

**EVALUATION OF AVAILABLE FOOTBALL RESOURCES AND THEIR
INFLUENCE ON PERFORMANCE OF KENYA FOOTBALL PREMIER
LEAGUE TEAMS**

BY

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university

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DEDICATION

I wish to dedicate this work to the Almighty God for giving me good health and energy to conduct this research. To my husband Lawrence Kairu for his support both financially and mentally throughout this research. To my children, Brian Kairu and Irene Wambui for bearing with my absence during the entire period of my post graduate studies. This would not have been possible without your support. God bless you all.

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ABBREVIATIONS AND ACRONYMS

AFL	-	Australian Football League
CAF	-	Confederation of African Football
FIFA	-	Fédération Internationale de Football Association (French)
FIFA	-	International Federation of Association football (English)
FKF	-	Football Kenya Federation
IFAB	-	International Football Association Board
KFA	-	Kenya Football Association
KFF	-	Kenya Football Federation
KNSC	-	Kenya National Sports Council
KPL	-	Kenya Premier League
SPSS	-	Statistical Package for Social Sciences
UEFA	-	Union of European Football Associations

OPERATIONAL DEFINITION OF TERMS

Competency: Refers to adequacy of qualified managerial and technical personnel in the Kenyan National premier league season.

Evaluation: Refers to assessment of football resources of the premier league football teams in 2014 season.

Football Facilities: Refers to playing fields, gymnasium and changing room.

Football Resources: Refers to management and technical personnel, funding and facilities.

Funding: Refers to provision of allowances and payments.

Influence: The capacity to have an effect on performance of Kenyan Premier League Football Teams

Managerial Personnel: Refers to staff who have been assigned the responsibility of planning, organizing, leading, and controlling of resources to achieve goals effectively and efficiently in football organizations. These will include the director, team manager and team secretary.

Performance: Refers to level of achievement of football teams measured against preset known standards; that is, number of points in the league from the won, lost and drawn matches.

Technical Personnel: Refers to employees in a football club who are engaged in organizing and maintaining play equipment, playing field as well as coaching the teams. They include coaches, physiotherapists, psychologists, nutritionist, trainers, scouts and ground keepers.

Available football Resources: Refers to management and technical personnel who are available in the teams.

ABSTRACT

The purpose of this study was to evaluate the extent to which available football resources influence the performance of Kenya premier league football teams. The main objective of the study was to determine the extent to which the available facilities, funding, calibre and number of managerial and technical personnel affect the performance of Kenya Premier League Football teams. The study employed the analytical survey research design targeting the 16 managers and 16 coaches of football clubs in the Kenya Premier League. Stratified random sampling was used to select 8 (50%) of the teams according to type, either corporate or community clubs. The study employed purposive sampling to select 8 team managers and 8 team coaches from the sampled teams. Further, simple random sampling was used to select 221 players as respondents representing 50.0% of the total population. Questionnaires designed for the team players and managers/coaches were used for data collection. Data was analysed through descriptive statistics (frequencies and percentages). The relationship between current football resources and performance was determined using Spearman's Rank Correlation Coefficient, at 0.05 level of significance. The study established that the major source of funds for most clubs was corporate sponsors and most of these funds had a significant ($r_s=0.011$, $p<.05$) influence in the teams' performance. The study also found over 50.0% of the respondents reported that team managers/coaches were not effective in their roles in terms of their managerial and technical roles, that is, they were not available when needed, not approachable and were not adequately equipped with the training needs of the clubs. Further analysis also revealed that there was a significant ($r_s=0.021$, $p<.05$) relationship between personnel managerial competencies and the performance of the teams in the premier league. However, Spearman's rank correlation coefficient revealed that there was no significant ($r_s=0.126$, $p>.05$) relationship between available football facilities and equipment and the performance in the premier league. From these findings, the study recommends that management of the Premier League clubs need to diversify their sources of funding so as to avail adequate financial resources to meet their needs. The study also suggests that Ministry of Sports, Culture and Arts should establish training programmes and facilitate the training of personnel for football clubs so as to enhance their performance in Kenya Premier League.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Football, or soccer, is the World's most popular sport that is played in every nation without exception (Rintaugu, Mwisukha & Onywera, 2012). The sport is played by millions of people and has billions of fans and supporters. All over the world, football is played by 206 nations and members of Federation of International Football Association (FIFA), making it the world's most popular sport. It has a combined viewership and participation population of over 3.5 billion people (Barrack, 2014). Football is rated Africa's best sport with 53 countries affiliated to Confederation of African Football (CAF) and the Federation of International Football Association (FIFA). Efforts directed towards development of soccer in Africa have seen several management and administrative structures of the sport being set up at continental, regional and national levels (Reilly, 1996).

Previous studies have shown that there is a significant relationship between teams' good performance and available resources (Deloitte & Touche, 2000; Wiese-Bjornstal, LaVoi & Omli, 2009; Siegfried & Zimbalist 2002). For instance, Siegfried and Zimbalist (2002) noted that new training facilities influenced team performance in English Premier League and in other competitions. They maintain that due to the fact that in English football, training facilities influenced team performance in all competitions, then with the completion of new training and physiotherapy centre, Chelsea Football club have good reason to expect the championship title in the premier championship. In another study, Deloitte and Touche, (2000), indicated that there is a positive relationship between the amount of funding directed to any given team and its performance. Similarly, Burger and

Walters (2003) addressed the issue of availability of resources and the team performance of the teams participating in the US major baseball league. Their findings showed that availability of resources such as investment in playing talent, extra revenues from the teams' contributions and profits realised from games won are strongly associated with the general team performance. More so, a study by Wiese-Bjornstal, LaVoi and Omli (2009) revealed that a coach should foster a climate around the team that affects player development and creates an atmosphere conducive to a player, as well as team performance. This clearly indicates that team coaches have a great impact on teams' performance.

Currently, the Kenya premier league that is organized and run annually has 16 clubs. These are the teams that serve as reservoirs of players for the national team that has never qualified for international competitions such as World Cup, Commonwealth Games and Olympic Games (Mwisukha & Mukolwe, 2012). It is also worth to note that premier league football clubs in Kenya have posted unimpressive results at continental level except GorMahia Football Club that won the African Mandela Cup in 1987. It is considered the most valuable Football Club, valued at an estimated Kshs. 65 Million. AFC Leopards follows with estimated value of Kshs. 52 Million; Sofapaka FC, Kshs. 50 Million; Tusker FC, Kshs 45 Million; and Thika United FC, Kshs. 20 Million making up the list of the top five most valuable Football Clubs in Kenya (Wandera, 2013). Unlike with more established brands in Europe and other parts of the world whose major revenue generator is ticket sales, the major contributor of revenue for Kenyan Football Clubs is television broadcast rights and kit branding contacts (Kwalima, 2014).

Many football clubs in the Kenyan Football suffer from a lack of funds to run their day to day operations. As has been witnessed, many clubs in the top tier league, the KPL, have suffered from cash flow issues. Players, club management and officials have had to go for months without getting their wages in some cases, and this has directly impacted negatively on the development of the sport in the country (Kwalima, 2014).

According to International Football Association Board (IFAB) and the FIFA statutes, availability of adequate football resources (facilities, personnel and funding) have an influence on the performance of football teams in different competitions. For instance, a study conducted by Bennett, Howell and Simri (1983) and quoted by Rintaugu, Mwisukha and Onywera, (2012) showed that improvement of sports facilities contributes to improvement of sporting or athletics achievements. More so, UNESCO (1980) declared that enough and satisfactory facilities and equipment should meet the needs of intense participation in both in-school and out-of school programmes concerning physical education and sport. An improvement of soccer facilities should be looked upon in terms of quality, number and size. The use of standard balls, suitable footwear and protective equipment has a great impact on the players' performance in sports (Lee, 1996). This should be improved through a robust investment and policy formulation to bring facilities and equipment to the required standards.

In a different setting Carron, Bray and Eys (2002) conducted a study on the relationship between team cohesion and team success in sport. The study was done by comparing elite basketball and football teams. The study findings revealed that there was a strong positive association between team cohesion and team success. The study results also showed that leadership styles have a great impact on team success and team cohesion and finally

coaches of successful teams exhibited higher levels of democratic and social support behavior

In relation to funding and team performance, Bird (1982) established that soccer teams with adequate financial resources have recorded impressive performance compared to teams where the financial resources are inadequate and under-utilized. Barajas, Fernández-Jardón and Crolley (2007) did a study on the effect of sporting performance on revenues and Net Profit of the Spanish clubs that participated in the main championship during the seasons from 1998 to 2002. The study found out that in the first case, the correlation was between 66.8% and 88.5% (depending on the type of revenue considered) and in the second case only of 14.1%. Consequently, the study established that to obtain more revenue allows the club following season recruiting players with more talent and thus achieve better sporting performance. Furthermore, a study by Pinnuck and Potter (2006) revealed that good sporting performance of Australian football clubs have a positive effect in increasing the number of spectators and the loyalty of supporters which also translates to increased level of finances to the club.

It is also evident that availability of financial resources is positively related to team performance. According to Bird (1982), the performance of any team in the English football industry is greatly related to the availability of financial resources for that given team. It was therefore against this background that this study was undertaken to evaluate the extent to which available football resources influence the performance of the Kenya Premier league football teams.

1.2 Statement of the Problem

The performance of Kenya Premier League teams has been unimpressive in comparison to other countries in the region. For instance, only GorMahia Football Club has ever won a major trophy at continental level or the African Mandela Cup in 1987. It is notable that since 1987 or for the last 26 years, no football club from Kenya has won a continental championship. Besides this, the performance of the football clubs at regional level has also been too low. The performance of the national team, “Harambee Stars,” at the continental level has been dismal. Furthermore, the team has never qualified for the World Cup, the Olympic Games or even won the African Cup of Nations that is held every two years since 1957 (Njororai, 2000). This has affected the status of Kenya’s football at international level as evident from the low FIFA ranking. As such, it would be interesting to find out the relationship between football resources and performance of football teams. This is apt as some of the football clubs which are endowed in terms of finance and other resources have retained impressive performance in competition. This study therefore sought to evaluate the influence of available football resources on team/club performance during 2014 Kenya Football Premier League. The independent variables of the study were funding opportunities, available facilities/equipments, qualification and experience of team mangers and qualification and experience of the technical bench. The dependent variable of the study was teams’ performance in the premier league which was measured by ranking of clubs in the premier league during 2014 season.

1.3 Purpose of the Study

The purpose of the study was to evaluate the influence of available football resources on team/club the performance during 2014 Kenya Premier League.

1.4 Objectives of the Study

The study was guided by the following objectives:

1. To determine the extent to which funding of premier league football teams affects their performance.
2. To explore the influence of managerial and technical personnel of football in Kenya on the performance of the premier league teams.
3. To determine the extent to which available football facilities and equipment affect the performance of the premier league teams.

1.5 Research Hypotheses

H0₁: There is no significant relationship between the funding received by the teams and their performance in the premier league.

H0₂: There is no relationship between performance and competencies of managerial and technical personnel of the Kenya's Premier League Football Teams.

H0₃: There is no significant relationship between performance and accessibility and maintenance status of football facilities and equipment of the Kenya's Premier League Football Teams.

1.6 Significance of the Study

The study has availed data on available football resources and their influence on the performance of Kenya's Premier League football teams. Such data may be of importance to the football club managers, sponsors, and officials from the Ministry of Sports, Culture

and Arts and other stakeholders in the sports industry. The findings have revealed how adequacy/inadequacy of football resources influences performance of the Kenya Premier League football teams. The study has availed research evidence that may be used by policy-makers for their future judgements and decisions to improve the performance of football teams in the country. Sponsors and football fans have mixed feelings about the place of football in the country, and this study has proposed strategies which, if effected, would lead to improved performance by the teams.

1.7 Limitations of the Study

This study only focused on the extent to which availability of funds, facilities and equipment, managerial and technical personnel affects the team's performance in the premier league. However, there are other factors which also influence teams' football performance. These factors include; beliefs and traditions, social aspects such as the prestige, fun and brand loyalty associated with the team and environmental such as the climate and geographical location.

1.8 Delimitations of the Study

The study focused on the extent to which available resources affect the performance of football teams in Kenya. Study participants were football team managers, football players, and team coaches. However, football officials from the federation governing football in Kenya, that is, Football Kenya Federation (FKF) and football fans were not included in the study. The study was also delimited to the use of questionnaire as the instrument for data collection.

1.9 Assumptions

The study was based on the following assumptions: -

- i. Stakeholders in football were aware of the main resource factors influencing performance of national football teams in Kenya and were willing to divulge that information.
- ii. The study assumed that performance in the premier league is directly influenced/determined by the available resources of finances, facilities, equipment, managerial and technical personnel.

1.10 Theoretical Framework

The study was based on Systems Theory by Draft (2008). According to Draft (2008), a system is a set of interrelated parts that function as a whole to achieve a common purpose. A system functions by acquiring inputs from the external environment, transforming them in some way and discharging outputs back to the environment. The model attempts to explain and predict behaviour of the complete organization: its people, structure, environment and technology. In this model, a system is defined as an assemblage or combination of things or parts forming a complex or unitary whole, a set of interacting units (Draft, 2008). The essential focus of the systems approach is the relationship and interdependence of the parts. The systems model is made up of four basic components: (1) inputs, (2) processes, (3) outputs, and (4) feedback (Figure 1). The overall environment also must be considered.

