

The Participation of Women Managers in Managing Sport: Challenges and Reality

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Abstract: The aim of this research is to present the analysis of the qualitative semi-structured interviews to determine the challenges and reality faced by women managers in managing the sport industry. Three major concerns are identified to be analysed based on the experiences of these women to determine the capabilities as managers through sport activities and challenges face by women sport managers in local sport industry. The three main concerns are firstly, the women sport managers' requisite skills and corresponding qualities. Secondly, the women sport managers' experience in juggling multiple responsibilities. Thirdly, the availability of support network for women sport managers. The research also found that these women sport managers gave positive feedback on the state of their readiness in facing the challenges of managing contemporary local sport industry. Overall, the respondents acknowledges that women play an important part in managing sport, although admitting that women in top-level positions is still lacking in numbers in contrast to the population. The engagement of women sport managers demand certain sacrifices and challenges that are balanced out mostly by the exceptional support they received from their spouses and immediate family members. The implications of the study would provide more data and inform policy-makers on future policy promulgations that concern the women sport managers. Among others is the consideration for an enabling infrastructure for more women to engage and subsequently contribute to the development of the local sport industry.

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Introduction:

The globalization of sport, which started in developed, western countries have reached many parts of the world, including South East Asia. In 1999, according to Westerbeek & Smith (2003), the General Association of International Sport Federations (GAISF) estimated that the turnover of

the global sport industry was approximately USD80 billion, contributing to about 3 % of the total global trade (Westerbeek, 2003) . This figure confirms the value of sport as a global trade and an international business ventures. Table 1 points to the projection of the global sport industry according to Manzenreitner (2007).

Table 1. Global Worth of the Sport Industry

Regions	2003 (in USD Billion)	2008 (in USD Billion)	Compound Annual Growth Rate (CAGR) (%)
Global	74.6	102.5	6.6
US	39.6	55.4	7.0
Europe, Middle East, Africa	20.9	27.5	5.6
Asia Pacific	11.2	15.8	7.1
Latin America	2.3	3.0	5.5
Canada	0.7	0.9	4.3

*Source : Manzenreitner, (2007)

The growth in the global sport industry sets off a 'ripple effect' on the local sport sectors. More modern sport facilities are being built to cater for the

demands of hosting an international event locally. This in turn creates more job and business opportunities in addition to generating more funds for

the local economy. Malaysian sport managers must move to the frontline of the local industry in order to be successful. In this respect, the operation and management of today's local sport industry has turned out to be more advanced and requires extensive knowledge and skill. The industry demands that human resources are professionally prepared for the job and academically educated to function effectively in a variety of sport settings. According to Pitts & Stotlar (2002) several factors can be identified as contributing to the growth of the global sport consumption. Factors cited are issues such as the increasing number of opportunities to engage in sport activities, enhanced mass media exposure, an increased interest in sport tourism and adventure travel and the provision of sport-related goods and services for a greater variety of market segments. Pitts & Stotlar (2002:10) further reflects that due to these factors;

...new professional sports have emerged, sport opportunities are being offered to a more diverse population, endorsements and sponsorships are on the rise, sport industry education is becoming more prevalent and sophisticated, marketing and promotion orientation is growing in the sport industry, sport managers are becoming more competent, and the globalisation of the sport industry is progressing rapidly.

As sport, as an industry, is beginning to play a major role in the local socio-economic contexts (Radzi, 2000), the demand for sport management specialists is considered necessary by some scholars (Chelladurai, 2001a, Chelladurai, 2001b, Parks, 2003, Parkhouse, 2001, Pitts, 2002). A brief description of the Malaysian sport involvement is necessary to provide a general background, before moving on to discuss the Malaysian sport managers and their roles in the sport industry.

