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ORGANIZATIONAL ISSUES IN THE FIELD OF SPORTS AT THE HIGH SCHOOL LEVEL

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ABSTRACT

Background: Schools, colleges, and universities are the foundations of a successful sports program of a nation. A well-planned, school sports program is important for the success of every athlete. The primary aim of the study was to evaluate the organizational issues (administrative responsibilities, communication with parents, political involvement, training time, human resources, technical resources, and material resources (equipment and facilities)) in the government girls' high school of district Layyah. **Methods and Materials:** The population of this research study contained all the female Principals and all the female PETs (Physical Education Teachers) during the academic year 2017 in the government girl high school of district Layyah, Punjab, Pakistan. The entire population was 134 (67 Principals and 67 PETs) which is finite for the researcher and no need to take a sample. **Results and Conclusion:** The main finding of the study was that there is a significant effect of organizational issues upon sports programs at the government girls' high school level. **Recommendation:** The researcher recommended based on finding that organizational issues which affect the government girls high school sport should be minimized and the administration, parents, and politician may support the school sport and in addition to the politician may support the school sports not only financially but also provide skillful coaches who are cognizant with latest technologies and techniques.

Key Words: Organization, Issues, High School, Sports, Administration responsibilities, Political Involvement, Public Relation, Human Resources, Material Resource, and Financial Resources.

INTRODUCTION

School sports logically follow the educational mission: like good citizenship, sportsmanship, fair play, teamwork, respect, welfare, and health of all students not only during the school years but continuing into adulthood (Siedentop, Hastie & Van der Mars, 2011). Schools can strive for higher standards by

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educating and training youth for abiding by the guidelines established by governing bodies. Strong communication networking and good public relation can help the school sports programs to have optimal benefits for all youth, regardless of age, gender, ethnicity, or ability (Hoye, Smith, Nicholson & Stewart, 2015). According to Kosciwet *et al* (2012) the organizational issues for which many teachers prefer to deny or ignore the school sports, need to be touched upon this. The school organization issues include loss of control by the organizer/PETs and Principals of the organization (Sharpe & Kohthari, 2006). It has been further argued that the practical issues which initiated the public response are held by significant ideological organizational issues about school sports (Kew, 2009).

Research has shown that Principals and PETs are facing several challenges in many countries (Taylor, Hardman, and Wright, 2013), such as reduced teaching and training time, a lack of equipment, negative thinking of the teachers, students, and guardians about school sport (Quay, 2014). In addition to having common challenges with the teaching profession, on the whole, PE has some unique aspects that may cause dissatisfaction or challenges to his/her performance. These include extra physical workload, isolation, marginalization of the subject, and lack of facilities or equipment (Bizet *et al.*, 2010; Macdonald, 1995; Parker, Patton & Tannehill, 2012; Shoval *et al.*, 2010; Kougioumtzis *et al.*, 2011).

In this context, there is a certain potential administration in school sports; however, there are many common features or problems between them, such as financial resources/capital, human resources, material resources, valid traditional and external relations. Eisinger (2002) pointed out that key features of organizational ability affect organizational effects. Similarly, further research has added that the organization should focus on resources, public relations, networks, communications, equipment and facilities, responsibilities, planning, and development (Hall *et al.*, 2003)

It is a fact that every organization has its problems. Similarly, the School Sport has its issues that may well have affected the organization. The level of resourcing for improving the school sports experience may be related to the level of importance the school sports places on addressing these issues, and more generally, the prioritization of providing appropriate resources (financial, material, technical and human), administrative responsibilities, less training time, the negativity of teacher towards sport, political involvements, parents and teacher attitude towards sport in schools. This all would be possible if the authorities pay due attention to the promotion and development of the field. In this regard, it is very much important to analyze the issues.

Statement of the Problem

Sports have a significant role in the development of the overall functioning of body parts. Apart from physiological development and growth, one cannot ignore the role of sports in our daily life (Weinberg & Gould, 2014). In the developed countries of the world, the organizations have a systematic process and therefore, their sport is optimal; the developed country provides much more opportunities to school sports because they understand it is the base of the sports. Pakistan is a developing country having the least systematic approach in the sports organizational process. The field of physical education and sports sciences is not immune to the global changes that are posing new issues (administrative responsibilities, communication with parents, political involvement, training time, human resources, technical resources, and material resources) and its challenges in school sports. Hence, it is very much important to analyze organizational issues in high school sports with special reference to the growing demands. As a result of the situation school sports is declining day by day in our country especially in Punjab. In this context, the researcher decided to work upon a study to assess the organizational issues in the field of sports at the government girls' high school in District Layyah.