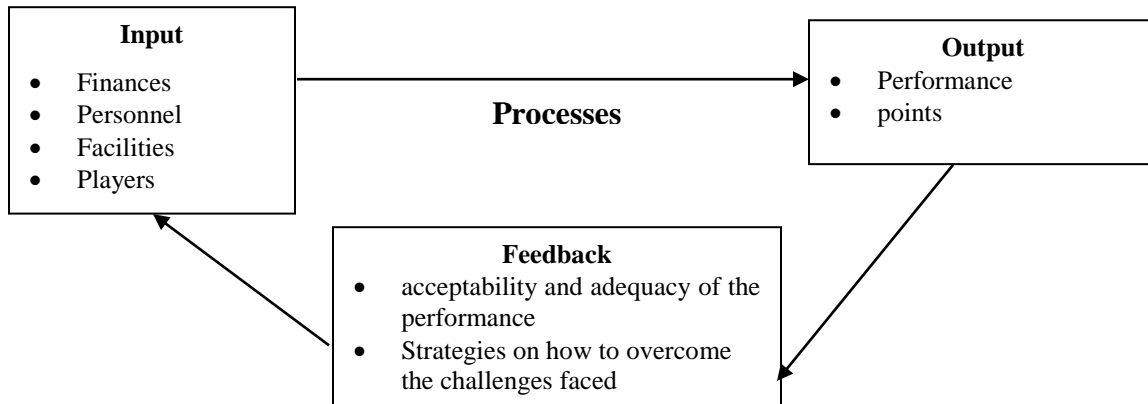


Figure 1.1: Systems view of organizations

Source: Adapted from Draft (2008:52)

Inputs are elements the system must accept because they are imposed by outside forces. The many constraints on organizational processes such as government regulation and economic factors are typical inputs imposed by outside groups. Certain inputs are needed in order to achieve the organizational goals; for example, in a football team, the inputs often are the players who get trained in order to enhance their performance, technical staff who provide resources for the players in terms of finances and facilities that are utilized to produce desired results. According to Draft (2008) outputs are the goods and services that the organization (or subdivision or unit) must produce. These outputs may be routine, frequent, predictable, and somewhat easy to identify. The stated purpose of the organization usually contains information on its basic, obvious outputs. The main output in a football team is performance in competitions, which is measured by the number of matches won or accumulated points on the league table.

In a physical plant, work flow, methods and procedures and hours of work are processes by which inputs are converted to outputs. Inputs originate in the environment of the organization; throughputs, as the term implies, are contained within the organization (Richard & Stewart, 1994). Managers may be severely limited in their ability to control inputs, but the processes, structures, organizational patterns, and procedures that constitute the throughputs are normally areas of management prerogative. In football team management, the control of processes is directly related to the professional knowledge of football coaches in training of the athletes and organizing leagues/competitions.

Changes in the input mix must be anticipated. In order to respond to these changes, managers need feedback on the acceptability and adequacy of the outputs. It is through the feedback that inputs and even processes are adjusted to produce new outputs. The communication network and control processes are the usual sources of organized feedback (Draft, 2008). Routine, orderly feedback is provided by such activities as player scouting, opponent analysis and tactic forecasting to improve performance of the team. Feedback is a two-way process involving the management, technical team, players, sponsors, supporters and other stakeholders. Therefore, this study was to evaluate the influence of available football resources (funding, managerial and technical personnel and facilities) on clubs' performance (points, league standing) in the premier league.

1.11 Conceptual framework

The study determine the influence of available football resources on team/club performance during 2014 Kenya premier league as shown in Figure 2.

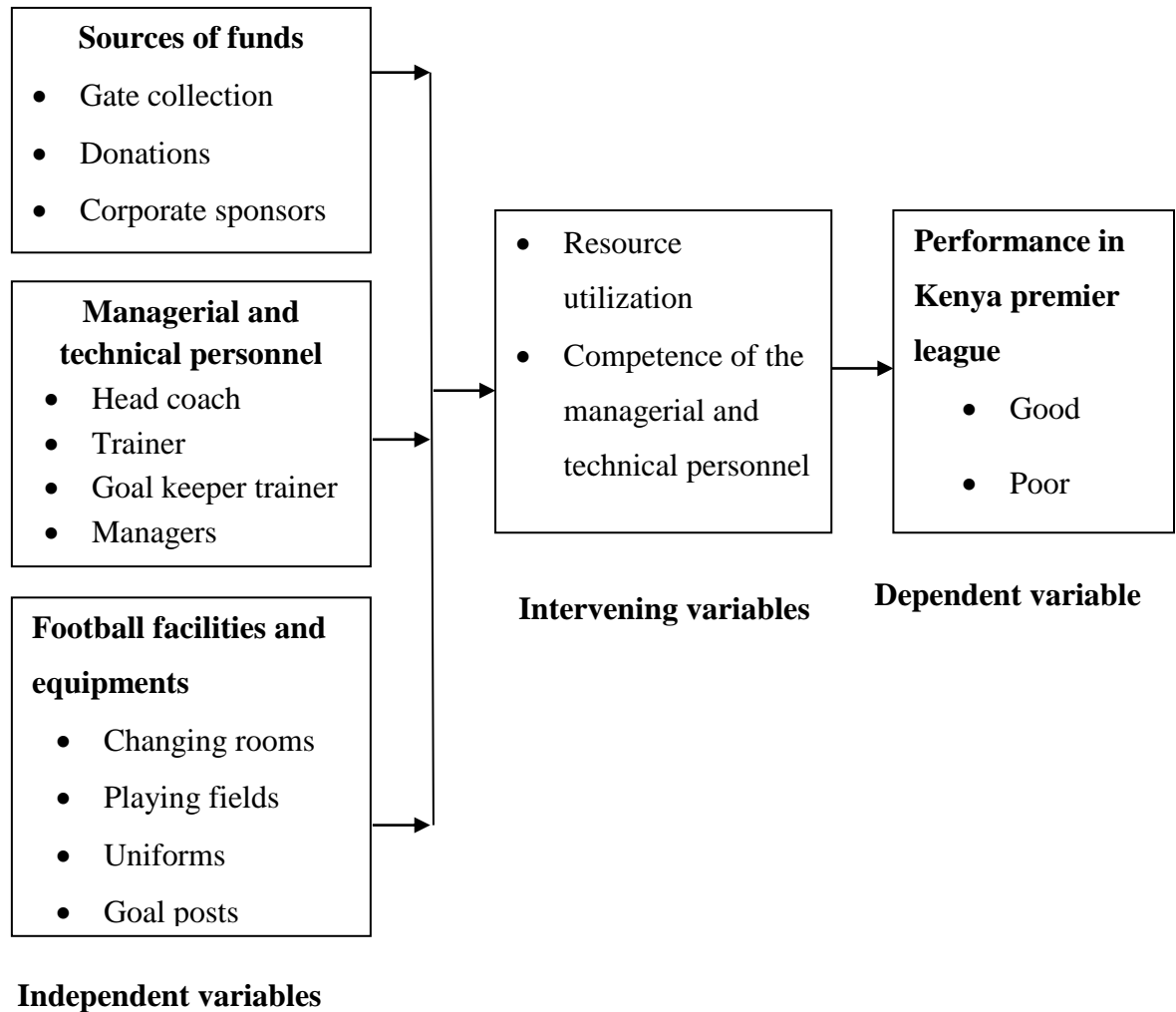


Figure 1.2: Factors influencing team's performance in Kenya premier league

The independent variables of the study include availability of funds within the team, qualifications and experiences of the managerial and technical personnel, and finally football facilities and equipments. These factors are expected to influence performance of teams in football Kenya premier league, which is the dependent variable of the study.

CHAPTER TWO: LITERATURE REVIEW

The literature review focuses on the management issues affecting performance of football teams, relationship between funding and team performance, availability of financial resources and team performance; provision of incentives to the players and team performance, influence of managerial and technical personnel of football team performance and sport facilities and team performance.

2.1 Management Issues Affecting Performance of the Teams

According to Herzenberg (2010), there are various management issues that affect the performance of football teams. These issues include: leadership, governance, lack of accountability, poor FIFA interventions and political interference. Governance, leadership and lack of accountability are common phenomena in football management all over the world and have greatly affected performance of various football teams both at club and national level (Munro, 2005). According to Munro (2005), it is as a result of poor governance and lack of accountability that performance of Kenyan national football team, *Harambee Stars*, has been deteriorating internationally with the results repeatedly raising questions about how to reclaim past glories.

Whereas West and Central African players have made their mark in top European leagues, few Kenyan stars have found only inauspicious short-term contracts, in the Middle East and Europe. It is important to indicate that some Kenyan players are playing in Zambia, Tanzania and South Africa. However, their numbers are not comparable to those from West Africa. These factors have coincided with a high turnover in office-bearers who have consequently had little opportunity to make a long-term impact on the game (Nyanjom, 2010).

Poor FIFA interventions in the affairs of national football governing bodies are another issue that has affected football management and thus affecting performance of various football teams. According to Jennings (2006), although FIFA is perceived as a world football governing body, it has been involved in various dubious activities and has often been dogged by controversy and allegations of corruption (Jennings, 2006).

As Kenyan football management was degenerating, poor FIFA intervention sent envoys in 2004 to investigate and mediate the crisis which include; mismanagement, corruption and political intrigue (Nyanjom, 2010). Their intervention was of questionable value; for example, in contradiction of FIFA's advocacy of exclusive arbitration over disputes (rather than litigation through the courts), the envoys advised the Federation to wait for the decision of the High Court in Nairobi (Jennings, 2006). This contradictory FIFA intervention, which has occurred in numerous occasions, has greatly affected football management in the country and as a result, the Kenyan national team has been in decline (Jennings, 2006).

According to Pain and Harwood (2007), The English Football Association (FA) commissioned a research project to examine the factors influencing the performance of the England's team at international tournaments. In the study, 158 factors were identified by coaches, players and support staff. Team cohesion, player understanding, and pre-performance routines were among the factors most frequently cited as having a positive impact on performance. Pain and Harwood, (2008) developed these factors into a conceptually based instrument that was completed by England players and support staff over a two-year period. The Performance Environment Survey (PES) captured information about team preparation and performance in the physical, psychological,

coaching, social, planning/organizational and environmental domains, which enabled a quantitative assessment of the potential positive and negative impact of a wide range of factors within that environment. This study highlighted the key impact of psychosocial factors (cohesion and leadership) on team performance in competitions.

A practical implication of these studies is that detailed attention to, and management of, the performance environment should help to help improve team functioning and performance. Pain and Harwood, (2009) described an intervention with a soccer team during a competitive season that supported the efficacy of this approach. Following the guidelines of Holt and Dunn, (2006), the personal disclosure mutual sharing (PDMS) approach was based on mutual sharing and open discussion of team functioning. In the first phase of the intervention, detailed performance environment data were collected from players and coaching staff after each game using the Performance Evaluation Survey (PES). These data were analysed and used as the stimulus for a series of structured meetings in which team functioning was openly discussed between the players and the coaching staff. This direct services approach empowered team members to take an active role in the evaluation of team functioning and in the planning of subsequent actions (Yukelson, 1997). Results suggested that the intervention led to improvements in perceptions of team functioning (e.g., cohesion, trust and confidence in teammates), training quality, self-understanding, player ownership and team performance.

Political interference is another factor affecting performance of football teams, especially in Kenya. As with most sports in Kenya, management of football at club and national levels has traditionally been voluntary. Indeed, football executives often find themselves

using their private resources to keep their clubs' activities afloat (Stakeholders Transitional Committee, 2004). To many political aspirants, investing money in a highly politicized football fraternity is good marketing (Munro, 2005). However, this mode of operation also encourages sports executives to misuse meagre club and national team resources such as gate fees and sponsorship income. This vicious cycle of low resources and mismanagement further fuels the desire for political office which is seen to offer opportunities for self-enrichment (Munro, 2005). This has in a way negatively affected the performance of various teams both at club and national level. The current study therefore sought to explore the influence of managerial personnel of football in Kenya on the performance of the Premier League teams.

2.2 Relationship between Funding and Team Performance

Most research on economic and financial aspects of football analyses the relationship between sports funding and performance, expecting it to be positive. Szymanski (1998) and Szymanski and Kuypers (1999) described two general principles on performance in football: increased funding and increased wage expenditure leads to better team performance. However, Szymanski (2001) argues that increasing inequality of income between clubs does not change the degree of competitiveness amongst football clubs. Szymanski (2001) further notes that the probability of winning or losing a game (sporting performance) is not affected by the improved financial performance of the football clubs.