Globally, women's participation in sport has been slow to flourish compared to men's participation at almost every level of sporting activities. The first Olympic Games of the modern era in 1896 were not open to women owing to Baron de Courbetin's stance that the Games should traditionally remain a 'eulogy to male sport'. However, slow but steady progress was made by women after the 1900 Olympic Games which saw women participating at the Games for the first time (Bandy, 2000). Women participating is vital to ensure women have opportunities for decision making at workplace and home (Mohammad Abedi et. Al, 2011)

The present research is situated in Malaysia, a Muslim-majority country at a crossroads. Malaysia is in the thick of the globalization-information age

revolution, and is dramatically feeling the effects of rapid economic, social and structural changes, aiming to reach 'developed' status by the year 2020. Malaysia describes herself as having a "constitutional democratic pluralist federation with a Muslim majority". In terms of governance, the country follows a decidedly secular governmental and political system. The Malaysian constitution was modelled from the British's Westminster system, as were other aspects such as education, economy and the law were all modelled from the British.

Women in the Malaysian sport industry:

To understand the participation of women in the Malaysian sport management structures, let's first look at the role of women in Malaysia. Women play a major role in Malaysia, forming almost 50% of the country's population. In 2003, the population of Malaysia is 23 million with a projection of population increase of 28% (32 million) by 2015. As for population by gender, in 2003 the National Department of Statistics cited the population sex ratio is 104 male for every 100 female (2004). Malaysian women also have a higher life expectancy of 75.25 compared to Malaysian men (70.69). In terms of contribution to the labour force, in 2002 women account for 35.8% of total labour participation rate with almost 3.4 million women in employment (2004). Malaysian women now work alongside men in various aspects of life, as the demands of modern life replaces the traditional societal life in which women worked at home (Omar, 2003).

In modernized Malaysian education systems, more women are now entering and graduating from the systems. For example in 1957 (the year of independence) statistic shows that 42.6% of pupils at Malay medium schools are women, while 38.85% of school-going children at English medium schools are women (Ariffin, 2000). The nation's economic development and the shift of emphasis from primary to secondary industry also generated a diverse range of employment prospects for women. Even with education and better career prospects, Malaysian women are still having taxing, dual-role responsibilities; at home and in the office. Ariffin (2000) further adds that the position of women in Malaysia could be enhanced with women-friendly legal system and the implementation of a just Family and Personal Laws. On the subject of women partaking in employment sectors, Malaysian Muslim women enjoyed a relative freedom to participate in the workforce in the country. Malaysia has her own Women's Policy that generally stresses on equal opportunity for women in the development of the Malaysian nation. Currently Malaysia have two women minister (the Ministry of Women, Family and

Community Development and the Ministry of the Prime Minister's Department) although the involvement of women in general in the Parliament (both Upper and Lower Houses) is still quite low (Kennedy, 2002). This is also true in relation to Muslim women and the Shari'ah, especially in areas of Muslim Personal Laws. Abdullah, R (2003) the lack of women in top administrative posts in the Shari'a judicial systems or other Islamic institutions and suggests that this may be due to the traditional assumptions on the position of Muslim women and not based on the qualifications of the women themselves. Abdullah further urges that this condition should be revisited in the light of the Qur'anic verses¹. In fact, *fiqh* or the understanding to Shari'ah enquiry continuous practises and should response to any changes that reflect the current thinking and lifestyle of a dynamic society (Johari, F et. al. 2010) including the positioning women in top management post.

Turning now to modern sport, Malaysian women have been found to engage in sport as early as in the 1920s, introduced primarily by the British. Brownfoot (2003) states that by the 1920s, women and girls in Malaya (pre-independence Malaysia) were found to be playing a variety of sports. Women continued to leave their mark in sport, both as an athlete and as a leader until today, with another record when a Muslim woman was made the Minister of Youth and Sport following a change in the Malaysian Cabinet post- General Election in 2003, the first Muslim woman and youngest ever to be appointed as a full Minister. A lot more women are becoming visible in sports and recreation domain both at the mass and competition levels. However, Women partaking in organized sports and sports associations are still lower than their male counterparts. The Office of the Sport Commissioners in August 2004 has given the total membership of Peninsula Malaysia's sport associations/organisations as 262,889 of which almost 35% of the members are women (91,174). However at this point there are still no comprehensive data in relation to the numbers of women holding leadership positions at those sport associations/organisations. It is without a doubt Malaysian women had been creating both local and international support network in relation to sport leadership. The Malaysian women progressively mature in building networks, exchanging ideas and generally learn from the experiences of women in other countries and apply those experiences in their own movement (Radzi, 2010).