Objectives of the Study

- i. To evaluate the effect of administrative responsibilities upon sports programs at government girl's high school in District Layyah.
- ii. To assess the effect of communication with parents upon sports program at government girl's high school in District Layyah.
- iii. To examine the effect of political involvements upon sports programs at government girl's high school in District Layyah.
- iv. To analyze the effect of human resources upon sports programs at government girl's high school in District Layyah.
- v. To find out the effect of material resources upon sports programs at government girl's high school in District Layyah.
- vi. To find out the effect of financial resources upon sports programs at the government girl's high school in District Layyah.

Hypothesis of the Study

- i. There is a significant effect of administrative responsibilities upon sports programs at government girl's high schools in District Layyah.
- ii. There is a significant effect of communication with parents upon sports program at government girl's high school in District Layyah.
- iii. There is a significant effect of political involvements upon sports program at government girl's high school in District Layyah.

- iv. There is a significant effect of Human Resources upon sports program at government girl's high school in District Layyah.
- v. There is a significant effect of Material Resources upon sports programs at government girl's high schools in District Layyah.
- vi. There is a significant effect of Financial Resources upon sports program at government girl's high school in District Layyah.

MATERIALS AND METHODS

For this consequence, the research design, research methods, data sources, sampling techniques, data collection tools and methods, and the method of data analysis are listed below.

Research Technique

In this study, the researcher used "survey techniques" for there as that Furtak *et al.*, (2009) said that the sample survey is regularly used in social science research, either merely to gather facts or to find the link between the facts. This was done to provide accurate information about the current state of the organizational issues in the field of government girls' high school in the study area. The population of this research study comprised of all the female Principals and female PETs (physical education teachers) during the academic year 2017 in government girl high school in the district of Layyah, Punjab, Pakistan. The researcher further explored the entire population of the study, which was 134 (67 Principals and 67 PETs) i.e.; a finite for the researcher, as the researcher, collected the data from all the subjects of the study, therefore, so there was no need to take a sample for the population.

Instrument and Instrumentation

The worth of the instruments plays an important role in collecting reliable information and the result is based on the information collected by the tool. The researcher went through the following steps to develop the instrument to gather the necessary information of the population.

Data Collection Instrument

Multiple tools are used for data collection such as questionnaires, tests, observation, checklists etc.; in social sciences research. In this study, the researchers used a self-made questionnaire, such as Kelley et al (2003) stated that it is cheap and a practical tool for data collection. To determine the degree of problem, researchers used the Likert type questionnaire (*Strongly Disagree, Disagree, undecided, Agree, and Strongly Agree*), which is one of the most popular types of a questionnaire and usually used for developing the measurement.

Validity and Reliability

Supervisor suggestions and expert advice on sports science and physical education and other disciplines were obtained to conclude the content validity of the device. The preliminary draft of the questionnaire was developed under the supervision of the supervisor in the selected areas (in light of literature) to meet the set objectives from this study and distributed between 15 experts in the field for validation. While the method of reliability for internal consistency was applied to evaluate the reliability of the questionnaire. The basic objective of the study is to pre-test the research tool in terms of practicability and feasibility. During the pilot study procedure, the first draft is administered to 19 samples to examine the difficulty level, content, and ambiguity aspect of the research instrument. Valuable feedback was received from the pilot sample which provided too much help in refining the instrument. In the initial draft of the questionnaire, there was a total of 88 items; some of the items were deleted based on content validity suggested of 15 experts of the field from all over Pakistan. Cronbach's alpha was used for the purpose to measure the internal consistency of the items. The Cronbach's alpha was .887 and in the final draft there were total of 54 items were remained.

The Procedure of Data Collection

The researcher took some steps to collect the data for the study. First, the related literature was reviewed to provide adequate information for this research study. Second, objectives and hypotheses were developed to show the direction of this research study. Third, the tools for data collection were developed and operated. In addition, a letter from the chairperson Department of Sports Sciences and Physical Education, Gomal University Dera Ismail Khan, KP, Pakistan, was requested to collect the data from the target population. The researcher took appointments with school Principals and PETs of the government girls' high schools of District Layyah in connection with data collection. The researcher personally shared the questionnaire with the respondents and distributed it there, between the target populations. The researcher personally helped the respondents in the shape of elaboration were necessary to collect the fact-based information for the study.

