its personnel.

The Swedish ice hockey association (SIF) was formed in 1922, and 33 years later top clubs in the country formed the elite league. This rush to create an elite league was due to "increased international competition from the Soviets and other professional transatlantics" (Fahlen, 2006).

To further develop the sport, SIF also had encouraged clubs to build its own ice rinks and created a national tournament for 15-year-olds. A

noteworthy milestone for the SIF was the inclusion of the media. The sport was broadcasted in late 1950s, both on TV and radio. Thus began SIF's revenue from broadcasting rights.

The author noted that in Sweden, competitive sports take place in member-based clubs. The elite league is the highest division, and the system is structured in a way that there is only a maximum of seven divisions. In a bid to encourage development and counter competition, the SIF and the elite league created the Elite License. It was, in essence, a checklist for a club's entry into the elite league. The requirements included certain standards concerning finances, organization, youth program and arena management.

Lastly, Swedish ice hockey focused on education as a formal training for its coaches, players and managers. What began as "a kind of insurance that people going into coaching would have something to fall back on" (Fahlen, 2006) had morphed into special programs in upper secondary school for talented young athletes and professional training programs for coaches and managers at a university.

Similar themes can be found between the Malaysian and Swedish ice hockey organizations. However, the difference in structure is vast. While Swedish ice hockey is well organized, be it by volunteers or paid staff, the Malaysian federation's structure needs more pillars of support and clearer definitions. Be that as it may, these two organizations also have a thing in

common. Both organizations see the need to invest in education, albeit SIF has more advanced programs in place. The Malaysian federation should consider a formal training partnership with a school or university to provide education for its players, coaches and officials.

3. Implications

Both findings offer a glimpse of not only the federation's inner workings but also the environment that surrounds it. The results also show that the MIHF is not alone in facing its current issues. This is supported by the number of research discussed in literature review.

As more facilities will become available, the sport will go through a growth spurt. The MIHF, with its limited resources currently, will have to stretch its capital further unless more is done to help it sustain itself.

At its current state, the federation is able to sustain its operations. However, there is a possibility of its key personnel to act as agents when more resources become available. The findings do show a slight tendency of board members to act in their own interests. Therefore it is vital to have a clear structure and roles for board members, in order to provide proper governance guidelines. Without such clarity, the board will not be able to fulfill its mandate and steer the federation and the sport to greater growth.

4. Limitations and future research direction

This research was conducted in order to examine the management of ice hockey in Malaysia. Two research questions were asked in relation to MIHF's governance, human resource management and strategic capabilities of the board.

It is clear that ice hockey have come a long way in Malaysia. In order to be competitive, the organization needs to excel off ice as well. Therefore, it is important to have a strong structure, well-defined roles, and continuous education for key personnel.

The GAP analysis and the case study of the Swedish ice hockey provided feasible steps that MIHF could take for its future direction, in addition to talking points it could consider for future reference. While this research is by no means exhaustive, it is adequate to answer both research questions that were put forth at the beginning. Finally, future research can be conducted on other aspects that were not examined in this thesis, to add to the existing body of knowledge. For instance, governance in Asian nonprofit sports organizations is still a relatively unexplored area of research. More attention could be paid to it, as is organizational behaviors in sports.

VI. Reference

- Aguilera, R. V., Filatotchev, I., Gospel, H., Jackson, G. (2008). Costs, contingencies and complementarities in corporate governance models. *Organization Science*, 19(3), 475–94.
- Arthurs, J. D., & Busenitz, L. W. (2003). The boundaries and limitations of agency theory and stewardship theory in the venture capitalist/entrepreneur relationship. *Entrepreneurship Theory and Practice*, 28(2), 145-162.
- Australian Sports Commission (2012). *Sports governance principles*. Retrieved from http://www.ausport.gov.au/supporting/governance/governance_principles
- Bartram, D. (2004). Assessment in organisations. *Applied Psychology*, 53(2), 237-259.
- Beatty, R. W., Huselid, M. A., & Schneier, C. E. (2003). New HR metrics: Scoring on the business scorecard. *Organizational Dynamics*, 32(2), 107-121.
- Boyce, C. & Neale, P. (2006). Conducting In-depth interviews: A guide for designing and conducting in-depth interviews for evaluation input. Retrieved from http://www.pathfind.org/site/DocServer/m_e_tool_series_indepth_interviews.pdf?docID=6301
- Breuer, C., & Wicker, P. (2007). Sports clubs in Germany. *Sport Development Report, 2008*, 5-50.
- Chelladurai, P. (1994). Sport management: Defining the field. *European Journal of Sport Management*, 1, 7-21.