¹ Abdullah (2003) at p.165 suggests revisiting Surah An Nisa (4) : 1 & 124, Al A'raf (7): 189, Al Ahzab (33): 35, Al Hujurat (49): 13 and Al Nahl (16): 97

Sport as Social Integration tools: A review :

Sport in Malaysia has always played an important part in the social integration and regeneration process. The National Sport Policy (1989) acknowledges the contribution of sport to the Malaysian society and;

...it is the hope and aspiration of the Government to foster the growth of a united, healthy, active, disciplined and productive society and at the same time to create a generation of capable athletes to enhance national pride and prestige in the international sporting arena (The National Sport Policy, 1989: 3)

Malaysia had over the last five years successfully hosted international sport mega-events (examples such as the 16th Commonwealth Games and the annual F1 Sepang Grand Prix) although ironically very few success as international sport players and participants. This does not seem to discourage the Malaysian government from investing millions of Ringgit Malaysia into the organisation of sport events as well as sport development programmes.

According to the Fifth Malaysian Plan (Malaysia, 1986-1990) the governmental five-year blueprint of economic development report; the total of RM49 million was actually spent on sports development program (RM 1000 = GBP 160). The Sixth Malaysian Plan (Malaysia, 1990-1995) revealed an increase in the allocation for sport to RM 179 million making it the third highest program allocation just after the Public Housing Program scheme (RM 803 million) and the Fire Services Program (RM 193 million) (Megat Daud, 2000). The Ninth Malaysian Plan saw the allocation to increase to more than RM600 million for sport development and this is through the Ministry of Youth and Sport alone. Data like this seems to be the only indicator of the structure and size of the local sport industry. As no study has ever been undertaken, either by the government or private sectors on the industry's real worth to the nation's economy, any other efforts to conceptualise what the Malaysian sport industry structure looks like can only be done by looking at all the various government departments (such as the Ministry of Primary Industry, the Ministry of Finance, the Ministry of Youth and Sport) fiscal and budgetary reports or the Registrar of Companies record for the private sectors. Even though there are no precise data on the actual growth of the local industry, this phenomena is supported by the rise of the number of local higher education institutions that began offering professional baccalaureate courses in sport management beginning with the University of Malaya, Malaysia's first university in Kuala Lumpur,

in 1995 (Radzi, 2000). This enabling environment points to a positive outgrowth towards the development of the local sport industry. The question at this point is, how ready are the women sport managers in their engagement in the management of the local sport industry?

Research Method :

The research was conducted between 2008-2009, in Peninsular Malaysia, on women sports managers to understand the perceptions and experience of Muslim women sport managers, in managing the western-styled sport structures. This qualitative study collected data from 21 respondents that were generally regarded as the key figures in the local sport industry. 14 of the respondents were female and 7 were male sport managers and policy makers and are listed in annex. The aim of this research is to present the analysis of the semi-structured interviews in order to establish the capabilities and challenges faced by women sport managers in managing the local sport industry. The initial data for the interviews were derived from a demographic survey that were conducted prior to the interviews, and aid in constructing the landscape of local women involvement in sport administration, which hitherto has never been formally documented. The study explored further the challenges face by the women sport managers in managing the local sport industry. The rationale behind the selection of the interviewees is that the interviewees are considered 'experts' in their particular fields based on their high-ranking positions within their respective organisational structures. As such the interviewees are primarily selected based on their leadership and executive positions they hold in major sport organisations as well as public and/or non-governmental organisations that are directly and indirectly related to the issues of women in sport. The interviews were mainly conducted in the Malaysian language although there were several interviews that were conducted in English fully. The Malay language interviews are translated and where possible all the interview transcriptions were sent for verification by the interviewees themselves. The transcriptions of the interviews were then subjected to analysis using the software QSR N6 V7.

