

Contextual Factors influencing the South African Elite Sporting System: An 'open system' approach

Jacobs, Shaundre Dwaylynn; De Bosscher, Veerle; Scheerder, Jeroen; Venter, Ranel

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Inter-organizational Relationships between Governmental Stakeholders in South African elite sport: Resource dependency and inter-organisational theoretical perspectives

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Table 1. Resource dependency and inter-organisational theoretical perspectives.

RDT ELEMENTS (Pfeffer and Salancik, 1978)	IOR ELEMENTS (Oliver, 1990)		
1. The importance of the resource to the organization in terms of its functioning and survival	Formation: <u>Necessity:</u> The need to establish linkages or exchanges with other organizations to meet legal requirements	Management: Managerial processes reflecting managerial factors	Outcomes: Outcome components: Effectiveness of the relationships and deliverables accrued through the relationships
2. The degree to which the interest group is able to distribute and use the resources, compared to that of the dependent organisation (Control by another party on the resource)	<u>Asymmetry:</u> Potential to exercise power or control over another organization or its resources <u>Reciprocity:</u> Motives pertaining to cooperation, collaboration, and coordination to achieve mutually beneficial goals, rather than domination, power or control.	Challenges of management of relationships	<u>Evaluated by examining:</u> 1. Resource acquisition 2. Performance success (International sporting success) 3. Strength of the relationship 4. Visibility 5. Increase range and coordination of support services to athletes and coaches 6. Creation of social capital
3. The availability of alternatives for the dependent organisation	<u>Efficiency:</u> Internally orientated to improve input/ output ratio <u>Stability:</u> Adaptive response to uncertainty (Predictability) <u>Legitimacy:</u> Comply with norms, rules, beliefs or expectations of external constituents		

Table 2. The results of thematic inductive and deductive categories illustrating the influence of IOR's between governmental sport stakeholders on elite sport policies and its systems in SA.

Deductive from RDT and IORT Components	Inductive themes from the data	Sub-Themes	Codes
1. RDT: The importance of the resource to the organization in terms of its functioning and survival	Importance of resources to the survival of federations	a) Lack of funds	Quality of policies and programs are compromised due to a lack of funds. Dependency on government occurs because of lack of funding.
2. RDT: The degree to which the interest group is able to distribute and use the resources, compared to that of the dependent organisation (Control by another party on the resource)		a) Prescribing how funds should be used	Prescription on both levels of government on how funds should be utilised. Have to meet targets regardless of challenges faced.
3. RDT: The availability of alternatives for the dependent organisation, or the nature and control over the utilisation of the resources by the interest group.		a) Alternate funding options	The lottery provides more funds than government. Sponsorships are provided to big codes and less to smaller codes. Other sports not receiving sponsorships are reliant on government funding.
4. IOR: Formation	Assistance of federations	a) Necessity	In order to receive funds from government, entities need to abide by legal regulations. Service level agreements signed between governmental partnerships. Government cannot implement policies without federations.

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- b) Asymmetry Power struggles exist in all levels of sport.
Top-down approach from national government.
Non-compliance leads to withdrawal of funds by national government.
National government holds the power as they provide the funding to sport.
- c) Reciprocity Different views on policies and policy implementation.
Many relationships in sport.
Repetition in what stakeholders are doing
Sport entities working in silos.
Skeleton staff in both provincial and national government.
Resistance in achieving the full complement.
- d) Efficiency Governmental priority will determine the funding to sport.
Huge gap in terms of the policy objectives and matching funds to achieve it.
Very few funding to support athletes and teams.
Sport policies are a great idea but not realistic due to lack of funds.
- e) Stability Too many relationships in sport are power hungry which prevents stability and leads to conflict.
Lack of flexibility by government which hinders sport.
Sport policies should be aligned better.
Politics affects sport policy operations.
- f) Legitimacy Moral legitimacy: Not following through accountability.
Practical legitimacy: No follow ups on stakeholder concerns.

38 The legitimacy
39 and relevance
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4		of the sports	
5		academies still	
6		questioned	
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8	5. IOR: Management	Management of	
9		sport academy	a) Managerial
10		system	processes reflecting
11			managerial factors
12			Overemphasis on governance but no support, guidance or
13			transparency.
14			Overlapping of roles and responsibilities which hinders the
15			coordination of sport.
16			The functioning capacity of the sport system is not a concern.
17			
18			b) Challenges of
19			management of
20			relationships
21			Lack of funding and no support.
22			Supply chain management red-tape.
23			Lack of flexibility in sport policies.
24			Federations are part-time and government full -time which
25			affects operations.
26			Communication problems.
27			Quality compromised due to unrealistic expectations.
28			Overemphasis of services and not the sports academies.
29			Implementation of sport policies are challenging.
30			
31	6. IOR: Outcome		
32			a) Resource acquisition
33			National government receives funding from treasury and then
34			provincial government applies for funding from national
35			through the DoRa grant.
36			
37			b) Performance success
38			Government focuses on targets which compromises quality.
39			SA dominates in Africa, and does well in the Commonwealth,
40			but the Olympics needs to improve.
41			Elitist system focused on athletes who are already successful.
42			Elite sport system of SA should be context specific.
43			
44			c) Strength of the
45			Dysfunction in relationships.
46			

relationship

Different views on what is required.

d) Visibility

Government is visible to federations but not to the broader public.

e) Increase range and coordination of support services to athletes and coaches

Education of personnel needs to be incorporated.
Lack of resources to provide an increase range in services.

f) Creation of social capital

Address challenges of society through sport.
Educating people in sport.
Adding societal needs to sport participation.

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