- Chelladurai, P. (2009). *Managing organizations for sport and physical activity: A systems perspective (3rd edition)*. Scottsdale, AZ: Holcomb Hathaway, Publishers.
- Chermack, T. J., & Kasshanna, B. K. (2007). The use and misuse of SWOT analysis and implications for HRD professionals. *Human Resource Development International*, 10(4), 383-399.
- Christopher, J. (2010). Corporate governance—A multi-theoretical approach to recognizing the wider influencing forces impacting on organizations. *Critical Perspectives on Accounting*, 21(8), 683-695.
- Cornforth, C. (Ed.). (2003). *The governance of public and non-profit organisations: What do boards do?* (pp. 77-96). London: Routledge.
- Cuskelly, G. (2004). Volunteer retention in community sport organisations. *European Sport Management Quarterly*, 4(2), 59-76.
- Cuskelly, G., Hoye, R., & Auld, C. (2006). *Working with volunteers in sport: Theory and practice*. London: Routledge.
- Cuskelly, G., Taylor, T., Hoye, R., & Darcy, S. (2006). Volunteer management practices and volunteer retention: A human resource management approach. *Sport Management Review*, 9(2), 141-163.
- Daily, C. M., Dalton, D. R., & Cannella, A. A. (2003). Corporate governance: decades of dialogue and data. *Academy of Management Review*, 28(3), 371.
- Daud, M. A. K. M. (2007). Sport Management Movement in Malaysia. *Asian Sport Management Review*, 1(1), 21-31.

- DiCicco-Bloom, B., & Crabtree, B. F. (2006). The qualitative research interview. *Medical Education*, 40(4), 314-321.
- Dyson, R. G. (2004). Strategic development and SWOT analysis at the University of Warwick. *European Journal of Operational Research*, 152(3), 631-640.
- Fahlén, J. (2006). *Structures beyond the frameworks of the rink: On organization in Swedish ice hockey*. (Doctoral dissertation). Umeå: Pedagogik.
- Feldman, R., & Sanger, J. (Eds.). (2007). *The text mining handbook: advanced approaches in analyzing unstructured data*. Cambridge University Press.
- Ferkins, L., & Shilbury, D. (2012). Good boards are strategic: what does that mean for sport governance? *Journal of Sport Management*, 26(1), 67-80.
- Ferkins, L., Shilbury, D., & McDonald, G. (2009). Board involvement in strategy: Advancing the governance of sport organizations. *Journal of Sport Management*, 23(3), 245-277.
- Forster, J., & Pope, N. (2004). *The political economy of global sports organisations*. London: Routledge.
- Geeraert, A. (2013). The governance agenda and its relevance for sport: introducing the four dimensions of the AGGIS Sports Governance Observer. Action for Good Governance in International Sports Organisations.
- Gramsci, A. (1971). *Selections from the Prison Notebooks of Antonio Gramsci: Ed. and Transl. by Quintin Hoare and Geoffrey Nowell Smith*. G. Nowell-Smith, & Q. Hoare (Eds.). International Publishers.
- Guion, L. A., Diehl, D. C., & McDonald, D. (2011). *Conducting an in-depth interview*. Retrieved from <http://edis.ifas.ufl.edu/fy393>

