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**RELATIONSHIP BETWEEN SPORT
MANAGEMENT EFFECTIVENESS AND
SPORT PERFORMANCE IN SECONDARY
SCHOOLS**

**BY
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**A THESIS SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS
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ABSTRACT OF THE THESIS

This is an exploratory study to examine and analyze the sport management practices among secondary schools in the Klang Valley in particular the city of Kuala Lumpur. Its focus is on finding a relationship between effective sport management practices and students' sport performance. The effectiveness aspect of the study is examined by identifying various factors that are common to sport management practices. These factors are qualifications of the relevant sport administrators in schools and the level of involvement in the management of sports, nature of the sport program, availability of sport facilities and equipment, quality of coaches, funding and the extrinsic incentives offered.

The data for this study was obtained using a research instrument designed in the form of a questionnaire, which consisted of 23 questions divided into 8 sections. The research questionnaire was distributed to 75 secondary schools in Kuala Lumpur by post or personal delivery. The respondent selected to answer the questionnaire was the sport secretary of each school. Altogether 26 schools responded giving a response rate of 35%.

Results of the study showed that overall, there was no significant relationship between effective sport management and students' sport achievement. There was however, a positive correlation between availability of qualified and dedicated coaches and sport performance level. The findings also revealed a shortage of qualified sport coaches in the majority of schools in the Klang Valley. It was inferred from the results that most schools, as a whole, were average in terms of organization and management of sports. The study concluded with recommendations for future research. Suggestions regarding the use of other research instruments such as personal interview were made to further enhance future study in this field.

APPROVAL PAGE

TITLE OF PROJECT PAPER: **RELATIONSHIP BETWEEN
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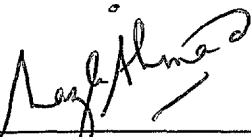
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DECLARATION PAGE

I hereby declare that this thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by footnotes giving explicit references and a bibliography is appended.

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DEDICATED

TO

My late brother, Lo Chin Hin

In Loving Memory

'All formations are subject to dissolution. Strive on with diligence'

~ Buddha ~

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CHAPTER 1

INTRODUCTION

In Malaysia, there is a growing awareness of the importance of sports as contributing towards national unity and stability besides improving the health and well being of the general population. Hence, schools are the avenues where students are exposed to social values such as fair play, team work and solidarity consistent with the spirit of sportsmanship. It also serves as a platform where the talented young are identified, selected and groomed towards high performance sports.

Sport in local schools is organized as one of the extra curricular activities. These are activities which do not form part of the formal school curriculum. In most schools, extracurricular activities are teacher initiated and organized. Thus the extent to which staff feel inclined (and are able) to provide a variety of activities largely determine the pupils opportunity for extra curricular participation. The organization of sports in many schools is largely undertaken by the school sport secretaries or teachers of physical education and a great deal of emphasis is usually placed upon a student's competitive ability. This study was initiated to explore the overall sport management practices of schools located in the Klang Valley and to investigate relationships between sport management variables and students sport performance.

1.1 Identification of Problems and Issues

Although extra curricular sports is an integral part of our education system, in reality, little importance and emphasis is placed on it by the majority of schools in particular by school administrators and implementers of education policies. Academic excellence especially in examination subjects is given top priority; sometimes at the expense of sports and physical education.

The quality and standard of sport education in our country has deteriorated over the years as educators, parents and students strive for the all-important paper qualification. Sports enthusiasts lament over the increasing lack of basic sports facilities such as school fields in schools located in populated cities. Hence, the need to revamp the management of sports and physical education in schools is vital if we wish to produce physically healthy students who are well balanced in all areas of education.

The major problems and issues affecting most schools can be identified as follows:-

- Poor attitude and lack of interest towards sports and physical education
- Heavy teaching load and increase in administrative duties of teachers
- Lack of basic sports facilities
- Insufficient trained sports teachers and personnel
- Lack of incentives for sports excellence

Most teachers, administrators, parents and students do not regard physical education and sports as important because it is not included as an examination subject in major government exams such as SPM, PMR or STPM examinations.

Students and parents themselves do not value the importance of physical education and sports in their quest for academic excellence. Too much importance is placed on paper qualifications especially for entries into universities and colleges. Hence, it is no wonder that most parents readily excuse their children if they do not participate in sports and co-curricular activities. More often than not, parents do not encourage their children to excel or even be active in sports, as they fear that this will distract them from their pursuit of academic excellence.

In general, parents and students in Malaysia do not regard sports as a career opportunity. The misconception among them is that the usual sought-after-careers such as medicine, business, accountancy or law will guarantee a comfortable life for the future. Sadly, not all students have the inclination for such courses and even then, the market is slowly becoming saturated with too many of such graduates.