According to Murphy (1999a), there is a strong likelihood that some clubs from the Premier League in England will maintain their performance status whereas the position of others will weaken depending on the amount of fund directed to them. As a consequence, the weaker clubs, in terms of funding, will be more likely to be relegated. In the Scottish

case, Murphy (1999a) observes that the gap measured by points and goals between the richest and the worst-off in the Scottish Premier League is narrowing. He concluded that in the Scottish Premier League, the relationship between the amount of funding and team performance is more direct and more complex than one might expect.

According to Lonsdale (2004), in the United Kingdom, Rupert Murdoch's entry into the UK television market changed the financial profile of the English football industry. From a four-year contract of 47 million pounds in 1988 between top-level clubs and ITV (the TV firm that then held the broadcasting rights), a similar contract between the clubs and Murdoch's BSkyB television station ten years later in 1997 was worth 670 million pounds –over fourteen times the amount paid just ten years earlier. Part of the reason for the increase was that BSkyB was not just paying for the rights to air the football matches, but also for the exclusion of competitors (Lonsdale, 2004).

Barajas, Fernández-Jardón and Crolley (2007) analyzed the relationship between sports performance and the resources of football clubs as well as the effect of funding on the team performance in Spanish professional football. In order to carry out this study, variables from the financial statements of 34 different clubs from the Spanish First and Second Division incorporations were used as a measure of the teams' financial performances while results obtained in the domestic league were used as an indicator of the team performance. Data used for the study was collected using the questionnaire. Spearman correlation model was used to find out the relationship between teams' financial performances and results obtained in the domestic league. The study found out that there was no correlation between the performances of the clubs and financial performances during that period.

Barros *et al.*, (2008) carried out a study to investigate the relationship between funding of the teams and their performance. The study comprised 30 football teams from Spanish football league first division. The study sample was obtained through clustering of the teams which participated during the seasons 1994/95 to 2004/05 - into three groups. To do so, stochastic frontier latent class model was used. The study found out that by clustering the teams into segments and investigating their performance in financial context, a relationship is seen to exist between funding and performance of the teams. In another setting, Samagaio *et al.* (2009) conducted a study with an aim of finding out the influence of sporting, financial and stock market performance in English football clubs over the period from 1995 to 2007. The statistics used for the study included both regression and correlation analysis. These statistics were used to measure the strength and direction of correlation between funding and team performance indicators. The results of the analysis were presented using tables. The study established that moderate correlation existed between funding of teams and team performance of English Football clubs.

According to Deloitte (2007), the increased in funding for the teams in the English Premier League 2007/8 season, led to profits to almost double, to 260 million British Pounds in projections. The projection was based on new broadcasting rights deals, an influx of new owners in the industry with new ideas, and tighter controls on spending by clubs. A corporate approach to football would also increase the tracking and monitoring of key financial variables such as the Wages to Turnover Ratio – a major performance indicator in this industry. Professional football in England contributes approximately

£650 million annually in taxes to the government. This increased in funding improved the performance of teams especially small ones leading to a very competitive season.

In Turkey, studies on local football clubs directly consider the relations between team funding and team performance. They were mainly focused on the relation between sportive performances of the teams and the level of funding of the football clubs. The results indicated that there is a positive relationship between the amount of funding directed to any given team and its performance (Deloitte & Touche, 2000).

A related study by Burger and Walters (2003) addressed the issue of availability of resources and the team performance of the teams participating in the US major baseball league. Their findings showed that availability of resources such for investment in playing talent, extra revenues from the teams' contributions and profits realised from games won are strongly associated with the general team performance. Pinnuck and Potter (2006) carried out a study on how the availability of resources of the AFL football clubs impact on their performance. Their results provide evidence that the short and long run success of the clubs affect the general performance of the team. Furthermore, the study established that club membership is highly persistent and is positively related to both the past football success of the club and the marketing expense incurred. It emerged that there is a significant association between the level of marketing revenue and the level of on-field success in the prior 2 years.

Gate collection is another traditional source of revenue for clubs. Gate collections are entry fees to events. It was noted by Smart (2007) that with the increasing popularity of international sporting events, matches and tournaments, there was an increase in the

number of spectators paying to attend. This in turn led to the development of various categories of gate collections. Today, according to Deloitte (2009), match day revenue is largely derived from gate receipts, which include season tickets and memberships subscriptions.

Fort (2004) describes a season ticket as a reserved seat over a season. In this case a season is the duration from the beginning to the end of the particular sport's cycle. Carmichael, Thomas and Ward (2000) give the example of the English Premier League that extends from mid-August until early May. Each team plays each other on a home and away basis. A sports club may offer its fans season tickets, where they can pay a lump sum to attend all the team's home matches. This lump sum is paid in advance and is at a discounted rate to encourage fans to buy. It gives the ticket holders the convenience of not having to purchase match tickets every time the team is playing.

Another way of generating finances for the teams is through television broadcast rights. The purchase of television broadcast rights is a fairly recent phenomenon. FIFA (the association that governs football globally) was the first global sports organization for which television broadcasting rights became a major source of revenue generation. The World Cup was the main tournament for which the rights were auctioned (Smart, 2007). A part of these funds are channelled back to the participating teams through their respective associations.

In the Ticket Masters KPL Attendance and Collection Report, Nkaari and Ocholla (2010) identify several factors that affect attendance and revenue collection. The first is the fixture, the game to be played. High intensity, high demand matches invoke a lot of interest and passion. Average and low intensity matches invoke relatively less interest

and passion. According to Vamplew (2004), it is commonly accepted by sports economists that consistent winning does not maximize profits, and that attendances will be higher where the outcome of an event is uncertain than where the results are predictable.

The sports industry in Kenya has recently experienced growth and development. Sports have become a target by the politicians to bring communities together especially football. Corporate have also immersed their presence through sponsorships by paying millions of shillings to sporting events (Nkaari & Ocholla, 2010). The current study sought to determine the extent to which funding of Kenyan Premier Football League teams affects their performance.

2.3 Influence of Managerial Personnel on Team Performance

The managerial personnel in a football club include the club director, team managers, the treasurer and team secretary. According to Kahn (2000) the sports industry is a useful sector within which to test interesting hypotheses in the area of managerial personnel. In professional team sports, organizational goals and outcomes are much clearer than in most other sectors (Kahn, 2000). Teams usually wish to maximize sporting performance given available resources with which to acquire playing and managerial talent.

Effective management enables greater participation of the entire team, and can also influence both the players and club performance (Mullins, 1999). The success of a football club is dependent on the team managers' ability to optimize resources. Good managers understand the importance of players in achieving the goals of the club, and that motivating these players is of paramount importance in achieving the clubs' goals.

To have effective football clubs the players within the club need to be inspired to invest themselves in the clubs mission: the players need to be stimulated so that they can be effective; hence effective football clubs require effective management (Maritz, 1995).

Management ability is a function of experience acquired over time encompassing industry- and organization-specific components. The general correlation between performance, ability and experience (Holcomb et al., 2009; Sirmon et al., 2008) suggests there is a virtuous experience cycle. In other words, experience will drive ability as well as ability will drive experience. This is to say that a manager who is able will continue to have opportunities to manage teams. As a consequence, experienced managers will be particularly able to value a team's human resource pool, identify gaps and try to align it as far and as fast as possible with a potential value-creating strategy (Holcomb et al., 2009; Wright et al., 1995). Through experience, managers will be capable of judging the development potential of existing human resources, in identifying resource gaps and in finding the most appropriate solutions in the factor markets.

A report by the Forum of African Investigative Reporters (FAIR), Khumalo, (2013) labels football administrators as corrupt, greedy and inefficient administrators. For instance, Khumalo concludes that players (such as George Weah, Salif Keita, Didier Drogba and Kalusha Balwa) have sacrificed their personal fortunes to develop not just soccer but their own communities, and have in some cases bailed out their national teams. However, the administration tasked with developing the game focus on personal gain hence leading to poor management of the clubs (Rukuni & Groenink, 2010). Football can be a lucrative livelihood for senior administrators with access to funds from FIFA, taxes from affiliates including premier soccer leagues and from national team games.

Very little is ploughed back into structures that promote junior football or coaching structures.

In 2009, the National Sports Council in Zambia suspended Bwalya from all sporting activities after he was implicated in a corrupt scandal involving the transfer of a youth player to Israeli club, Maccabi Tel- Aviv, in 2008 (Chiweshe, 2014). Bwalya had refused to stand before a parliamentary committee to answer questions on the transfer. The ban was rescinded after FIFA intervened with a letter signed by general secretary Jerome Valcke stating that ‘This current controversy circles around issues falling under the direct competence of FIFA, (a) the defence of the fundamental principle of the autonomy of the FIFA member associations from external influence, (b) the disputes around international transfers of players (Oliver, 2010). Zimbabwean President Mugabe in 2006 attempted to investigate the misuse of a fund meant for the national team participation at the African Nations Cup. He had ordered the Sports Commission to evaluate the use of the fund and other allegations of corruption within the national association but when FIFA threatened to ban Zimbabwe the investigation was stopped (Rukuni & Groenink, 2010).

To have effective football clubs, there must be effective and stimulating relations between the people involved in the football clubs’ management (Paulus, Seta & Baron, 1996). It has been widely accepted that effective football clubs require effective management and that club performance will suffer in direct proportion to the neglect of this (Fiedler & House, 1998). Furthermore, it is generally accepted that the performance of football club is largely dependent on the quality of its management-efficiency in football team management translates into increased sporting performance (Kahn, 2000).

This study therefore explored the influence of managerial personnel on the performance of the Kenyan Premier League teams.

2.4 Influence of Technical Personnel on Team Performance

A study by Hautsch, Frick and Warning (2001) revealed that head coaches are not just ciphers translating pre-existing player talent into on-field success or failure but their management skills are vital in guiding their teams. Kahn (2000) seems to concur with Hautsch et al. (2001) when he notes that just like in many modern organizations, a Chief Executive Officer is the figurehead but determines whether the company succeeds or fails, top coach or a football team manager helps in determining the success or failure of a team. Head coaches matter in terms of organizational and motivational ability (Kahn, 2000).

In his research, Kahn (2000) gave an example of the most successful head coach, OttmarHitzfeld, who was rated the best coach of Bundesliga club of all time and voted Bayern Munich clubs greatest coach ever. He also won other awards like UEFA Coach of the Year 2001, German Football Manager of the Year 2008 and IFFHS World's Best Club Coach (1997 and 2001) (Kahn, 2000).OttmarHitzfeld obtained considerable success at Borussia Dortmund and Bayern Muenchen, leading these teams to a total of six domestic championship titles and each to a Champions' League trophy (Kahn, 2000). Kahn (2000) also notes that apart from significant role of head coach, managerial and technical personnel determine the soccer team's performance.

A soccer coach leadership style has a great impact on individual performance. Coaches usually give an instruction to the soccer player on how to understand and employ a

strategy and evaluate the performance of athletes (Turman, 2008). The coach's primary objective is to develop both the physical and psychological aspects of a player's performance. As Wiese-Bjornstal, LaVoi and Omli (2009) found out a coach should also foster a climate around the team that affects player development and creates an atmosphere conducive to a player, as well as team performance. Overall, the coach influences the player's knowledge of the game, skill level, and team cohesion through his or her actions.

The coaches leadership styles, team cohesion, motivation, and coach effectiveness have been mentioned as integral components of sport psychology by leading practitioners, scholars, and organizations (Turman, 2008). Most researches on coaching effectiveness have assumed that coaches greatly influence player's performance, behaviour, psychological, and emotional well-being. Regarding to this, Horn (2002) stated that the behaviour of coaches directly influences the motivation, team cohesion, and perceived success, achievement behaviour of players and overall success of the team. This current study sought to find out the extent to which an organization's technical personnel influence the performance of premier league teams in Kenya. This study therefore explored the influence of managerial and technical personnel on the performance of Kenya Premier League teams.

2.5 Sport Facilities and Team Performance

Murphy (1999b) conducted a study on the link between resources and performance in Scottish Elite Football clubs. The study sought to find out whether the concentration of economic resources is inevitably reflected on the pitch and therefore in the performance rankings. The study also sought to establish whether there is a gap between the richest

and the poorest clubs in the English and Scottish leagues. The research sample consisted of 36 football clubs and a five-year period was chosen in order to obtain better evidence on trends. The study findings revealed that in the English case, there was a growing correlation between financial resources and sportive performance (measured by final league positions). However, there were no clear indications that the accumulation of financial resources has broadened the gap between clubs. On the other hand, in the Scottish case, the study found out that there was a gap (measured by points and goals) between the richest and poor clubs. Therefore, Murphy (1999b) concluded that for a team to record best performance, the team players must have access to modern facilities which made them feel motivated thereby maximizing their potential and performance in all competition.

Furthermore, Marins and Paoli (2010) identified four major components of soccer club infrastructure. These include physical installations which involves the main training facility, auxiliary training facilities, administrative areas, support departments, and leisure areas. The second component was material resources which include medical, nutritional, and physiotherapy facilities that are available. The third component was human resources which comprises of the coaches and clinical/administrative staff available. Finally, the fourth component was logistics involving access to the training centers and distance from key locations, such as the stadium or airport.