- Habermann, U. (2007). *En postmoderne helgen? Om motive til frivillighed* [A postmodern saint? About the motives for volunteering]. Copenhagen: Museum Tusculanum Press.
- Hoye, R., & Cuskelly, G. (2007). *Sport governance*. London: Routledge.
- Humphrey, S. E., Morgeson, F. P., & Mannor, M. J. (2009). Developing a theory of the strategic core of teams: a role composition model of team performance. *Journal of Applied Psychology*, 94(1), 48.
- IIHF. (2014). IIHF Statutes and Bylaws 2014-2018. Retrieved from http://www.iihf.com/fileadmin/user_upload/PDF/The_IIHF/2014-2018_IIHF_Statutes_and_Bylaws.pdf
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: John Wiley & Sons.
- Kia, M. B. (2013). *Goodbye Lenin, hail the Malaysian 'Caesar'?*. Retrieved from <http://asiapacific.anu.edu.au/newmandala/2013/04/25/goodbye-lenin-hail-the-malaysian-caesar/>
- Leung, A. (2004). Different ties for different needs: Recruitment practices of entrepreneurial firms at different developmental phases. *Human Resource Management*, 42(4), 303-320.
- Malaysia. Department of Statistics Malaysia. (2011). *Population Distribution And Basic Demographic Characteristics*. Retrieved from http://www.statistics.gov.my/portal/download_Population/files/census2010/Taburan_Penduduk_dan_Ciri-ciri_Asas_Demografi.pdf

- Malaysian federal government. (2006). Sports Development Act 1997. Retrieved from <http://www.agc.gov.my/Akta/Vol.%2012/Act%20576.pdf>
- Mason, D. S., Thibault, L., & Misener, L. (2006). An agency theory perspective on corruption in sport: The case of the International Olympic Committee. *Journal of Sport Management*, 20(1), 52.
- Ministry of Education. (2013). Malaysia Education Blueprint 2013 – 2025. Retrieved from www.moe.gov.my/userfiles/file/PPP/Preliminary-Blueprint-Eng.pdf
- Mortensen, C. (2010). *MSC Malaysia Tech Forecast 2011 and Beyond*. Retrieved from www.msomalaysia.my/sites/.../the_next_big_thing_idc_final_v2.pdf
- Muth, M., & Donaldson, L. (1998). Stewardship theory and board structure: a contingency approach. *Corporate Governance: An International Review*, 6(1), 5-28.
- O'Connell, V. (2007). Reflections on stewardship reporting. *Accounting Horizons*, 21(2), 215-227.
- OECD (2004). OECD principals of corporate governance. Paris, France: OECD Publications Service.
- Østerlund, K. (2013). Managing voluntary sport organizations to facilitate volunteer recruitment. *European Sport Management Quarterly*, 13(2), 143-165.
- Oxford Business Group, (2012). *The Report: Malaysia 2012*. Retrieved from http://www.oxfordbusinessgroup.com/full_content/report-malaysia-2012
- Pearce, J. L. (1993). *Volunteers: The organizational behavior of unpaid workers*. London: Routledge.

- Peng, G. C., & Nunes, M. B. (2007). Using PEST analysis as a tool for refining and focusing contexts for information systems research. *Proceedings of the 6th European Conference on Research Methodology for Business and Management Studies* (pp. 229-237). Academic Conferences Limited.
- Phillips, S., Little, B. R., & Goodine, L. (2002). *Recruiting, retaining and rewarding volunteers: what volunteers have to say*. Toronto: Canadian Centre for Philanthropy.
- Pickton, D. W., & Wright, S. (1998). What's SWOT in strategic analysis?. *Strategic Change*, 7(2), 101-109.
- Radzi, W. (2000, 2001). *challenges and future directions of sports management in malaysia*. Paper presented at the proceedings of the 3rd ICHPER.SD Asia Congress, Kuala Lumpur.
- Rachita, C. I. (2011). Management training in the sport of basketball, handball, volleyball and tennis. *Revista de management comparat international/review of international comparative management*, 12(4), 813-820.
- Recklies, D. (2006). *PEST-Analysis*. Retrieved from http://www.themanager.org/Models/PEST_Analysis.htm
- Ringuet-Riot, C., Cuskelly, G., Auld, C., & Zakus, D. H. (2014). Volunteer roles, involvement and commitment in voluntary sport organizations: evidence of core and peripheral volunteers. *Sport in Society*, 17(1), 116-133.
- Ritchie, J., & Lewis, J. (Eds.). (2003). *Qualitative research practice: A guide for social science students and researchers*. Sage.