The Challenges and Reality in Managing the Sport Industry: An Analysis

Three major concerns are identified to be analysed based on the experiences of these women to determine the state of readiness of the sport managers managing the local sport industry. The three concerns are *firstly*, the women sport managers' requisite skills and corresponding qualities. *Secondly*, the women sport managers' experience in juggling multiple

responsibilities. And *thirdly*, the availability of support network for women sport managers.

1- Women sport managers' requisite skills and corresponding qualities

The Changing of economic of 'modern nation' and the way forward to be developed countries has changed the perception of women's ability. The role of women has been seen as no different from man. Trust and leadership qualities highlighted and encourage more women to be elected and chosen to be a leader. One responses says that; *"I suppose to me there is not much difference between a man and a woman manager, now. What is more important now is, I think we are talking about leadership. Now that is very important. You are talking about a manager's roles in motivation, you know? Basically leadership is related to motivating your people. It is relating to showing them the vision. So vision and motivation are all part of leadership, all right. The reason why I am saying is that there is empirical evidence that more and more women are getting there, are making their presence felt. There is this study done by a businessman that predicts that women will make up 30% of all the senior positions in the country by the year 2020. Now that is amazing but hardly surprising. Why? Because we can already see the signs. In universities, female students make up more than 55% of the total student populations. They are the backbone of the Malaysian workforce. Yes, admittedly, fewer women are visible at top-level positions now but I guess it is just a matter of time. They are surely getting to the top positions just by looking at the sheer numbers of women"*. [Interviewee 7].

Government has taken an action to increase of women participation in decision making positions and women are aware of the effort taken. This action taken to correct the issues by promulgating an additional policy of targeting an increase of women participation in decision making positions. It is reported by one of the respondent as follows; *"And, correct me if I am wrong, I was made to understand that even the past Prime Minister announced that the government actually notices this discrepancy, the fact that fewer women are actually at the decision-making level, which does not reflect its population in the workforce. They are now planning to put in place a policy that targets to fill 30% of its decision-making positions with women, I think the Ministry of Women, Family and Community Development is actually doing something about it. So at a general level, I suppose women managers in Malaysia are making strides"*. [Interviewee 8].

Some respondents agree that women has to faces many challenges and sometimes in kind of

abuse, however they can control and managing the verbal abuse. *“Sometimes in their jokes it is harassing, but I do not pay too much attention to it. For example, when I was at another sport division previously many of my male friends make lewd jokes or innuendo, sometimes light touching but I will always scold them back and they will back off. Usually they will just go away guffawing. Sometimes I will get really mad, other time I will just grin and bear it. In terms of job distribution we were not being discriminated. My superiors are professional sport managers and so they treat us equally. In fact it has been a very conducive environment that I am working in now, and I was able to do my best, to the point where I was honoured with a trophy for excellent services rendered over the past years”* [Interviewee 6].

In terms of stress management and pressures, they agree that women are well equipped to handle the pressures. *“Women are also becoming very adept with the intense business environment of today. This environment requires that the manager is able to multi-task and with good negotiating and people skills as well as exceptional communication and public relations skills and women managers are providing it. I mean, women have been multi-tasking for as long as anyone can remember. In this respect I have a great admiration of my mother. Although she is a housewife, you were constantly surprised with her ability to do everything simultaneously and perfectly and just because she did go to school never meant that she is not an intellectual. She is very sharp, and she is a key decision-maker in the household. So the point that I am trying to make is that these traits came naturally to women, which will become their advantages. Women in my opinion are natural managers”* [Interviewee 9].

Interestingly some respondent deliberates that, sometimes women managers are better than men. *“Now, when talking about women managers, sometimes I think women managers are much better than male managers, don't you? (Laughs). I mean, I read somewhere that there have been researches done in the UK or somewhere that stated that women are much better at managing than their male counterparts. The survey asks employers who would they choose to employ and a surprising many said they would much rather employ female managers? Why? Well I think the answer is simple, women are through, very careful and reliable. They are the managers of their household; surely, these traits would become handy when applied to a different administrative setting. I am confident that women managers can deliver”* [Interviewee 1]. This opinion is also supported by saying that capabilities and competencies that is no different from a man. *“In my*

opinion, women sport leaders will do just as fine as men and we should allow them the opportunity. However that said, there is no free ride, they must earn it as much as the men. They must show their capabilities and competencies. I look for this kind of characters in my recruitment requirements, I put aside the gender factor and looked at their skills and competencies, and then I know at least I am being fair to all quarters” [Interviewee 2].