A similar study was conducted by Siegfried and Zimbalist (2002) in the Southern English town of Cobham, southwest of London, on the new training and physiotherapy centre for the world-famous Chelsea Football Club which had recently been completed. They compared the team performance during the time new training and physiotherapy centre

was not there and team performance after the completion of the new training and physiotherapy centre. It was noted that it is as a result of the new ground design and equipment that Chelsea FC won English Premier League 2009/2010 season (Siegfried & Zimbalist, 2002). The new training facilities influenced team performance in English Premier League and in other competitions. They maintain that due to the fact that in English football, training facilities influenced team performance in all completions, then with the completion of new training and physiotherapy centre, Chelsea Football club have good reason to expect the championship title in the premier championship.

Footballing infrastructure across Africa is in a bad state (Pannenberg, 2010). Only a few countries such as South Africa and Morocco boast of world class stadia and facilities. Other countries such as Angola, Burkina Faso, Egypt and Mali have benefitted from hosting the Africa Cup of Nations which has led to building and renovation of some stadia. This makes attending games across the continent a dangerous endeavour and yearly people lose their lives at stadiums. There is no money going into improving stadium security or increasing the comfort of fans within stadiums. This affects attendance which in turn hurts local clubs most of whom depend on gate takings for survival. This in turn affects the performance of the teams in their national leagues. The stadium and the stadium facilities affect the number of spectators at home matches, and may be an important success factor for football clubs (Pannenberg, 2010).

Previous research has shown that the quality of athletic facilities has a significant effect on player attitudes. For example, Pujals and Vieira (2002) found that poor club infrastructure may cause feelings of failure and pessimism in soccer players, leading to a lack of motivation. In the Unites States, the quality of athletic facilities is an important

factor influencing high school athletes in their college choice (Letawsky, Schneider, Pedersen, & Palmer, 2003). Therefore, this study sought to find out how availability sports affect the performance of teams in the Kenya Premier League.

2.6 Summary of Literature Review

The literature review has revealed that increased funding has positive influence on a team's performance (Szymanski, 1998; Szymanski & Kuypers, 1999). However, Szymanski (2001) and Murphy (1999a) have pointed out that sporting performance is not affected by improved financial performance of football clubs. The literature review has shown that team management can have an influence on both players and teams' performance (Maritz, 1995; Paulus, Seta & Baron, 1996; Kahn, 2000). It is also observed that majority of the studies have been done from the West. Some had focused on selected clubs as opposed to the entire league. Some were done in the early 2000 and it is important to look at the issue in 2015. Studies were conducted in countries with thriving economics such as UK. It will be important to establish resources and football performance in less developed countries. The current study explored the influence of available resources on performance of premier league teams in Kenya.

In Kenya, related studies which have been carried have mainly focused on effects of vested interest, leadership, governance and accountability, as well as contradictory FIFA interventions and political interference on the performance of various football teams (Njororai, 2000; Nyanjom, 2010 and Rintaugu, *et al.*, 2012). There is no evidence that any research has been done to determine the influence of current football resources on performance of premier league football teams in Kenya. Hence, the need for this research.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research design for this study was descriptive survey. According to Orodho (2003), this method is used for collecting information by interviewing or administering questionnaires to a sample of individuals. The method was employed in order to evaluate the influence of current football resources on performance of premier league football teams in Kenya. The choice of the research design for the study was based on the fact that the study did not involve manipulation of independent variables such as funding of the teams, influence of personnel and football facilities but sought to determine and describe current status on influence of available resources on performance of Kenya Football Premier League Teams.

3.2 Study Variables

The dependent variable of the study was performance of the football teams in the premier league competitions. Team performance was measured by the number of points earned by an individual team in an organized league. The independent variables of the study were the influence of current football resources which included funding of the teams, influence of personnel and football facilities. Funding and facilities were measured by the availability and adequacy of finances to support the teams while influence of personnel was measured by the level of training and adequacy of staff.

3.3 Study Area

The study was conducted amongst all the Premier League Football Teams in Kenya. These teams are located in Nairobi, Thika, Mombasa, Kisumu, Kakamega, Chemilil, Naivasha, Muhoroni, Awendo and Nakuru. Participating teams were randomly selected.

3.4 Target Population

The study targeted all the 16 football clubs in the 2014 Kenya Premier League. The target population included 16 team managers, 16 team coaches and 442 soccer players

3.5 Sample Size and Sampling Techniques

The study used stratified random sampling technique to select 8 (50.0%) teams to take part in the study. Stratified random sampling is a method that involves the division of a population into smaller groups called strata. This method was used in the study because the researcher categorized the football clubs into two groups i.e. corporate and community clubs. This sample was higher than the one recommended by Gay (1992) of 20% minimum sample in a descriptive survey research design. To get the 8 teams, the researcher wrote all the names of premier league teams on pieces of papers then picked 8 of them at random. Purposive sampling was used to select 8 (50.0%) team managers and 8 (50.0%) team coaches. In addition, 221 (50.0%) of the 442 team players were randomly selected to take part. This availed a total sample size of 237 participants.

3.6 Research Instruments

The study utilized questionnaires for data collection. This included a questionnaire for the team players, team managers/coaches (refer to appendices (iii and iv) respectively).

3.6.1 Questionnaire for the Team players

This questionnaire was used to collect data from the team players. The questionnaire was divided into three sections. Section A of the questionnaire consisted of demographic information of the study respondents. Section B of the questionnaire captured information on availability of sources of financial resources while section C of the questionnaire captured data on the influence of managers and technical personnel on team's performance. Aspects measuring the managerial and technical influence on the teams' performance were measured on a 5-likert scale where the team players were expected to indicate their level of agreement with the statements by ticking on the appropriate response. Strongly agree denoted a score of 5 points, agree 4 points, undecided 3 points, disagree 2 points and strongly disagree 1 point. Negatively stated items were scored on the reverse.

3.6.2 Questionnaire for the Team Managers/Coaches

This questionnaire was used to collect data from the team managers or team coaches. The questionnaire was categorized into three sections. Section A of the questionnaire consisted of demographic data of the team managers/coaches. Section B of the questionnaire captured information on availability of sources of financial resources while section C of the questionnaire captured data on the influence of managers and technical personnel on team's performance. Aspects measuring the managerial and technical influence on the teams' performance were measured on a 5-likert scale where the team managers/coaches were expected to indicate their level of agreement with the statements by ticking on the appropriate response. Strongly agree denoted a score of 5 points, agree

4 points, undecided 3 points, disagree 2 points and strongly disagree 1 point. Negatively stated items were scored on the reverse.

3.6.3 Observation Checklist

The researcher constructed an observation checklist that was used in collecting information on football facilities that were available in the sampled clubs. These included; soccer equipment and facilities. The items on the observation checklist were measured on a Yes/No scale whereby Yes scored (1) and No scored (0).

3.7 Pre-Testing

Before the actual data collection, a pre-test of the research instrument was conducted among two teams which were not included in the actual study. Eighteen soccer players were involved in the pre-testing the research instruments. The aim of carrying out the pre-testing was to test the validity and the reliability of the research instruments as described below.

3.8 Validity and Reliability of Research Instruments

3.8.1 Validity of the Instruments

Expert opinions, literature search and pre-testing of open-ended questions helped to establish content validity (Wilkinson, 1991). The researcher prepared the instruments in close consultation with her supervisors to ensure that the items in the questionnaire covered all the areas under investigation. Supervisors were given the instrument to validate. After getting feedback, questionnaire was amended following the areas which the two supervisors raised objection.

3.8.2 Reliability of the Instruments

Reliability is the consistency of a certain measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of a certain measurement. Reliability is not measured, it is estimated. Jonathan (2007) defines reliability as the degree to which a measurement technique can be depended upon to secure consistent results upon repeated application. Test-retest technique was utilized whereby the questionnaires were administered twice to the 18 respondents, with two weeks interval, to allow for reliability testing. A Cronbach alpha of 0.82 was obtained from the team players questionnaire whereas Cronbach alpha of 0.76 was obtained from team managers/coaches questionnaire. This was in line with Mugenda and Mugenda (2003) who considered a correlation coefficient of 0.7 and above as reliable and adequate for data analysis and reporting.

3.9 Data Collection Techniques

Before collecting data, the researcher obtained a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). The researcher then sought permission from the management of the selected football clubs before starting the process of data collection. After obtaining the permission from relevant authorities, the researcher instructed the research assistants (who had received one day training by the researcher) to administer the questionnaires to the players. While responding to the survey questions in the questionnaires, the research assistants clarified any issues raised by the respondents to ensure valid information was collected.

3.10 Data Analysis Techniques

The researcher employed triangulation method to cross-check data from different sources that is different people. In respect of the present research data triangulations was accomplished through collecting data from different groups that was the team players, managers and coaches from the Kenya Premier League Teams.

Data collected from the field was coded and organized for analysis using the Statistical Package for Social Sciences (SPSS) version 21. Results were presented in form of bar graphs, pie charts and frequency distribution tables. The correlation between current football resources and performance was compared using Spearman's Rank Correlation Coefficient, r , which was used at the 0.05 level of significance. The researcher used Spearman's Rank Correlation to quantify the strength and the relationship between the independent variables (Funding, Personnel, and Facilities) and the dependent variable (team performance). The researcher also conducted a t-test to find out whether team players and managers differed significantly in their views in relation to effects of financial resources on teams' performance.

3.11 Logistical and Ethical Considerations

The researcher sought an authorization letter from graduate school Kenyatta University. Thereafter, the researcher sought a research permit from the National Commission for Science, Technology and Innovation (Appendix VIII) before personally administering the questionnaires in both the pre-testing and main study. The researcher also sought permission from the management of the selected football clubs before starting the process of data collection. Respondents were informed that participation was purely voluntary

and that information given was confidential and therefore were asked not to indicate their names or those of their teams in the questionnaire. The respondents were required to fill consent form (appendix i) to participate in the study. Individuals were free to pull out from the study with no consequences.

CHAPTER FOUR: RESULTS PRESENTATION AND INTERPRETATION

4.1 Introduction

The purpose of the study was to evaluate the extent to which available football resources influence the performance of the Kenya Premier League football teams. This chapter presents the study findings and is categorized into six sections. The first section presents questionnaire return rate, second section consist of background information of the study respondents whereas sections three to five presents findings of the study based on the research objectives. The last section of this chapter entails results emanating from testing of research hypotheses. The following were the specific objectives of the study.

- i. To determine the extent to which funding of premier league football teams affects their performance.
- ii. To explore the influence of managerial and technical personnel of football in Kenya on the performance of the premier league teams.
- iii. To determine the extent to which available football facilities affect the performance of the premier league teams.

4.2 Questionnaire Return Rate

The study sample comprised of 221 team players, 8 team managers and 8 coaches. Among them, all the team managers, coaches and 212 team players completely filled and returned their questionnaire giving a total of 228 study respondents. The information is presented in Figure 4.1

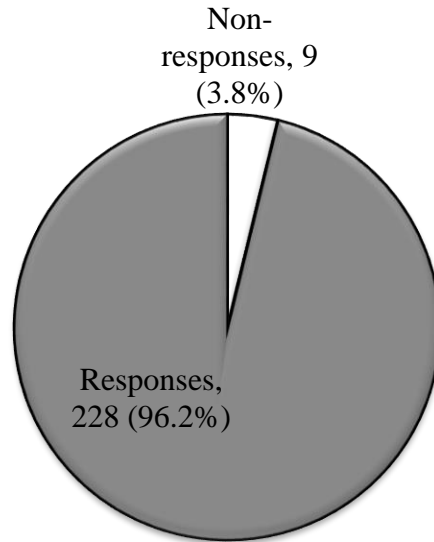


Figure 4.1: Questionnaire Return Rate

The questionnaire return rate was 96.2%. Mugenda and Mugenda (2003) state that a response rate of 50% is adequate for data analysis and discussions, 60% is good and a response rate of 70% and above is excellent.

4.3 Background Information of the Study Respondents

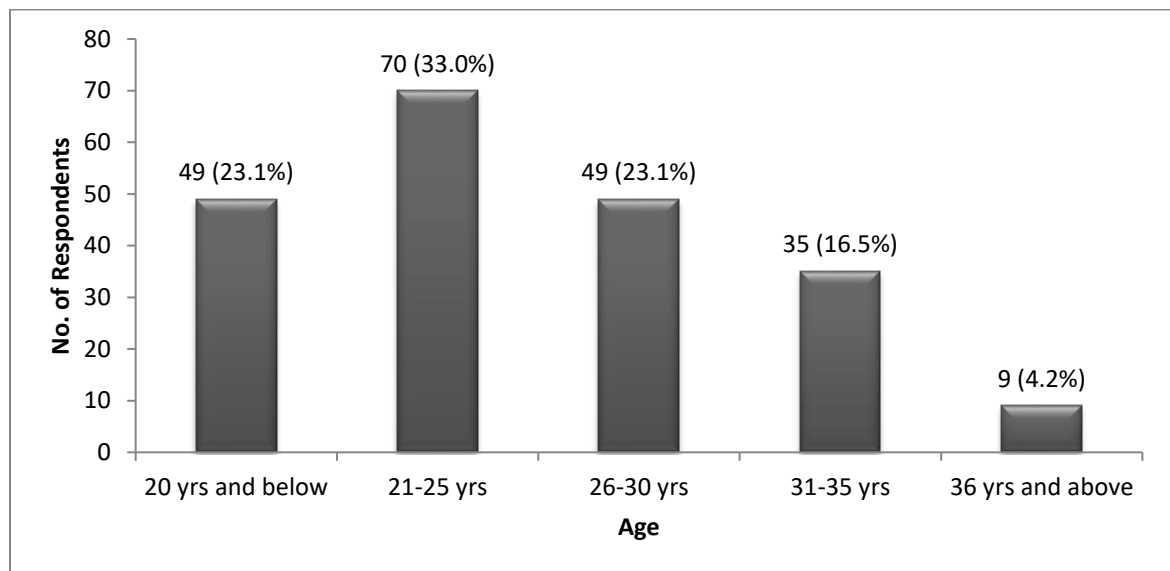
Information captured in this section include various names of the teams of the respondents that participated in the study, age of the respondents, their education qualification, occupation and the duration they had served in their respective clubs.