DATA ANALYSES

To test the hypotheses, the data collected was analyzed through descriptive statistics was utilized. The data collected through the questionnaire was put in the SPSS (Version-24) in form of a data matrix and MS Excel 2015 was also used for the data analysis. The tabulated data were analyzed using frequency, percentage, t-test, regression along correlation were used.

RESULTS AND DISCUSSION

There is a significant effect of administrative responsibilities upon sports programs at government girl’s high schools in District Layyah.

Table 1: Regression Model

<i>IV</i>	<i>R</i>	<i>R²</i>	<i>Adj R²</i>	<i>B</i>	<i>F</i>	<i>Sig</i>	<i>Durbin-Watson</i>
Administrative Responsibilities	.778	.605	.604	1.098	366.6	.000	2.56

Dependent variable: Sports Program

The Table 1 indicates the regression model of administrative responsibilities and sports programs. The regression output indicates that there is a significant impact of administrative responsibilities on the sports program ($P = .000 < .05$). The table indicates that $R^2 = .605$ which indicates that administrative responsibilities explain 60% variance in a sports program. The +B value indicates that a one-unit increase in the independent variable (administrative responsibilities) than 1.098 SD unit will increase the independent variable (sports program). Durbin Watson test was used to address the autocorrelation issue in the data. The table indicates that the value of Durbin Watson falls in the acceptable range ($DW = 2.56$). The acceptable range of the Durbin Watson test falls between 0 to 4 (Saunders, Saunders, Lewis & Thornhill, 2011). So there is no issue of autocorrelation in the data which fulfills the assumption of regression. Thus, our first research hypothesis (H_1) states that there is a significant effect of administrative responsibilities upon sports program at government girl’s high school in District Layyah

There is a significant effect of communication with parents upon sports program at government girl’s high school in District Layyah.

Table 2: Regression Model

<i>IV</i>	<i>R</i>	<i>R²</i>	<i>Adj R²</i>	<i>B</i>	<i>F</i>	<i>Sig</i>	<i>Durbin-Watson</i>
Communication with Parents	.778	.440	.438	1.32	307.44	.000	0.998

Dependent variable: Sports Program

The Table 2 indicates the regression model of communication with parents and the Sports program. The regression output indicates that there is a significant impact of communication with parents on the sports program ($P = .000 < .05$). The table indicates that $R^2 = .663$ which indicates that communication with parents explains 66% variance in sports programs. The +B value indicates that one-unit increase in the independent variable (communication with parents) then 1.32 SD unit will increase independent variable (sports program). Durbin Watson test was used to address the autocorrelation issue in the data. The table

indicates that the value of Durbin Watson falls in the acceptable range (DW = 0.998). So there is no issue of autocorrelation in the data which fulfills the assumption of regression. Thus, our first research hypothesis (H₂) states that there is a significant effect of communication with parents upon sports program at government girl’s high school in District Layyah

There is a significant effect of political involvements upon sports program at government girl’s high school in District Layyah.

Table 3: Regression Model

<i>IV</i>	<i>R</i>	<i>R²</i>	<i>Adj R²</i>	<i>B</i>	<i>F</i>	<i>Sig</i>	<i>Durbin-Watson</i>
Political Involvements	.517	.267	.264	.840	87.17	.000	0.679

Dependent variable: Sports program

The Table 3 indicates the regression model of Political involvement and Sports program. The regression output indicates that there is a significant impact of political involvement on the sports program (P = .000 < .05). The table indicates that R² = .267 which indicates that political involvements explain 26% variance in a sports program. The +B value indicates that one-unit increase in the independent variable (Political involvements) then.840 SD units will increase independent variables (sports program). Durbin Watson test was used to address the autocorrelation issue in the data. The table indicates that the value of Durbin Watson falls in the acceptable range (DW = 0.679). So there is no issue of autocorrelation in the data which fulfills the assumption of regression. Thus, our first research hypothesis (H3) which states that there is a significant effect of political involvements upon sports program at government girl’s high school in District Layyah.

There is a significant effect of Human Resources upon sports program at government girl’s high school in District Layyah.