To be successful and competitive, some interviewee also agree that sometimes women are more meticulous managers. *“It is all right. Except that sometimes, woman is a little bit fussy than man, but I suppose that is normal...Yes, when I first came in here, I was the only female, all for others are male, and I have a female superior. So, I am adjusting to her way of leadership. She will demand a few things and she will want justification on certain matters. Since she is a senior officer, she could be quite bossy; it is hard to please her. Sometimes I will argue with her but sometimes I do feel that what she is doing is right. The reason why she is angry, she has the right to. She is trying to run things here and everyone needed to cooperate and report to her and she has to make decisions, so I suppose it is just us trying to understand her”* [Interviewee 10].

Based from the interview session with the respondents, the research garnered several positive responses from the respondents. Generally the respondents acknowledge the capabilities, skill and competencies of women sport managers are suitably appropriate for the task of managing the local sport industry.

2- Multiple responsibilities

The respondents also acknowledge that the women sport managers juggle multiple roles and responsibilities in their engagement in the local sport industry. The success of women sport managers lies in her ability to manage these types of responsibilities, which were mainly concentrated on domestic and childcare duties.

The findings indicate that there are a number of women sport managers who have to juggle careers while being engaged in sport management as well as some other facets of their lives. Women sport managers faced tremendous challenges as quite often they play a multiple role in their lives; that of a wife, mother, employer/employee and so on. Their success stories are almost always related to their admirable ability to balance these demanding roles evenly. For example, as a senior government officer, her job takes one interviewee all over the country. She maximises the opportunity to travel around the country to be more in touch with the development of

her sport organisations. *“I travelled around because I have to, since it is part of my work, but while I am there after I finished my work, because I will have free time, like after work, or lunch time, so the rest of the time I can, I am free to do whatever, so part of it I devote to meeting my netball committee members, the netball organisers in the various districts and then we'll discuss about the development of netball and part of it I'll discuss about upcoming things but I am not great, I am not a coach, or umpire of netball, so I am not really qualified to evaluate the performance of each and every girl, but I had other strengths especially in administration, so when I go down it's more to see whether the netball organisation is developing or whether the girls are playing, developing and just have to see whether, um, the girls are, it is, um, it's promises, is promising that she would have the height, she had the stamina, the kind of skills that we feel suitable to be included in the national squad”* (Interviewee 8).

Some women sport managers made certain sacrifices in order to be able to continue with sporting involvement. This interviewee illustrates a good example of how important sport is to her that affected her choices in life. Some particular interviewee mentioned that due to her passion for sport, she is willing to change her course of studies from a professional course (architecture) to sport science, which is quite a leap of faith as sport has not established itself as a career prospect locally, anyway. To sponsor her studies, she even took up extra coaching lessons during the weekends. *“I made kayak as my hobby and recreational activity. So I only went to kayak courses in the weekend only. The rest of the time I tried focusing on my studies. During the time when I am supposed to sit for the Malaysian Education Certificate, I received a lot of offers between sport and education. I was invited to be a national athlete for kayak. I also received offers to continue my study at a teacher training college as well as another opportunity at a nearby polytechnic. In order to balance the two, I chose to continue at the polytechnic as it is nearer to my home in Kuantan. So, in a way, I could still go kayaking in Kuantan in the weekend. I started working in Kuantan after school, and also taking up teaching responsibilities for kayak as well, also during the weekend. Afterwards I applied and accepted to continue studies at UM, doing sports science. It is just as well because I am so interested to do further work in sport associations, and so I switched from studying architecture to sport science”* (Interviewee 12).