Table 4.1 illustrates names of the teams that were involved in the study.

Table: 4 1: Teams and their Respective Respondents in the Study

Team name	Frequency	Percent
Thika United	31	14.6
Nairobi City Stars	28	13.2
Mathare FC	27	12.7
Tusker FC	27	12.7
AFC Leopards	26	12.3
GorMahia	25	11.8
KCB	24	11.3
Sofapaka	24	11.3
Total	212	100.0

As shown in Table 4.1, Thika United had most of the respondents (31, 14.6%) followed by Nairobi City Stars (28, 13.2%) and then Mathare FC and Tusker FC (27, 12.7%). The clubs that had least number of respondents were Sofapaka (24, 11.3%) and KCB (24, 11.3%). This shows representation of various clubs hence, the results of the analysis gives a clear picture on the extent to which available resources influence the performance of the teams in the premier league. The age of the respondents is represented in Figure 4.2.

**Figure 4.2: Age of the Respondents**

Results presented in Figure 4.2 illustrates that 70 (33.0%) team players were aged between 21 and 25 years, the highest proportion of 84 (39.6%) were between 26 and 35

years while 9 (4.2%) were 36 years old and above. The respondents' level of education is shown in Figure 4.3.

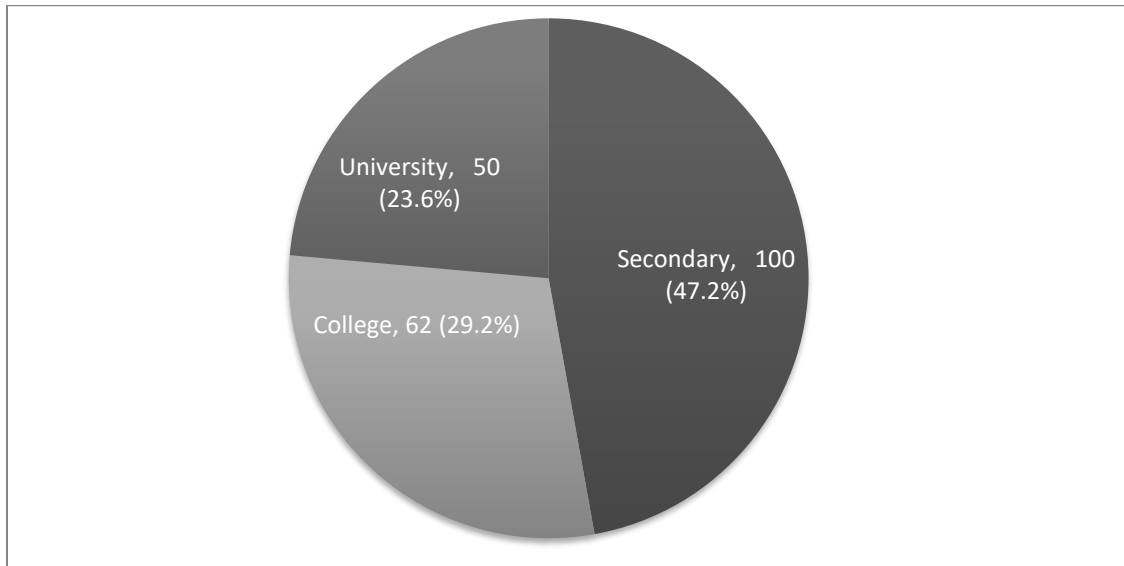


Figure 4.3: Highest Education Level of the Respondents

Results presented in Figure 4.3 shows that highest proportion of 100 (47.2%) respondents had attained secondary education, 62 (29.2%) had college education whereas 50(23.6%) had university education. The respondents' occupation is presented in Table 4.2.

Table: 4 2: Occupation of the Respondents

Occupation	Frequency	Percent
Footballer	164	77.4
Physiotherapist	15	7.1
Student	19	9.0
Trainer	14	6.6
Total	212	100.0

Table 4.2 shows that majority of the respondents (164, 77.4%) were football players. These were followed by students (19, 9.0%), physiotherapist (15, 7.1%) and trainer (14, 6.6%). This was a clear indication that most of the respondents were relying on football

as their occupation. They were therefore, expected to be in a position of giving the benefits and challenges they encounter while engaging in soccer and also suggest solutions on how football can be improved to ensure better performance in the premier league. Figure 4.4 shows respondents responses in relation to the duration they had served in their respective clubs.

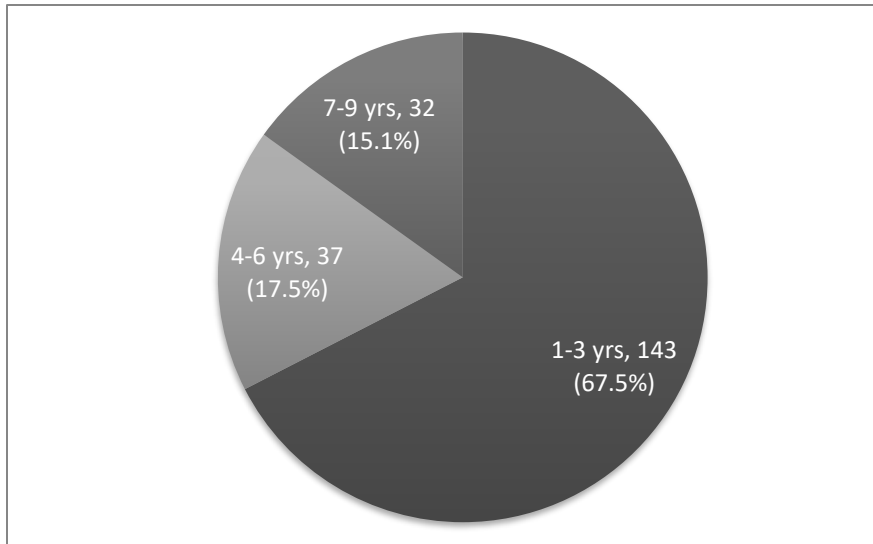


Figure 4.4: Duration Served in Club

Out of 212 team players, 143 (67.5%) had served in their current club between 1 and 3 years, 37 (17.5%) had served between 4 and 6 years while 32 (15.1%) had served from 7 to 9 years.

4.4 Funding of Premier League Football Teams and their Performance in the League

The first objective of the study sought to determine the extent to which funding of premier league football teams affects their performance. To address this objective, the study first sought to find out sources of funding for the teams which took part in the

study. The results on sources of funding for the teams as reported by the players are presented in Table 4.3

Table: 4 3: Sources of Teams' Finances as Reported by Team Players

Sources of teams finances	Yes		No	
	<i>n</i>	%	<i>n</i>	%
Corporate sponsors	200	94.3	12	5.7
Gate collection	69	32.5	143	67.5
Donations	23	10.8	189	89.2
Members' contribution	0	0.0	212	100.0
Fund raising	0	0.0	212	100.0

As shown in Table 4.3, 200 (94.3%) respondents stated that they received funds from corporate sponsors, 69 (32.5%) cited that they obtained finances through gate collections while 23 (10.8%) stated through donations. None of the respondents stated that they received funds through fund-raising or members' contribution. To verify team players responses, team managers/coaches were asked to indicate sources of funds in their clubs and the results are presented in Table 4.4.

Table: 4 4: Sources of Teams' Finances as Reported by Team Managers and Coaches

Sources of teams finances	Managers				Coaches			
	Yes		No		Yes		No	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Corporate sponsors	7	87.5	1	12.5	7	87.5	1	12.5
Gate collections	2	25.0	6	75.0	5	62.5	3	37.5
Supersport	0	0.0	8	100.0	3	37.5	5	62.5
Donations	1	12.5	7	87.5	0	0.0	8	100.0
Members' contribution	0	0.0	8	100.0	0	0.0	8	100.0
Fund raising	0	0.0	8	100.0	0	0.0	8	100.0

Results presented in Table 4.4 illustrate that 7(87.5%) team managers and 7 (87.5%) coaches reported that the major source of funds in their clubs was corporate sponsors. Other source of funding that was reported by both managers (2, 25.0%) and coaches (5, 62.5%) was gate collections whereas donation was cited by only 1 (12.5%) team manager and super sport was cited by 3 (37.5%) team coaches.

To find out the effect of financial resources on teams' performance, the study respondents were presented with eight statements on a five-point likert scale in which they were requested to indicate their agreement and disagreement levels. The scale ranged from 1 to 5 with 1 denoting strongly disagree, 2 disagree, 3 undecided, 4 agree and 5 strongly agree. The midpoint of the scale was a score of 3. Therefore, any score above 3 denoted that respondents agreed with the statements while scores below 3 denoted that respondents disagreed with the statements.

Further analysis was done to find out whether team players and managers differed in their views in relation to effects of financial resources on teams' performance. Table 4.5 shows results of the analysis.

Table: 4 5: Effects of Financial Resources on Teams' Performance as Reported by Team Players and Managers/Coaches

Statements	Respondents	N	Mean	SD	t-value	p-value
Team has adequate financial resources to enable it perform well	Team players	212	2.75	1.447	-1.820	.070
	Managers/coaches	16	3.44	1.590		
Incentives given to players are adequate to motivate them perform well	Team players	212	2.68	1.295	-2.621	.009*
	Managers/coaches	16	3.56	1.263		
Team receives sufficient sponsorship that encourages it to perform well	Team players	212	2.84	1.322	-2.311	.022*
	Managers/coaches	16	3.63	1.147		
Performance of team is enhanced by being paid adequate travelling allowances	Team players	212	2.78	1.144	-2.601	.010*
	Managers/coaches	16	3.56	1.315		
Team has adequate facilities for training & competition to enhance performance	Team players	212	2.16	1.274	-4.769	.000*
	Managers/coaches	16	3.75	1.438		
Regular maintenance of facilities ensure safety of players hence boost performance	Team players	212	2.76	1.549	-3.292	.001*
	Managers/coaches	16	4.06	1.063		

*Significant at $p < .05$ level

As shown in Table 4.5, team players, managers and coaches did not differ significantly in their responses towards statement which stated that team had adequate financial resources to enable it perform well. The results of the analysis revealed that responses of team players yielded a lower mean score of $\bar{x} = 2.75 \pm 1.45$ compared to managers/coaches whose mean score was higher at $\bar{x} = 3.44 \pm 1.59$. However, results presented in the same table illustrate that team players and managers/coaches differed significantly in their responses in most of the statements presented on the scale, at $p < .05$ level of significance. The results show that responses of team managers/coaches yielded higher mean scores

(above 3.00) than team players in all the statements measuring the effects of financial resources on teams' performances. This implies that majority of the team managers/coaches agreed with the statements while most of the team players disagreed with the statements. Specifically, in a statement which stated that regular maintenance of facilities ensure safety of players hence boost performance, managers/coaches' responses had a mean score of $\bar{x} = 4.06 \pm 1.063$ whereas team players' had a lower mean score of $\bar{x} = 2.76 \pm 1.549$. In addition, in another statement which stated that teams had adequate facilities for training and competition to enhance performance, managers/coaches' responses yielded a mean score of $\bar{x} = 3.75 \pm 1.438$ while team players had a mean score of $\bar{x} = 2.16 \pm 1.274$. Based on the above findings, it therefore emerged that team players differed significantly with the team managers/coaches in their perception of the effects of financial resources on teams' performance. While most of the team players opined that their clubs did not have enough funds to support the clubs, most of the team managers/ reported that their clubs had adequate financial resources. This finding was based on responses by majority of the team players indicating that their clubs did not have adequate facilities to enhance team performance, available resources were not sufficient and players did not receive adequate incentives to motivate them.

4.5 Influence of Managerial and Technical Personnel of Football in Kenya on the Performance of the Premier League Teams

The second objective of the study sought to explore the influence of managerial and technical personnel of football in Kenya on the performance of the premier league teams. To achieve this objective, the study first sought to find out technical personnel available in the clubs. Results of this analysis are presented in Table 4.6.