Table 4: Regression Model

<i>IV</i>	<i>R</i>	<i>R²</i>	<i>Adj R²</i>	<i>B</i>	<i>F</i>	<i>Sig</i>	<i>Durbin-Watson</i>
Human Resources	.409	.167	.164	.354	47.97	.000	0.191

Dependent variable: Sport program

The Table 4 indicates the regression model of the Human Resources and Sports program. The regression output indicates that there is a significant impact of Human Resources on the sports program (P = .000 < .05). The table indicates that R² = .167 which indicates that Human Resources explain a 16% variance in the sports program. The +B value indicates that one-unit increase in the independent variable (Human Resources) then.35 SD unit will increase

independent variable (sports program). Durbin Watson test was used to address the autocorrelation issue in the data. The table indicates that the value of Durbin Watson falls in the acceptable range (DW = 0.191). So there is no issue of autocorrelation in the data which fulfills the assumption of regression. Thus, our first research hypothesis (H4) states that there is a significant effect of Human Resources on sports programs at government girl’s high schools in District Layyah.

There is a significant effect of Material Resources upon sports programs at government girl’s high schools in District Layyah.

Table 5: Regression Model

<i>IV</i>	<i>R</i>	<i>R²</i>	<i>Adj R²</i>	<i>B</i>	<i>F</i>	<i>Sig</i>	<i>Durbin-Watson</i>
Material Resources	.616	.380	.378	.640	167.16	.000	0.681

Dependent variable: Sports program

The Table 5 indicates the regression model of the Material Resources and Sports program. The regression output indicates that there is a significant impact of political involvement on the sports program (P = .000 < .05). The table indicates that R² = .380 which indicates that Material Resources explain a 26% variance in the sports program. The +B value indicates that one-unit increase in the independent variable (Material Resources) then.640 SD units will increase independent variables (sports program). Durbin Watson test was used to address the autocorrelation issue in the data. The table indicates that the value of Durbin Watson falls in the acceptable range (DW = 0.681). So there is no issue of autocorrelation in the data which fulfills the assumption of regression. Thus, our first research hypothesis (H5) which states that there is a significant effect of Material Resources upon sports program at government girl’s high school in District Layyah.

There is a significant effect of Financial Resources upon sports program at government girl’s high school in District Layyah.

Table 6: Regression Model

<i>IV</i>	<i>R</i>	<i>R²</i>	<i>Adj R²</i>	<i>B</i>	<i>F</i>	<i>Sig</i>	<i>Durbin-Watson</i>
Financial Resources	.878	.770	.768	1.42	312.32	.000	0.790

Dependent variable: Sports Program

The Table 6 indicates the regression model of the Financial Resources and Sports program. The regression output indicates that there is a significant impact of Financial Resources on the sports program (P = .000 < .05). The table

indicates that $R^2 = .663$ which indicates that Financial Resources explain a 77% variance in the sports program. The +B value indicates that a one-unit increase in the independent variable (Financial Resources) then 1.42 SD units will increase the independent variable (sports program). Durbin Watson test was used to address the autocorrelation issue in the data. The table indicates that the value of Durbin Watson falls in the acceptable range ($DW = 0.790$). So there is no issue of autocorrelation in the data which fulfills the assumption of regression. Thus, our first research hypothesis (H6) which states that there is a significant effect of Financial Resources upon sports program at government girl's high school in District Layyah

DISCUSSION

The main theme of the study was to investigate the organizational issues in the field of sports at the government girls' high school level. The researcher found that there is a significant effect of administrative responsibilities upon sports programs at government girl's high schools in District Layyah. The female PETs and female Principals opine that, the results of the study were in link and line with a study of school sports administration's sports policies for school sports are effective, the effective teaching staff is included in school sports community that works effectively, the administrator takes interest in sports arrangement as sports periods are part of school time table, on the selection of the players is by their capabilities by the school administration, administration plans for the welfare of players, administration's relationship with sports in charges is congenial were and administration mediates disputes between the people involved in sports. The result of the present study in link and line with the results of Fitzgerald (2017) argues that, their positive impact of administrative understanding and appreciation about the relationship between extra co-curricular activities and classroom performance of the girls on government girl's high school sports. The author further argues that administration is the power that values and supports the teacher who is performing their duties on the field. Similarly, Litrell, Billingsley, and Cross (2004) argue if the administration gives importance to the teacher of physical education and appreciate them and give chance them to participate in suggestion and idea process that, it would be better for government girls high school sports program at girls' high school level.

The researcher further originates that there is a significant effect of communication with parents upon sports program at government girl's high school in District Layyah. The results of the study were in link and line with the study of administration communicate with parents on regular basis regarding their child sports participation at school, administration contact parents through new information technologies (telephone, email, whats-app, etc.), The results of

the study in link and line with the study of Levetown (2008) communication is essential with parents and the public and communication must be significant, clear and attractive, and related to the topic because parents want to know what happens. Cutlip, Center, and Broom (2006) point out that parent communication is the management function that creates and maintains commonly useful relationships between an organization and the parents on which success or failure depends.