These women sport managers are able to find solutions to their multiple tasks, both at home and at work. The respond from the interviewee illustrates her experience balancing her multiple roles; she manages to obtain a helping hand that lessen her domestic chores responsibilities, and states that mutual understanding with her spouse as a factor in managing a successful career. Having a supportive family/spouse also contributes to the effective undertaking of the roles. For the Malay society, the role of women has traditionally been close at home, managing the household and nurturing and caring for the children. As such, the support and understanding from other family members, especially the husband, is crucial when she has to leave the house to work in order to maintain the balance of a harmonious family life. *“When I started work, I do not have a helper at home. Quite simply at that time there is no urgency, I have no children yet. Later when I do have children, my husband and I decided that we might need a maid to help us with the housework and child-minding. I do not simply let the maid have free reign of my household though. For example, I would ask her to prepare the materials and I will cook dinner or lunch myself. I am particular that way. When I was at work or away for official business, my husband would oversee the children. We try to make time for them as much as we could. I would do the same for my husband, if he were out of the house for days on his business. We have a good understanding...I guess that made my life easier”* (Interviewee 6).

The findings point to the choices and often times, sacrifices that were made by women sport managers that indicate a high level of commitment among these women in contributing to the development of the local sport industry.

3.-Support network for women sport managers

Having a helping hand at home points to the need for women sport managers of a good support system that extends from domestic responsibilities. Many of the women sport managers interviewed discussed about having a sound support network enable them to perform their function as a sport manager. Three main points indicated as women managers exhibits support network from family which are, good support from spouse, sport as family activities and mutual understanding between partners. The evidences are as follows;

Good support from spouse. *“My husband is also a sport person, so he has been helping out a lot. It is my belief that women and wives must make men and our husbands aware of our involvement. We must explain to them, the nature of our work. I asked him to come with me when I play, so that he will see and*

know as well as getting involved at the same time” (Interviewee 13).

Sport as family activities. *“While training, my son and husband would always be at the courtside. I will give him one ball to play with and my husband would tend him. After training I would spend a little time playing with him. He even has his own badminton racquet. The same formula applies when it is my husband's turn to play in his tournament. I will always try to accompany him to his games; I guess it is only fair as he had been sacrificing his time supporting me. I enjoyed watching his game and bringing my son along to give encouragement and support to him. I also use the time to play with my son, as he would also do”* (Interviewee 14).

Mutual understanding between partners is vital in order to succeed in her chosen career path. *“I think it is important for the family to work out this sort of arrangement. It will never do with just one side. Both sides must work together. My husband had showed that he understood the kind of career path that I took, so why not me? Why couldn't I show him that I am also interested in what he is doing, sports-wise? The key thing for me is sharing, try doing it. If you don't want to I am not forcing you but that is what I am doing”* (Interviewee 15).

Good support network is vital in ensuring the success of the women sport managers as the interviewees attest. This effectively compliments the issue of multiple responsibilities that the women faced in their engagement in the local sport industry. An understanding spouse, domestic help and supportive family nucleus are mentioned as the formula for the success of a woman sport manager.

Discussion and Conclusion

The research findings point to the positive outlook of Malaysians on the participation of women sport managers in the local sport industry. Although issues that relates to the natural disposition of the female gender (such as being fussy or emotional) were mentioned by some of the respondents as the characteristics that may affect the management competencies of the managers, many respondents also mentioned the natural ability of women to multi-task that made the success stories of Malaysian women sport managers.

The research also points to difficult, life-changing choices as well as sacrifices that women sport managers must make in order to be successful. This is an indication of the high commitment these women have in local sport management and must be understood by the policy makers in designing programs that involve women sport managers in the future. In response to this issue, the respondents cite excellent support network as a formula that enables

the women sport managers to continue giving their highest commitment to the managing of the local sport industry. In addition, it would also create more opportunities for Malaysians to engage in sport as advocated under the National Sport Policy.