Table: 4 6: Technical Personnel Available in the Clubs as Reported by Respondents

Personnel	Available		Not available	
	<i>F</i>	%	<i>F</i>	%
Head coach	220	96.5	8	3.5
Team manager	207	90.8	21	9.2
Physiotherapist/ First aider	205	89.9	23	10.1
Physical trainer	156	68.4	72	31.6
Nutritionist	41	18.0	187	82.0
Psychologist	11	4.8	217	95.2
Goal keeper trainer	9	3.9	219	96.1

As reflected in Table 4.6, over 80.0% of the respondents reported that head coach, team manager and physiotherapist were available in their clubs. A significant proportion of the respondents (68.4%) also stated that physical trainer was also available in the club. However, majority of the respondents cited that goal keeper trainer (96.1%), psychologist (95.2%) and nutritionist (82.0%) were not available in the club.

To find out the influence of managers and coaches on team's performance, study respondents were given eight items in which they were required to state their agreement or disagreement level. The scale used ranged from 1 to 5 with 1 denoting strongly disagree, 2 disagree, 3 undecided, 4 agree and 5 strongly agree. The midpoint of the scale was a score of 3. Therefore, any score above 3 denoted that respondents agreed with the statements while scores below 3 denoted that respondents disagreed with the statements.

Table 4.7 depicts results obtained.

Table: 4 7: Players' Responses on the Influence of Role and Effectiveness of Managers and Coaches on Team's Performance

Role and Effectiveness of Coaches on Team Performance	<i>Mean</i>	<i>Std. Dev.</i>
Coaches are sensitive to the welfare of players	3.27	1.46
Team coaches are able to meet the team's training needs	2.98	1.72
Coaches are readily available whenever needed	2.92	1.68
The team coaches are approachable	2.66	1.57
Players are satisfied with the type of training they receive from the team coaches	2.59	1.64
Role and Effectiveness of Managers on Team Performance	<i>Mean</i>	<i>Std. Dev.</i>
Managers of teams are efficient in executing their duties	2.97	1.56
Management personnel of the teams are knowledgeable & competent in their managerial roles	2.84	1.51
Management ensures that they employ competent coaches and other staff	2.62	1.50

Findings presented in Table 4.7 illustrate that the mean scores obtained by the team players on the statements measuring influence of the team managers/coaches on teams performance ranged from 2.59 ± 1.64 to 3.27 ± 1.46 . The item that was rated highest on role and effectiveness of coaches on teams' performance was that coaches are sensitive to the welfare of players ($\bar{x} = 3.27 \pm 1.46$). On the other hand, the lowest ranked statements were: players are satisfied with the type of training they receive from the team coaches ($\bar{x} = 2.59 \pm 1.64$) followed by item stating that team coaches are approachable ($\bar{x} = 2.66 \pm 1.57$). In relation to the role and effectiveness of managers on teams' performance, the study established that the highest ranked item in terms of mean value by the players was managers of the teams are efficient in executing their duties ($\bar{x} = 2.97 \pm 1.56$). On the other hand, the lowest ranked item based on mean value was management ensures that they employ competent coaches and other staff ($\bar{x} = 2.62 \pm 1.50$).

From the findings presented above, it emerged that most of the statements yielded mean scores below 3.00 implying that majority of the respondents were in disagreement with the items on the scale. This shows that most of study respondents perceived that their team managers and coaches were not effective in enhancing performance their clubs. This was shown by majority of the respondents indicating that team coaches were not available when they were needed (52.8%); managers were not competent in their managerial roles (55.6%), coaches were not approachable (57.6%) and also they were not adequately equipped with the training needs of the clubs (51.9%).

To verify results obtained from the team players, team managers/coaches were asked to rate themselves in relation to their influence towards team's performance. A five point Likert scale was used with 1 denoting strongly disagree, 2 disagree, 3 undecided, 4 agree and 5 strongly agree. The midpoint of the scale was a score of 3. Therefore, any score above 3 denoted that respondents agreed with the statements while scores below 3 denoted that respondents disagreed with the statements. The findings of these analyses are presented in Table 4.8.

Table: 4 8: Team Managers/Coaches Responses in Relation to their Influence on their Role and Effectiveness towards their Teams' Performance

Role and Effectiveness of Coaches on Team Performance	<i>Mean</i>	<i>Std. Dev.</i>
Coaches are readily available whenever needed	4.69	0.48
Coaches are sensitive to the welfare of players	4.69	0.48
Team coaches are approachable	4.56	0.51
Team coaches are able to meet the team's training needs	4.50	0.52
Role and Effectiveness of Managers on Team Performance	<i>Mean</i>	<i>Std. Dev.</i>
Management ensures they employ competent coaches & other staff	4.69	0.48
Management ensures sports equipment are safe & in good condition	4.50	0.52
Managers of team are efficient in executing their duties	4.31	0.70
Management personnel of team are knowledgeable & competent in managerial roles	4.25	0.68
Facilities & equipment are compliant with laws of the game	3.56	1.32
Playing fields are generally safe & in good condition	3.50	1.27
Playing fields are well maintained	3.50	1.27
Team has enough equipment, e.g. enough sets of uniform, balls, etc	3.38	1.50
Fields are always available any time the team needs them	3.25	1.48

As shown in Table 4.8, mean scores obtained by the team managers/coaches ranged from 3.25 to 4.69. The first three highly rated statements on roles and effectiveness of managers and coaches on teams' performance on the table obtained the same mean scores and standard deviations on the scale. The statements were: coaches are readily available whenever needed ($\bar{x} = 4.69 \pm 0.48$), coaches are sensitive to the welfare of players ($\bar{x} = 4.69 \pm 0.48$) and management ensures they employ competent coaches and other staff ($\bar{x} = 4.69 \pm 0.48$). On the other hand, the lowest rated statements were: fields are always available any time the team needs them ($\bar{x} = 3.25 \pm 1.48$), team has adequate equipment ($\bar{x} = 3.38 \pm 1.50$) and playing fields are well maintained ($\bar{x} = 3.50 \pm 1.27$).

Comparing results obtained from the team players and team managers/coaches, it emerged that the two categories of the respondents had different perception towards influence of managers/coaches on team's performance. The team managers/coaches rated themselves highly in terms of their effectiveness while executing their duties. They perceived that they were competently trained to offer their services; they were readily available, approachable and also sensitive to the welfare of the club. In addition to this, they also felt that they were very effective while executing their managerial roles, that is ensuring playing fields and facilities were always available and well maintained. These findings were contrary to the results obtained by the team players who felt that managers/coaches in their respective clubs were not effective in their managerial roles, they were not approachable and also they were not adequately equipped with the training needs of the clubs.

4.6 Available Football Facilities and Equipment in Relation to the Performance of the Premier League Teams

The third objective of the study was to determine the extent to which available football facilities and equipment affect the performance of the premier league teams. To achieve this objective, the study first sought to find out facilities and equipment that were available in the sampled clubs and the results are presented in Table 4.9 and Table 4.10.

Table: 4 9: Facilities Available in the Clubs

Facilities	Available		Not available	
	<i>Frequency</i>	<i>Percent</i>	<i>Frequency</i>	<i>Percent</i>
Playing fields	8	100.0	0	0.0
Gymnasiums	5	62.5	3	37.5
Changing rooms	3	37.5	5	62.5
Washrooms	3	37.5	5	62.5

As shown in Table 4.9, it is observed that all (100.0%) of the sampled clubs had their own playing fields while 5 (62.5%) had Gymnasiums. However, 5 (62.5%) of the sampled clubs did not have changing rooms and washrooms.

Table: 4 10: Equipment Available in the Clubs

Equipment	Available		Not available	
	<i>Frequency</i>	<i>Percent</i>	<i>Frequency</i>	<i>Percent</i>
Balls	8	100.0	0	0.0
Uniforms	8	100.0	0	0.0
Boots	8	100.0	0	0.0
Goal posts	8	100.0	0	0.0
Nets	6	75.0	2	25.0
Goalkeepers' gloves	6	75.0	2	25.0

As presented in Table 4.10, it can be observed that all the eight teams (100.0%) including Mathare FC, KCB, Thika United, SofaPaka, GorMahia, City Star, AFC Leopard and Tusker FC that were visited had playing equipment, that is, balls, uniform, boots and goal post 6(75.0%) of them also had nets and goalkeepers gloves.

To determine the influence of facilities on team's performance, team players were presented with six items on a five point likert scale. The scale ranged from 1 to 5 with 1 denoting strongly disagree, 2 disagree, 3 undecided, 4 agree and 5 strongly agree. The midpoint of the scale was a score of 3. Therefore, any score above 3 denoted that respondents agreed with the statements while scores below 3 denoted that respondents disagreed with the statements. Table 4.11 illustrates responses obtained from the team players on the influence of facilities on team's performance.

Table: 4 11: Influence of Facilities on Teams' Performance as Reported by Players

Statement	Mean	Std. Dev.
Facilities & equipment are compliant with the laws of the game	3.40	1.55
Playing fields are well maintained	3.20	1.34
Team has enough equipment, e.g enough sets of uniform, balls, etc	3.11	1.66
Playing fields are generally safe & in good condition	2.98	1.33
Management ensures that sports equipment are safe & in good condition	2.96	1.52
Fields are always available any time the team needs them	2.84	1.43

As shown in Table 4.11, the mean scores obtained by the team players on aspects measuring influence of facilities on teams' performance ranged from 2.84 to 3.40. The highest scored statement was on the view that facilities and equipment are complaint with the laws of games ($\bar{x} = 3.40 \pm 1.55$). This was followed by the perception that playing fields are well maintained ($\bar{x} = 3.20 \pm 1.34$) whereas the third highest scored statement

was on statement that teams have adequate equipment ($\bar{x}=3.11 \pm 1.66$). However, the lowest scored statements were: playing fields are safe and in good condition ($\bar{x}=2.98 \pm 1.33$); management ensures equipment are safe ($\bar{x}=2.96 \pm 1.52$) and fields are always available when team needs them ($\bar{x}=2.84 \pm 1.43$).

4.7 Hypotheses Testing

To determine the relationship between funding received for the teams, personnel managerial competencies, status of facilities and equipment and team performance, Spearman's Rank Correlation was computed. This analysis was done by correlating each variable (funding, personnel, and status of facilities and equipment) with team performance which was the dependent variable of the study. Team performance was determined by Kenya Premier League Season 2014/2015 (See table 4.12) whereby teams were grouped into four categories as shown in Table 4.13.

Table: 4 12: Kenya Premier League Season 2014/2015

N	Team	<i>Total</i>			<i>Goals Home</i>				<i>Goals Away</i>				<i>Goals Pts</i>					
		<i>U</i>	<i>P</i>	<i>N</i>	<i>I</i>	<i>D</i>	<i>P</i>	<i>P</i>	<i>N</i>	<i>I</i>	<i>D</i>	<i>P</i>	<i>P</i>	<i>P</i>				
1	GOR MAHIA FC	30	24	6	0	60	12	14	1	0	33	6	10	5	0	27	6	78
2	ULINZI STARS FC	30	17	7	6	41	25	8	5	2	17	10	9	2	4	24	15	58
3	SOFAPAKA FC	30	12	11	7	39	39	7	6	2	22	21	5	5	5	17	18	47
4	BANDARI FC	30	12	10	8	32	25	7	3	5	19	14	5	7	3	13	11	46
5	TUSKER FC	30	12	8	10	46	28	6	3	6	23	14	6	5	4	23	14	44
6	MUHORONI YOUTH FC	30	11	11	8	31	36	6	8	1	14	9	5	3	7	17	27	44
7	AFC LEOPARDS	30	11	8	11	33	30	6	4	4	19	13	5	4	7	14	17	41
8	USHURU FC	30	9	10	11	22	28	5	7	3	13	11	4	3	8	9	17	37
9	MATHARE UNITED FC	30	7	15	8	35	34	6	7	2	21	14	1	8	6	14	20	36
10	SONY SUGAR FC	30	9	8	13	23	26	5	3	7	12	12	4	5	6	11	14	35
11	WESTERN STIMA FC	30	9	8	13	25	31	4	5	6	12	16	5	3	7	13	15	35
12	THIKA UNITED FC	30	10	5	15	31	42	5	1	9	19	24	5	4	6	12	18	35
13	CHEMELIL SUGAR FC	30	6	14	10	23	35	3	7	5	11	16	3	7	5	12	19	32
14	NAIROBI C. STARS FC	30	6	10	14	25	37	2	6	8	13	21	4	4	6	12	16	28
15	KCB FC	30	6	8	16	34	48	5	3	7	21	23	1	5	9	13	25	26
16	NAKURU ALL STARS FC	30	4	11	15	34	58	3	6	6	18	23	1	5	9	16	35	23

Table: 4 13: Team Name and their Group Performance

Team name	Group	Performance
GorMahia/ Sofapaka	4	Very good
AFC Leopards/Tusker	3	Good
Mathare /Thika	2	Poor
KCB/ NRB City Star	1	Bad

As shown in Table 4.13, GorMahiaFC and SofapakaFC were the best performing teams in Kenya premier league, followed by AFC Leopard and Tusker FC, then Mathare FC and Thika united FC. The poor performing teams were KCB FC and Nairobi City Stars FC. According to the Kenya Premier League Season 2014/2015 (Appendix VII), out of the eight sampled teams, KCB FC and Nairobi City Stars FC had the lowest points, that is, KCB FC 26 points and Nairobi City Stars FC 28 points.