The researcher auxiliary initiate there is a significant effect of Human Resources upon sports program at government girl's high school in District Layyah. The results of the study were in link and line with a study of overall human resources for school sports are productive, technical staff like a trainer, coach, referee, scorer, etc., for sports activities at school level, are sufficient, non-technical human resources like mali, waterman, sweeper, etc., for school sports are sufficient, administration especially arranges personals for the management of sports grounds and courts and before competitions, trainers and coaches are arranged regularly by the administration for sports. The results of the study in linkage and line with a study of Beardwell and Claude (2007) illustrate that a consistent approach to human resource strategies and management of employment integrates and several human resource planning attempts to achieve a competitive advantage through a highly dedicated and competent workforce, attempts by policies, and practices which are used involvement in human resource management or recruitment of staff, screening, training, reward, and evaluation, etc.

The researcher further indicated that there is a significant effect of material resources on the sports program at the government girl's high school in District Layyah. The results of the study were in link and line with a study of the author, material resources are utilized judiciously by the stakeholders, sports technical equipment like stopwatches, different exercisers are available for different types of sports activities at school level, necessary sports gear remains available and easily accessible for the students at school, grounds and courts available in the School premises are sufficient and full fill the needs of athletes. Other skills are specific to just a few sports or a game, it includes a sprint launch in volleyball service, cricket, football, basketball, and athletics events and also aware of courts and grounds making and shapes (Richardson, 2010). Siedentop (2002) stated as learner students have developed their game skills, it is necessary to review in which they can be improved, like individuals and teams and these, are not too achievable without a coach and other related people to the concerned game and also aware from the rules regulation of the concerned game and innovation. Miller (2006) points out that safety devices support a comprehensive program and suitable student size in each class.

The researcher further indicated that there is a significant effect of political involvement upon sports programs at government girl's high schools in District Layyah. The results of the study were in link and line with the study of the author, politicians take interest in school sports activities, the politicians allocate sufficient funds for school sports without any discrimination, political involvements have negative impacts upon school sports program and politicians are called upon as chief guest during sports which tie the politician with the school. The results of the study link and line with a study of a different scholar, in a systematic school sports organization, certainly it is very important to have state support through ministries. But this support is important not only because of financial support, but also possible legislative regulation of school sports and sporting competitions, and this has its drawbacks (Horton, 2002).

CONCLUSION

The main purpose of the study was organizational issues in the field of sports at the government girls' high school in District Layyah. Based on findings of the study the researcher assumed that the effect of administrative responsibilities, communication with parents, political involvement, human resources, and material resources upon government girls' high school sports program was significant when data were collected from the head of the institutions and working physical education teachers at government girl's high school in district Layyah. The researcher concluded that the opinions of the head of the institutions and working physical education teachers were the same in the relationship between administrative responsibilities, communication with parents, political involvement, human resources, and material resources, and government girls' high school sports program. The researcher suggested that there is a significant effect of organizational issues upon sports programs at the government girls' high school level. There was a 72% effect on the school sports program due to administrative responsibilities. There was 65% on government girl's high school sports program due to communication of parents. 80% effect on government girls high school sports program was due to political involvement. There was an 85% effect on government girl's high school sports programs due to human resources. There was a 78% effect on school sports programs due to material resources.

Recommendation

- i. The school administration may design effective sports policies and proper plans including the effective teaching staff merge in the sports community, effective efforts of the sports community for annual school sports program, which leads towards effective sports program at government girl's high school level.

- ii. The school administration may take interest in sports arrangements and provide professional and experienced staff for school sports, as well as the administration may facilitate the players with necessary and up to marking equipment which helpful for the players in proper training and to gain specific sports skills.
- iii. Administration may ensure school trips and sporting activities of children through communication with parents. The school may create a school website where the information about the daily schedule is displayed and updated where the parents and other communities get information about school affairs and sports activities.
- iv. The school administration and head of the institutions may invite the political leaders. So, they provide finance and other incentives to the school and athletes on merit.
- v. Skilled staff for sporting activities may be appointed, where the school athletes may polish their skills and boost up the national and international level.
- vi. The concerned quarters may ensure the provision of grounds, courts, and track for regular school sports participation.

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