- Sakires, J., Doherty, A. J., & Misener, K. (2009). Role ambiguity in voluntary sport organizations. *Journal of Sport Management*, 23(5), 615-643.
- Segal, L. (2012). Instilling stewardship to address the integrity/efficiency dilemma. *Administration & Society*, 44(7), 825-852.
- Seippel, Ø. (2004). The world according to voluntary sport organizations. *International Review for the Sociology of Sport*, 39(2), 223-232.
- Singh, A. (2007). Elyas gives ISAM, MIHA ice hockey nod. *New Straits Times*. Retrieved from <http://www.highbeam.com/doc/1P1-137169263.html>
- Stewart, B., Nicholson, M., Smith, A., & Westerbeek, H. (2004). *Australian Sport, Better by Design? The evolution of Australian sport policy*. London. Routledge.
- Taylor, T., & McGraw, P. (2006). Exploring human resource management practices in nonprofit sport organisations. *Sport Management Review*, 9(3), 229-251.
- Van der Westhuizen, J. (2004). Marketing Malaysia as a model modern Muslim state: the significance of the 16th Commonwealth Games. *Third World Quarterly*, 25(7), 1277-1291.
- Wilson, N. C. (2008). A snapshot of physical activity participation patterns of Malaysian youth, Sport, Health and Activity Research in Malaysia (SHARM), Institut Sukan Negara, Kuala Lumpur, Malaysia.
- World Bank. (2014). World Bank East Asia and Pacific economic outlook: preserving stability and promoting growth. Retrieved from <http://www.worldbank.org/content/dam/Worldbank/document/EAP/region/eap-update-april-2014-full-report.pdf>

- Yeh, C. M., & Taylor, T. (2008). Issues of governance in sport organisations: A question of board size, structure and roles. *World Leisure Journal*, 50(1), 33-45.
- Zahra, S., and Pearce, J. (1983). Board of directors and corporate financial performance: a review and integrative model. *Journal of Management*, 15(2), 291-334.

Appendix

Appendix A

AGGIS' the Sport Governance Observer

Transparency and public communication	Score
1. The organization publishes statutes/constitution on its website	0
2. The organization publishes its by-laws on its website	0
3. The organization publishes its sport rules on its website	0
4. The organization publishes its organizational chart on its website	0
5. The organization publishes its strategic plan on its website	0
6. The organization publishes the agenda and minutes of its statutory meetings on its website	0
7. The organization gives the media access to its general assembly	1
8. The organization publishes basic biographical information about its board members and senior officials on its website	0
9. Contact details to board members and senior officials are published on the website	0
10. The organization publishes information about its member federations on its website	0
11. The organization publishes its annual general activity report on its website	0
12. The organization publishes reports of its standing committees on its website	0
13. The organization publishes an annual financial report on its website	0
14. The organization publishes remuneration, for example per diem payments and bonuses of its board members and senior officials on its website	0
15. The organization publishes main event reports with detailed and relevant information on its website	0
Total score	1/15

Democratic process	Score
1. There are elections of the president and the governing bodies and standing committees	1
2. The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	1
3. The organization offers to the candidates standing for election opportunities to present their program/manifesto	0
4. The decisions on allocation of major events are made through a democratic, open and transparent process	0
5. The organization's major policy decisions are taken by ballot in the general assembly/congress or similar	0
6. The organization defines a quorum in its governing document/s for its decision making bodies	1
7. The organization's elected officials have a term limit	0
8. The organization's general assembly meets at least once a year	1
9. The organization's governing body meets regularly	1
10. The organization has gender equity guidelines for its leading officials	0
11. The criteria for a bid for major events are communicated to its members in good time	0
12. The organization provides opportunity for stakeholders to be represented within the organization	1
Total score	6/12