Table: 4. 14: Spearman’s Rank Correlations

Variables	<i>Spearman’s Rank Correlation</i>	<i>Team Performance</i>
Funding	Correlation coefficient	.175*
	Sig. (2-tailed)	.011
	N	212
Personnel	Correlation Coefficient	.159**
	Sig. (2-tailed)	.021
	N	212
Facilities	Correlation coefficient	.105
	Sig. (2-tailed)	.126
	N	212

* Correlation is significant at the 0.05 level (2-tailed).

Table 4.14 shows that there was a significant relationship between funding received by the team and their performance in the premier league, ($rs=0.011$, $p<.05$). In relation to technical personnel and the team performance, correlation analysis revealed that there was a significant association between the two variables, ($rs=0.021$, $p<.05$). In addition, the findings presented in the Table 4.14 illustrates that there was no significant relationship between team facilities and their performance in the premier league, ($rs=0.126$, $p>.05$).

4.7.1 Funding and Team Performance

The first null hypothesis stated that:

H₀₁: There is no significant relationship between the funding received by the teams and their performance in the premier league.

This hypothesis was tested by correlating team's financial resources scores and their performance in the premier league using Spearman's Rank Correlation. The findings presented in Table 4.14 shows a correlation coefficient $r_s = 0.175$, $p = .011$ for funding received by the team and their performance in the premier league. This shows that there a significant but a weak positive correlation between the two variables, ($r_s = 0.011$, $p < 0.05$). Therefore, the first null hypothesis of the study was rejected at $p < .05$ and the alternative hypothesis that, there is a significant relationship between the funding received by the teams and their performance in the premier league accepted. The correlation coefficient was found to be positive meaning an increment of the funds received by the team leads to improvement in their performance in the premier league.

4.7.2 Personnel and Team Performance

The second null hypothesis stated that:

H₀₂: There is no relationship between performance and competencies of managerial and technical personnel of the Kenya's Premier League Football Teams.

The hypothesis was tested by correlating scores obtained through aspects measuring competencies of managerial and technical personnel and their performance in the premier league using Spearman's Rank Correlation. The results shown in Table 4.14 indicate a correlation coefficient $r_s = 0.159$, $p = .021$ for personnel and team's performance. This shows that there was an association between personnel managerial competencies and the

performance of the teams in the premier league, ($r_s=0.021$, $p<.05$). The second null hypothesis which stated that the competencies of managerial and technical personnel would have no significant association with the performance of Kenya's Premier League football teams was thus rejected. This implies that personnel managerial competencies had an influence on teams' performance in the Premier league.

4.7.3 Facilities and Team performance

The third null hypothesis of the study stated that:

H₀₃: There is no significant relationship between performance and accessibility and maintenance status of football facilities and equipment of the Kenya's Premier League Football Teams.

To test this hypothesis, Spearman's Rank Correlation was used. This was done by correlating scores obtained through aspects measuring status of team's facilities and their performance in the premier league. The results presented in Table 4.14 shows a correlation coefficient $r_s=0.105$, $p=.126$ for status of team's facilities and performance in the premier league. This illustrates that there was no significant relationship between status of team's facilities and their performance in the premier league, ($r_s=0.126$, $p>.05$).

The third null hypothesis which stated that extent of accessibility and maintenance status of football facilities and equipment would have no significant relationship with performance of Kenya's Premier League football teams was therefore accepted. This implies that the status of team facilities did not have a direct link with the teams' performance.

CHAPTER FIVE: DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussion of the study findings which is presented under background information of the respondents, funding management and technical personnel, facilities and equipment. The chapter also gives conclusions, recommendations and areas for further studies.

5.2 Discussion of the Study Findings

5.2.1 Background Information of the Respondents

The study established that majority of the team players (72.6%) were aged between 21 and 35 years. Kennedy and Nilson (2008) observe that age brings along experiences, responsibilities and skills which are vital in the performance of the club. This means that players who are in the middle age and those who are above are likely to have more experience and skills on games performance than the younger players. In terms of education level, the study found out that majority (52.8%) of the players had attained higher education level, that is college and university education. This is contrary to studies which have indicated that soccer players have lower educational background (Gitonga & Aktapa, 1999). Secondly, the popular belief that soccer is a game of the people of the lower Social Economic Status (SES) does not seem to be supported by the findings of this study. This means that soccer is a sport that can be performed by people from lower, middle and higher Social Economic Status. Among them, 164 (77.4%) were footballers; it is a clear indication that most of the respondents were relying on football as their main occupation. They were therefore, expected to be in a position of giving suggestions on

how football can be improved to ensure better performance in the premier league. The study further found out that 67.5% team players who were majority had served in their current clubs between 1 and 3 years. This corroborates with observation by Nyanjom (2010) that clubs that have not retained their players, managers and coaches for a long period of time have a better chance of performing poorly because of the confusion in the change of management in the team which is as a cause of change in leadership, governance, lack of accountability and club political interference. It can also be postulated that there is a high turnover rate of players due to financial constraints experienced in some clubs.

5.2.2 Funding of Premier League Football Teams and their Performance in the League

In relation to this objective, the study established that the major source of funding for most of the clubs was corporate sponsors. These findings were in agreement with the results of the study conducted by Herzenberg (2010) on player and referee conflicting interest and the FIFA World Cup. The study found out that clubs that are financially stable normally receive funding from corporate sponsors who also prefer to associate with clubs that have good performance in the premier leagues. The study further established that most of the clubs did not have enough funds to support the clubs. This finding was supported by majority of the team players and managers/coaches who indicated that their clubs did not have adequate facilities to enhance team performance. Even the available resources were not regularly serviced and also players did not receive adequate incentives to motivate them. In agreement with these findings, a report from Kenya Daily Nation 23rd December (2014), revealed that one of the premier clubs,

GorMahia's monthly wage bill stood at 2.2million Kenya shillings and with lack of a sponsor, they struggled to meet their end of the contractual obligations. The club had also not settled the winning bonuses owed to its junior side - the under 19 squad - with each player owed up to 24, 000 Kenya shillings. In addition to this, the Daily Nation Sport Desk established that the bulk of the playing unit had not been paid monthly salaries thereby compounding the situation. A top club official talking to Daily Nation Newspaper:-

“Only a few of the players have had their November salaries settled as they had threatened to walk out on the club (Swila, 2014, pg. 48).”

From the above observations, it is very clear that most of the players in GorMahia team were not well motivated after the performance hence, this could be one of the major reasons which led to their poor performance in the soccer competitions at the regional continental and global level.

Spearman's Rank Correlation Coefficient revealed that there was a significant ($rs=0.011$, $p<.05$) but a weak positive correlation between teams' financial resources and their performance in the premier league. This shows that funds received in the club had a significant influence in the teams' performance. These findings are supported in Szymanski (1998) and Szymanski and Kuypers (1999) report that increased funding and increased wage expenditure leads to better team performance. For instance, English football industry is a mature one in which teams have adequate financial resources, while others have assets that are under-utilized, and the performance of any team in the English football industry is greatly related to the availability of financial resources that are given to the team (Smith & Szymanski, 1995). However, another study, Barajas, Fernández-Jardón and Crolley(2007) on the relationship between sports performance and the

resources of football clubs as well as the effect of funding on the team performance in Spanish professional football found out that there is no correlation between the sport performances of the clubs and financial performances during that period. However, this study further established that more revenue in the club has a great impact in the teams' performance because more revenue allows a club to recruit players with more talent and thus achieves better sporting performance.

5.2.3 Managerial and Technical Personnel on the Performance of the Premier League Teams

The study found out that over 80% of the team players and managers/coaches reported that head coach, team managers and physiotherapists were available in their clubs. A significant proportion of the respondents (68.4%) of the team players and (68.8%) of the managers/coaches) also stated that the physical trainers were also available in the club. These personnel play a very great role towards the success of any team. Therefore, there is need to ensure that they are well trained in order for them to be able to create an atmosphere for well-trained team players. As a consequence, this would lead to the success of the teams' performance (Rintaugu, Mwisukha & Onywera, 2012).

However, in terms of managerial and technical roles, majority of the team players perceived that their team managers and coaches were not effective in their clubs. This was shown by over 50.0% of the respondents indicating that team coaches were not available when they were needed, they were not available and were not adequately equipped with the training needs of the clubs. Equally, the study found out that most of the team managers were not competent in their managerial roles. According to Mullins (1999), the success of a football club is dependent on the team managers' ability to

optimize resources. Good managers understand the importance of players in achieving the goals of the club, and that motivating these players is of paramount importance in achieving the clubs' goals. To have effective football clubs, Paulus, Seta and Baron, (1996) state that there must be effective and stimulating relations between the people involved in the football clubs' management. Hautsch et al. (2001) note that top coach or team manager helps in determining the success or failure of a team. Head coaches matter in terms of organizational and motivational ability (Kahn, 2000). Furthermore, Horn (2002) state that the behaviour of coaches directly influences the motivation, team cohesion and perceived success, achievement behaviour of players and overall success of the team.

Spearman's Rank Correlation showed that there was an association between personnel managerial competencies and the performance of the teams in the premier league, at $p < .05$ level. This implies that personnel managerial competencies had an influence on teams' performance in the Premier league. In agreement with the findings, a study conducted by Mullins (1999) on management and organizational behavior in London, found out that effective management improves participation of the whole team and also influences both the players and club performance. Mullins further noted that the success of a football club is reliant on the team managers' and technical personnel's ability to optimize resources. Good managers and technical personnel understand the importance of players in achieving the goals of the club, and that motivating these players is of paramount importance in achieving the clubs' goals. Similarly, Ramzaninez and Keshtan (2009) established a significant association between team unity and the leadership behavior of the team managers and coaches. The study findings further revealed that

interdependence in sport teams significantly affects the need for team unity that has a positive impact on teams' overall performance.

5.2.4 Availability of Football Facilities and Equipment in Relation to the Performance of the Premier League Teams

Regarding this objective, the study established that all the eight teams (100.0%) that were visited had playing fields, balls, uniform, boots and goal post. 6 (75.0%) of them also had nets and goalkeepers gloves. However, only two teams (62.5%) did not have changing rooms and washrooms. Contrary to these findings, Gbinijie (2001) noted that there is the dearth of sporting infrastructure and equipment in Nigeria. This researcher emphasized that most local government areas have no playgrounds or fields and stadium. Diejomaoh, Akarah and Tayire (2015) also noted that there was virtually an absence of equipment such as gymnastics, hockey, tennis, badminton, cricket, swimming and sports for the youths including those who were disabled.

Correlation analysis revealed that there was no significant ($r_s=0.126$, $p>.05$) relationship between status of teams' facilities and their performance in the premier league. This implies that the status of team facilities did not influence teams' performance. The findings presented above disagrees with the study conducted by Siegfried and Zimbalist (2002) in the Southern English town of Cobham, southwest of London, on the new training and physiotherapy center for the world-famous Chelsea Football Club which had recently been completed. The study compared the team performance during the time new training and physiotherapy center was not there and team performance after the completion of the new training and physiotherapy center. It was noted that it is as a result

of the new ground design and equipment that Chelsea FC won English Premier League 2009/2010 season. In a different study, Rintaugu, Mwisukha and Onywera (2012) established that in East African Countries, Uganda was perceived to have adequate soccer facilities, equipment, technical personnel, funding and incentive provision, while Kenya and Tanzania were perceived to follow respectively; this clearly shows that there were significant differences in the three countries in term of these factors. As such, Nyanjom (2010) emphasize that modern sport facilities should be established in countries in East Africa to help in identifying and nurturing talent. Existing sport facilities should be gazetted as national heritage sites and their accessibility should be guaranteed to the youth.

5.3 Conclusions

Based on the study findings presented above, the study concludes that the major source of funds for most clubs was corporate sponsors and funds received in the clubs had a significant influence on the teams' performance. Team managers/coaches were not effective in their clubs in terms of their managerial and technical roles. The study established that they were not available when needed, not approachable and also they were not adequately equipped with the training needs of the clubs. Further analysis revealed that personnel managerial competencies had a significant influence on the teams' performance. This implies that personnel managerial competencies did not have a direct link with teams' performance in the Premier league. All the teams that were visited had playing field, balls, uniform, boots and goal post. Only two teams did not have changing rooms and washrooms. Spearman's Rank Correlation analysis showed that the status of team's facilities and equipment did not have any significant influence on the

teams' performance. This means that the status of team facilities did not have a direct link with the teams' performance.

5.4 Recommendations of the Study

Arising from the conclusions of the study, the following recommendations were made:-

5.4.1 Recommendations for Practice

- i. Management of the Premier League clubs need to diversify their sources of funding so as to avail adequate financial resources to meet their needs.
- ii. There is need for partnership between clubs and community agencies such as schools, colleges and Universities so that they can share facilities

5.4.2 Recommendations for Policy Formulation

- i. The Ministry of Sports, Culture and Arts should establish training programmes and facilitate the training of personnel for football clubs so as to enhance their performance in Kenya Premier League.
- ii. Corporate sponsors should not only sponsor clubs that are performing well in the premier league but also others that participate in the Kenya Premier League so that they can also have matching competition strengths.
- iii. FKF should liase with the government so that equipment can be waived from duty or zero rated.