Respondents also agree that sport in Malaysia is seen as an important tool for social integration. As Malaysia is a multicultural, multi-ethnic society, sport is one agenda that could bridge the racial divide and sustain harmony within the nation. However, the research also points to challenges that were mentioned by the respondents with regard to the dominance of certain ethnic group over the other in sport as well as downplaying the religious influence (although, ethnically Islam is the religion of Malays in Malaysia). These issues must be addressed to ensure that sport in Malaysia could continue to be a social integration tool.

The appointment of the first woman Youth and Sport Minister by the Prime Minister in the Cabinet reshuffle following the 2003 elections acknowledge two things; firstly, on the leadership ability of Malaysian women and secondly on the presence and contribution of women in local sport management scenario. Women play major roles in many aspects of the Malaysian society and public as well as private workforce. Although Malaysian women appear to engage actively in sport, their presence at the leadership and decision-making positions are still low as some of the interviewees perceived.

The data also points to the existence of strong family support for women to go into sport management locally. More than half of the female respondents in this exercise reported that they are married with childcare responsibilities. The family support is not just the husbands but also as they were growing up, the parents would play a pivotal role in shaping the mind-set of the women. Interestingly, the women sport managers reported that they were involved competitively as athletes while growing up, and that it also contributed to the choice to select sport management as their careers.

The respondents were agreeable that there exist a perception that is influenced by ethno-religious aspects on the matter of women engaging in sport. Engagement in sport in this instance is as an athlete and not as a manager. However, it is difficult the generalise the type of perception.

The women sport managers were selected through various mechanisms at their respective organizations. Some were selected based on merits while some were based on their gendered perspectives. Some were selected based on their vast experience as a manager. All would have to juggle their various tasks, between responsibilities at home

and roles at work. Some were successful, other were not so successful. What is clear is that all women require a strong support network, be it from their family, their children, their neighbours and their community. Good and safe sport facility was also mentioned as one of the support network that women need to engage in sport and sport management.

The qualities of a woman sport manager does not differ much from her male counterpart, as some of the interviewees commented. The Malaysian society is not adverse to women becoming a manager

in local sport management, believing that women possess natural inherent qualities as a manager. However, as with other areas locally in which the number of women manager is still very low, women sport manager is also lacking in number. As such the interviewees suggested that proper facilities and good management practices would ensure more women will engage as sport participant and sport managers, which in turn would ensure more participation from women in the local sport industry.

Annex

Table 2. List of Interviewees

Organisations	Interviewees/Positions
Ministry of Youth and Sport, Malaysia	1. Female Interviewee – Former Minister
National Sport Advisory Panel	2. Male Interviewee- Chairman
Office of the Sport Commissioners	3. Male Interviewee – Acting Commissioner 4. Male Interviewee - Director
Women, Fitness and Youth Section, Ministry of Youth and Sport, Malaysia	5. Female Interviewee - Former Director 6. Female Interviewee – Assistant Director
Malaysian Association of Physical Education, Sport Science and Fitness, Malaysia	7. Male Interviewee – President
Olympic Council of Malaysia	8. Female Interviewee- Vice President 9. Female Interviewee- Chief Information Officer
Women’s Commission, Olympic Council of Malaysia	10. Female Interviewee – Member 11. Female interviewee – Member
National Sport Organisations	12. Female Interviewee – Executive Member Malaysian Canoeing Association 13. Female Interviewee– Executive Member, Malaysian Government Officers Sport Council
State Sport Organisations	14. Female Interviewee – Executive Secretary, Kedah State Football Association 15. Female Interviewee– Executive Member Women Sport And Fitness Foundation Malaysia
University Sport	16. Female Interviewee – Director Sport Unit, National University Malaysia 17. Female Interviewee – Assistant Director, Sport Unit, International Islamic University 18. Male interviewee – Sport Officer, International Islamic University
Islamic Scholars/Clerics	19. Male Interviewee – Mufti of the State of Perak, Spokesperson for the Mufti Council of Malaysia 20. Female Interviewee – Head Women Wing, Pan-Malaysian Islamic Party (PAS), Serdang Parliamentary Constituent, State of Selangor
Public Academic Institution	21. Male Interviewee - Sport Historian

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