Checks and balances	Score
1. The organization has an internal audit committee	0
2. The organization is externally audited by international recognized standards	1
3. The organization has accounting control mechanisms in place	0
4. The organization separates regulatory and commercial functions	0
5. The organization has or recognizes an Ethics/Integrity Code for all its members and officials	1
6. The organization has clear conflict of interest rules	1
7. The organization recognizes a code or has its own standards of good governance	0
8. The organization has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above	0
9. The organization's decisions can be contested through internal channels specified in its governing document/s	1
10. The organization recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil courts	1
11. The organization recognizes and complies with the WADA World Anti-Doping Code	1
Total score	6/11

Solidarity	Score
1. The organization allocates specific resources for the global development of grass-root activities	1
2. The organization has legacy requirements for communities in which its events are hosted	1
3. The organization inspects and audits the use of funds given to its internal stakeholders	1
4. The organization adopts an environmental management system (ISO, EMAS236 or similar) for its major events	0
5. The organization has a well-defined Social Responsibility (SR) strategy and/or programs	0
6. The organization controls the use of funds given to its SR programs and applies ISO 26000237 standard or similar	0
7. The organization offers consulting to member federations in the areas of organizations and management through workshops, one to one advice or similar	1
8. Representatives from economically disadvantaged member federations can apply for support to attend the general assembly	0
9. The organization adopts a clear anti-discrimination policy	0
Total score	4/9

Appendix B

Thomas Wu interview

Thomas Wu interview at 11am April 26, in the VIP car from Hotel MVL

Kintex to Goyang Ice Rink, South Korea.

Chee: Hi Thomas, thanks for the time. I will begin recording now.

Wu: Hi EeLaine, not a problem. Anything I can do to help.

Chee: Ok, just to recap. These questions are drafted from the findings of a situational analysis I did previously.

Wu: Ok. Go ahead.

Chee: First of all, do you think MIHF's structure is sound?

Wu: It is a bit difficult to comment on that. Malaysia is still developing the sport.

Chee: So what are its strengths in terms of structure?

Wu: I see Malaysia's potential to be a strong hockey voice in Asia. However, it depends on the players the level of competition.

Chee: Is there anything that needs to be improved?

Wu: There is certainly room for improvement for training and quite frankly it's up to the leadership to ensure that there is enough training. Playing is fun, but you shouldn't neglect training.

Chee: What can MIHF do to maximize its human resources?

Wu: The good thing is that MIHF has lots of enthusiastic people in its ranks.

One way MIHF can explore is to have seminars with neighboring national associations or even beyond.

Chee: Should it hire a full-time staff to run its daily operations?

Wu: Absolutely. They need a core team to be operational. You need a core team to attend the Annual Congress to network or attend Vierumäki camps, and that is when most deals are made.

Chee: What can MIHF do to ensure all council members understand their roles?

Wu: You know what? A lot of nations are facing similar challenges. Perhaps beyond MPS (Minimum Participation Standards), the IIHF can lay out a model framework to provide more guidance for its members. This is to ensure that the sport and its operations are at a high level. I do see a need here. How do we grow hockey? It's like a church, you need disciples and pastors. Basically, you need to develop a core. It is the same thing that hockey is facing. Sure, the MPS indicates not only the presence of the sport but also the level of play. But what is behind is the organization. If we can reference 10 to 20 organizations on what works for them, then we can perhaps create that model framework we talked about earlier.

Chee: Let's move on to funding.

Wu: I'd rather not answer questions on funding. My knowledge of MIHF's finances is not enough for me to comment on it.