5.5 Recommendations for Further Research

- i. A study should be conducted to find out the criteria used to appoint team managers/coaches and also how their performance is appraised/evaluated.

- ii. This study focused on soccer teams but other studies can be conducted on other team sports such as rugby, volleyball, basketball, handball, cricket, netball and hockey.
- iii. A study should be conducted on role of the community in enhancing resources for the clubs.
- iv. A study should be carried on the considerations for sponsorship for the corporate world/sector.

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APPENDIX I: CONSENT FORM

I willingly give my informed consent to take part in the research study indicated below.

**Topic: Influence of Current Football Resources on Performance of Premier League
Football Teams in Kenya**

By: Phyllis Kiraing'wa Mwangi
Department: Recreational Management and Exercise Science,
Kenyatta University

Taking part in this study is on voluntary basis and it is taken as noble undertaking which will lead to generating of information and yield knowledge in the research field

Participants name:

Signature: Date:

Thank you

APPENDIX II: LETTER OF INTRODUCTION

Phyllis K. Mwangi
Kenyatta University
P.O Box 43844
NAIROBI

Dear Sir/Madam,

I am a post graduate student pursuing a Masters Degree in Science (Leisure and Recreational Management) at Kenyatta University. My area of study is '**Influence of Current Football Resources on Performance of Premier League Football Teams in Kenya**'

I hereby kindly request you to fill in this questionnaire which will enable the researcher to obtain important information for the research. The study will provide empirical data to football club managers, sponsors, officials from the Ministry of Sports, culture and Arts and other stakeholders in the sports industry; on available football resources that influence the performance of Kenya's Premier League Football Teams.

The information offered will be treated with the utmost confidentiality and will not be unduly disclosed. The information will only be used as pertaining to this study and not otherwise.

Your assistance and cooperation will be greatly appreciated.

Yours faithfully,

Phyllis K. Mwangi

Signature_____

APPENDIX III: QUESTIONNAIRE FOR TEAM PLAYERS

Introduction

You are kindly requested to fill this questionnaire. The information you give will be treated with utmost confidentiality and used for academic purposes only. Do not write your name anywhere in the questionnaire. Please tick [] where appropriate or fill in the required information on the spaces provided.

Section I: Demographic Data

1. Your age years
2. Please indicate your education level
 - [] Primary
 - [] Secondary
 - [] College
 - [] University
3. What is your current occupation
4. For how long have you played for this club years

Section II: Availability of Sources of Financial Resources

This section seeks information on financial resources in your team

1. From what sources does your team get its finances?
 - (a) Corporate Sponsors [] Yes [] No
 - (b) Members' contribution [] Yes [] No
 - (c) Gate collections [] Yes [] No
 - (d) Donations [] Yes [] No
 - (e) Fund raising [] Yes [] No

Any other (Specify)

.....

2. (a) Does your team offer any allowances to players? [] Yes [] No
3. If yes, indicate the type of allowances offered by your team

Type of allowances	Yes	No	Amount in (Ksh)
Training allowances			
Match allowances			
Bonuses for won matches			
Travelling			
Accommodation			
Educational			

Others (Specify)

.....

4. Please rate the following statements relating to how financial resources at your disposal affects the performance of your team. The responses are on a 5 point Likert Scale of Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1)

Statements	SA	A	UD	D	SD
My team has adequate financial resources to enable it to perform well					
Incentives given to players are adequate to motivate them perform well					
My team receives sufficient sponsorship that encourages it to perform well					
Performance of team players is enhanced by being paid adequate travelling allowances					
My team has competent coaches that enable it to perform well					
The efficiency of the technical personnel in my team helps the players attain impressive performances					
My team has adequate facilities for training and competition to enhance performance					
Regular maintenance of facilities ensure safety of players hence boost performance					

Section III: Influence of Managers and Technical Personnel on Team's Performance

5. (a) Given below is a list of technical personnel that a football club requires for day to day running. From the list, please indicate those available in your club

Physiotherapist/First Aider Psychologist Kit manager

Scouts Nutritionist Head coach

Team manager Physical trainer

Any other (Specify)

- (b) In your opinion are the coaches adequate? Yes No
6. The table below contains some aspects regarding the influence of managers and coaches on team's performance on a 5-Likert scale. Indicate the extent to which you agree with the following statements by ticking [] appropriately

Key: SA=Strongly Agree, A=Agree, U= Undecided, D=Disagree,

SD=Strongly disagree

Influence of Managers on Team's Performance	SA	A	U	D	SD
The management ensures that they employ competent coaches and other staff					
The management personnel of my team are knowledgeable and competent in their managerial roles					
The managers of my team are efficient in executing their duties					
Team coaches are able to meet the team's training needs					
The team coaches are approachable					
The coaches are readily available whenever needed					
The coaches are sensitive to the welfare of players					
I am satisfied with the type of training I receive from the team coaches					
Influence of facilities on Team's Performance	SA	A	U	D	SD

The management ensures that sports equipment are safe and in good condition e.g. balls correctly inflated					
Playing fields are generally safe and in good condition					
Playing fields are well maintained					
Facilities and equipment are compliant with the laws of the game					
Fields are always available any time the team needs them					
The team has enough equipment, for example enough sets of uniform, balls, etc.					

APPENDICES

APPENDIX IV: QUESTIONNAIRE FOR TEAM MANAGERS/COACHES

Introduction

You are kindly requested to fill this questionnaire. The information you give will be treated with utmost confidentiality and used for academic purposes only. Do not write your name anywhere in the questionnaire. Please tick [] where appropriate or fill in the required information on the spaces provided.

Section I: Demographic Information

1. Your age years

2. Please indicate your highest academic level

[] Secondary [] College [] University

Please indicate your professional qualifications

3. (a) Have you undergone any training in relation to your designation? [] Yes [] No

(b) If yes specify

Section II: Availability of Sources of Financial Resources

4. From what sources does your team get its finances?

(a) Corporate Sponsors [] Yes [] No

(b) Members' contribution [] Yes [] No

(c) Gate collections [] Yes [] No

(d) Donations [] Yes [] No

(e) Fund raising [] Yes [] No

Any other (Specify)

.....

5. (a) Does your club give any allowances to the team players? [] Yes [] No

(b) If yes, please indicate the type of allowances your club offers

6. Please indicate the type of allowances offered by your team

Type of allowances	Yes	No	Amount in (Ksh)
Training allowances			
Match allowances			
Bonuses for won matches			
Travelling			
Accommodation			
Educational			

Others (Specify)

7. Please rate the following statements relating to how financial resources at your disposal affects the performance of your tea. The responses are on a 5 point Likert Scale of Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1)

Statements	SA	A	UD	D	SD
My team has adequate financial resources to enable it to perform well					
Incentives given to players are adequate to motivate them perform well					
My team receives sufficient sponsorship that encourages it to perform well					
Performance of team players is enhanced by being paid adequate travelling allowances					
My team has competent coaches that enable it to perform well					
The efficiency of the technical personnel in my team helps the players attain impressive performances					
My team has adequate facilities for training and competition to enhance performance					
Regular maintenance of facilities ensure safety of players hence boost performance					

8. How would you rate the performance of your team compared to other premier leagues teams?

Very good good average poor

Section III: Influence of Managers and technical Personnel on Team's Performance

9. Have these coaches been adequate in meeting the training needs for your club?

Yes/No

Please explain your answer.

10. (a) Indicate if the following technical personnel are available in your club

Head coach Team manager Physical trainer Nutritionist

Psychologist Physiotherapist/First Aider

Any other (Specify)

11. The table below contains some aspects regarding the influence of managers and coaches on team's performance on a 5-Likert scale. Indicate the extent to which you agree with the following statements by ticking [] appropriately

Key: SA=Strongly Agree, A=Agree, U= Undecided, D=Disagree,

SD=Strongly disagree

Influence of Managers on Team's Performance	SA	A	U	D	SD
The management ensures that they employ competent coaches and other staff					
The management personnel of my team are knowledgeable and competent in their managerial roles					
The managers of my team are efficient in executing their duties					
Team coaches are able to meet the team's training needs					
The team coaches are approachable					
The coaches are readily available whenever needed					
The coaches are sensitive to the welfare of players					
I am satisfied with the type of training I receive from the team coaches					
Influence of facilities on Team's Performance	SA	A	U	D	SD
The management ensures that sports equipment are safe and in good condition e.g. balls correctly inflated					
Playing fields are generally safe and in good condition					

Playing fields are well maintained					
Facilities and equipment are compliant with the laws of the game					
Fields are always available any time the team needs them					
The team has enough equipment, for example enough sets of uniform, balls, etc.					

APPENDIX VI: NUMBER OF CLUBS IN THE KPL

List of Kenya Premier League Teams - 2013		No. of players
1.	AFC Leopards	27
2.	Bandari FC	29
3.	Chemilil Sugar FC	25
4.	GorMahia FC	25
5.	Nakuru Top Fry FC	30
6.	Kenya Revenue Authority FC	25
7.	KCB FC	25
8.	Mathare United FC	28
9.	Muhoroni Youth FC	25
10.	Nairobi City Stars FC	28
11.	Sofapaka FC	27
12.	Sony Sugar FC	29
13.	Thika United FC	32
14.	Tusker FC	27
15.	Ulinzi Stars FC	33
16.	Western Stima FC	27

Source: www.futaa.com/football/article/kpl-complete-2013-team-lists

APPENDIX VII: KENYA PREMIER LEAGUE SEASON 2014/2015

N	Team	Total				Goals		Home			Goals			Away			Goals		Pts	
		U	P	N	I	D	P	P	N	I	D	P	P	N	I	D	P			
1	GOR MAHIA	30	24	6	0	60	12	14	1	0	33	6	10	5	0	27	6	78		
2	ULINZI STARS	30	17	7	6	41	25	8	5	2	17	10	9	2	4	24	15	58		
3	SOFAPAKA	30	12	11	7	39	39	7	6	2	22	21	5	5	5	17	18	47		
4	BANDARI	30	12	10	8	32	25	7	3	5	19	14	5	7	3	13	11	46		
5	TUSKER	30	12	8	10	46	28	6	3	6	23	14	6	5	4	23	14	44		
6	MUHORONI YOUTH	30	11	11	8	31	36	6	8	1	14	9	5	3	7	17	27	44		
7	LEOPARDS	30	11	8	11	33	30	6	4	4	19	13	5	4	7	14	17	41		
8	USHURU FC	30	9	10	11	22	28	5	7	3	13	11	4	3	8	9	17	37		
9	MATHARE UNITED	30	7	15	8	35	34	6	7	2	21	14	1	8	6	14	20	36		
10	SONY SUGAR	30	9	8	13	23	26	5	3	7	12	12	4	5	6	11	14	35		
11	WESTERN STIMA	30	9	8	13	25	31	4	5	6	12	16	5	3	7	13	15	35		
12	THIKA UNITED	30	10	5	15	31	42	5	1	9	19	24	5	4	6	12	18	35		
13	CHEMELIL SUGAR	30	6	14	10	23	35	3	7	5	11	16	3	7	5	12	19	32		
14	NAIROBI C. STARS	30	6	10	14	25	37	2	6	8	13	21	4	4	6	12	16	28		
15	KCB	30	6	8	16	34	48	5	3	7	21	23	1	5	9	13	25	26		
16	NAKURU ALL STARS	30	4	11	15	34	58	3	6	6	18	23	1	5	9	16	35	23		

Source : Kenya Premier League, (2015)

APPENDIX VIII :**RESEARCH AUTHORIZATION**

**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.

Date:

NACOSTI/P/16/49860/10920

24th May, 2016

Phyllis Kiraingwa Mwangi
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Evaluation of available football resources and their influence on performance of Kenya football premier league teams,”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **23rd May, 2017.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

APPENDIX IX :

RESEARCH PERMIT

THIS IS TO CERTIFY THAT:

MS. PHYLLIS KIRAINGWA MWANGI
of KENYATTA UNIVERSITY, 0-232
Nairobi, has been permitted to conduct

research in Nairobi County
on the topic: **EVALUATION OF
AVAILABLE FOOTBALL RESOURCES AND
THEIR INFLUENCE ON PERFORMANCE OF
KENYA FOOTBALL PREMIER LEAGUE
TEAMS**

for the period ending:
23rd May, 2017

Phyllis Kiraingwa Mwangi
Applicant's
Signature

Permit No : **NACOSTI/P/16/49860/10920**

Date Of Issue : **24th May, 2016**

Fee Received : **Ksh 1000**



XmmmmBw
Director General
National Commission for Science,
Technology & Innovation

- CONDITIONS**
- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit**
 - 2. Government Officers will not be interviewed without prior appointment.**
 - 3. No questionnaire will be used unless it has been approved.**
 - 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
 - 5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.**
 - 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice**



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No. **A 9281**

CONDITIONS: see back page