Chee: Fair enough. Let's talk about MIHF's future growth. Is MIHF equipped to handle the influx of activities stemming from the addition of the new ice rinks?

Wu: From the perspective of IIHF, yes. They have an enthusiastic group of people working hard to grow the sport. I think that's great.

Chee: How can they improve in order to navigate through future growth?

Wu: As I have mentioned previously, leadership is important. MIHF should focus on that.

Chee: What should MIHF watch out for while they expand their operations?

Wu: Well, good governance is one of them, as is the case for a lot of IIHF's members.

Chee: What do you think are MIHF's best governance features?

Wu: First of all, governance has the connotation for being high performance. What does governance really mean? It means drawing people, players, coaches, and others to grow together. MIHF certainly has its positives. I like their clear chain of command and the ability to execute. Often the IIHF expects prompt response and MIHF has done a good job in that department.

Chee: Then what are MIHF's worst governance features?

Wu: This one is tough. Sometimes we have to question whether the heart is in hockey. If a person's purpose is hockey, then great. But then you have problems when people have different agenda.

Chee: So how can it incorporate more good governance in its operations and management?

Wu: Take Hong Kong as an example. We restructured our league to fulfill MPS. In the process, we adjusted our leadership as well. That is significant, to me. IIHF certainly has a few options but it needs to actively engage its partners to make this work.

Chee: How can IIHF help the federation to achieve good governance?

Wu: Beyond the audit, I believe IIHF can help show the way, through a model framework. For one, we can facilitate discussion on mature organizations. Of course, we also can help increase efficiency. You need to learn how to mature, and how to grow. In a corporate setting, from startups to blue chip companies, it's all about managing expectations. The best example is perhaps Apple and its after sales service. Certainly with Rene (IIHF President) involved, more can be achieved.

Chee: I know we're close to our destination so I will end the interview here. Thanks for your valuable advice, Thomas.

Wu: Not a problem. Like I always said, Malaysia has tremendous potential and a great network in place. We do what we can to help each other.

Interview ended at 11.39am.

Susan Loh interview transcript

Susan Loh interview at 7.10pm May 30 at the restaurant Zen in Sunway Pyramid, Malaysia.

Chee: Thank you for taking the time to do this interview. Let's start. Do you think MIHF's structure is sound?

Loh: You know, we are still a young federation, filled with volunteers. We do what we can to provide a stable structure. However, there's room for improvement.

Chee: So what do you think needs to be improved?

Loh: For starters, we need to state the roles and responsibilities for each person in the structure. I also want a better record of MIHF's activities and success milestones.

Chee: What can MIHF do to maximize its human resources?

Loh: As mentioned earlier, we are all volunteers who have full time jobs and a family. We just hired an administrator in August. Main thing is we will continue to develop and educate our management to maximize our human resources.

Chee: Should it hire a full-time staff to run its daily operations?

Loh: Definitely. Identification of our daily operations is necessary and must be documented for a number of reasons. That was why we finally decided to hire our first paid staff to handle operational duties.

Chee: What can MIHF do to ensure all council members understand their roles?

Loh: This is something we've talked about before. We've drafted a standard operating procedures manual and it is in the process of going through a second revision. The manual details the roles and responsibilities of all stakeholders, but most importantly how things operate in each department.

Chee: OK let's move on to another topic. What is your impression of MIHF's finances?

Loh: The best word to describe it is stable. We don't have a big budget, but expenses could increase when the new ice rinks open. As always, trying to obtain government funding is a challenge since ice hockey is not the core sport of the country. But we'll keep trying. Any amount helps.

Chee: How should MIHF diversify its funding source?

Loh: We've identified a few funding sources as sponsors in addition to running the leagues. One potential source that we are actively pursuing is the sports ministry.

Chee: Do you think MIHF is equipped to handle the influx of activities stemming from the addition of the new ice rinks?

Loh: Yes, I believe we have what it takes. MIHF has the IIHF to help prepare for the additional new rink. We have pushed for development and education for our coaches and officials since two years ago. Aside from that, we also have a five-year projection of activities and programs in place.

Chee: How can MIHF improve in order for them to navigate through future growth?

Loh: Well, we have identified a few ways. First of all, we want to be more aggressive in recruiting more players. That means more recruitment drives and roadshows to increase exposure.

Chee: What other areas have you identified?

Loh: We want to create quality coaches and game officials, through proper planning and education. At this point, with more players and experienced coaches and officials, we want to improve our performance in the senior levels at IIHF tournaments. All these will take place concurrently with our efforts to fulfill the MPS, which will ultimately allow us to take part in the World Championship.

Chee: What should MIHF watch out for while they expand their operations?

Loh: Hah! Where do I even begin? Perhaps losing sight of the goal we had set out earlier. As we grow, more opportunities will be available to us and that could distract us from achieving our goal. The exco needs to work together and have a better understanding of not just the sport but also the environment in which MIHF has to operate.

Chee: OK, let's move to the topic of governance. What are MIHF's best governance features?

Loh: I'm not sure about this but I'll give it a shot. Though we are a young federation, we have a number of policies in place that promotes governance. I think always being one of the first ones to respond to IIHF is a plus point. As I am their only point of contact, this helps to maintain the line of communication.

Chee: What are MIHF's worst governance features?

Loh: Well, we are all volunteers, except for the administrator. However, he is not in a position to make key decisions. The power to decide remains very much in the hands of the few, namely the exco.

Chee: How can it incorporate more good governance in its operations and management?

Loh: Like we talked about earlier, we need to clarify all the roles and responsibilities. As we grow, we will have more personnel involved. A

true division of work can take place then and the exco can focus on setting the direction for the federation and the sport.

Chee: How can IIHF help the federation to achieve good governance?

Loh: We want them to provide guidance. Most member associations model their structure after the IIHF's, and I think that's great. But we can take it one step further by having frank discussions about the structure of our own federations and brainstorm with others on how to improve it.

Chee: OK, that's the last of my questions. Thanks for agreeing to this interview.

Loh: No worries. I'm happy to help. Hope to read your thesis when it is done.

Chee: I'll see what I can do.

Interview ended at 8pm.

국 문 초 록

소규모 스포츠 조직의 성장 및 지속가능성: 말레이시아 아이스 하키 협회 분석

Chee Ee Laine

서울대학교 대학원

체 육 교 육 과

사회적으로 스포츠에 대한 수요가 증가하면서 스포츠 조직은 다양한 형태의 도전에 직면해 있다. 오늘 날 소규모 조직은 관리, 인적 자원 관리, 전략 계획적인 측면에서 많은 도전을 경험하고 있다. 대부분의 스포츠 조직은 현재 비영리 단체로서 소수의 유급 직원과 자원봉사자들에 의하여 독점적으로 운영되고 있다. 이러한 측면에서 자원봉사자는 핵심 부분과 비핵심 부분으로 구분될 수 있다. 전략적인 경영 방법은 이러한 조직을 검증할 수 있으면서도 미래의 모습을 도표화 할 수 있다. 관리, 자원봉사자 경영, 역할의 모호성 그리고 위원회의 전략 수립 능력은 본 연구에서 이론적으로 핵심적인 부분이다. 말레이시아 아이스 하키 협회에 대한 실증적인 본 연구는 대리인 이론과 반대되는 관리 이론을 적용함으로써 소규모 조직이 얻을 수 있는 혜택을 현황

분석 및 심층 면담을 통해 제시하고 있다. 본 연구에서는 현 상황에서 핵심적인 주체로서 네 가지 영역이 도출되었다. 구체적으로 네 가지 영역은 관리, 구조 미흡, 자금 그리고 미래 성장이다. 이러한 운영적 및 경영적 측면의 검토는 소규모 조직이 미래를 위한 전략적인 계획을 수립하는데 있어서 방향성을 제시할 수 있다.

주요어: 관리, 조직 행동, 스포츠 조직

학 번: 2013-23917