Another major problem affecting schools is the lack of qualified and trained sports and physical education teachers. As co-curricular activity is part of the teachers' duties, they may be put in charge of sports where they have very little knowledge or interest. Many have not undergone any formal training as coaches or sports officials. Short in-house courses offered by some sports bodies are insufficient to prepare these teachers to coach basic skills unless teachers themselves have some prerequisite knowledge of the sport. Furthermore, there is no compulsion for teachers

to coach in schools. Personal interest appears to be the main motivating factor that compels teachers to involve themselves in coaching. In fact, more often than not, coaching is voluntary and there is no financial remuneration for this additional task.

Training athletes for high performance sports at state and national level is very demanding and time consuming. Hence, it is impossible for normal school teachers to put in long hours of training, no matter how dedicated he or she is. Furthermore, the increasing academic workload has discouraged many teachers from giving their time to coaching even at school level.

The scenario in schools is that most teachers are just club advisers and students are often left to learn the skills from their peers or senior players. For many sports, the preparation for elite performance starts early, usually at primary school. Therefore, if we want to improve the standard of sports in our country, then we have to look seriously into the problem of qualified sports personnel in schools.

Lack of basic sports facilities is also another problem faced by many schools especially those in the rural areas. In the Klang Valley, school fields are becoming a rarity as the quest for rapid development precedes all else. Many schools have to resort to renting public fields or sports complex in order to hold their annual sports day. Hence, students do not have the proper facilities for training. Furthermore, not many schools are equipped with indoor halls or multi purpose halls for sports. As a result, sports such as badminton or gymnastics may be excluded from co-curricular activities. Maintenance of sports facilities is also another area that needs to be handled by trained sports personnel.

Students must be made to feel that sports incentives are available and within their reach even at school level. The incentives should be such that it offers long-term security in order that it will encourage them not just to strive for excellence but also to consider sports as a livelihood. This is to ensure that these athletes can pass on their skills for the improvement of sports. It is a fact that many of our athletes who have retired as performing sportsmen and women turn to other fields for their career options. Hence, one of the major problems faced by most sports is the lack of local professional coaches. In actual fact, our coaches do not lack the skills and expertise of their foreign counterparts. However, they want to be assured that coaching pays before they consider taking it seriously as a profession.

1.2 The Need for the Study

The purpose of this study is to explore and investigate the organization and management of sports in particular extra-curricular sports activities in schools located in the Klang Valley and to determine its relationship with sport achievement.

Recognition of the benefits of sport and sports excellence is slowly gaining momentum since our country played host to the second biggest sporting event in the world. In reality, sport is a big industry and millions of ringgit are being pumped in by the government for development and sports excellence. Foreign coaches and technical experts are brought into the country and paid big amounts of money unparalleled in the history of sports in Malaysia. Athletes who bring glory for the country are being rewarded with huge cash incentives or kind and this has directly or indirectly resulted

in the rise of professionalism among local athletes in sports such as football, squash and tennis.

With this scenario, schools are increasingly becoming important, as they are the bases where future champions of the country are nurtured and groomed for sports excellence. As we become technically knowledgeable in sports, experts are beginning to realize that champions cannot be found or made overnight. In fact, the quest for sports excellence begins as early as ages six or seven years for some sports. Hence schools are the natural bases to source and identify potential champions of the nation. It is therefore crucial that sport is well managed in schools in order that maximum benefit can be derived from it.

Henceforth, this study is significant in the following areas:

1. Identify areas of weaknesses in current sport management practices in schools.
2. Rectify weaknesses and improve management of sports and give due attention to the importance of sports in school curriculum
3. Better sport management will result in students and society at large benefiting fully from physical activities. There will be greater appreciation of sport and physical education as contributing to overall well being and health besides inculcating good social and moral values among the young.

4. Better sport management will also result in better quality sports personnel and professional coaches.
5. There would be a bigger base of trained potential champions for coaches and technical sport experts to choose from with regard to high performance sports.

1.3 Objectives of the Study

This study is conducted to accomplish the following objectives:

1. To determine the extent to which sport administrators in schools carry out the essential tasks of management i.e. planning, organizing, leading and controlling.
2. To determine the relationship between effective management and sport performance and achievement of secondary school students.
3. To determine the factors in sport management that significantly affects competitive performance.
4. To identify sport administrators who are primarily responsible for the management of sports in schools

1.4 Research Questions

Given the above objectives, this study seeks to answer the following questions:

1. Is there a relationship between effective sport management and sport performance?
2. Is there a relationship between qualified and experienced sport administrators and sport achievement?
3. Do sport administrators in schools possess the experience and technical skills or knowledge essential in the management of sports?
4. Is there a relationship between an overall sport program for the school and sport performance
5. What factors are important considerations in planning a sport program?
6. Is there a relationship between effective coaching and sport performance?
7. Do schools have available qualified and experienced coaches to train students in sports?
8. What are the different types of sport facilities available in schools?
9. Is there a relationship between the type of facilities provided by schools and sport performance?
10. Is there a relationship between the availability of proper equipment and sport performance?
11. How effectively is sports equipment managed in schools?
12. Is there a relationship between the amount of financial resources allocated for sports and sport performance?
13. What is the level of involvement of school administrators in the management of sport?
14. Is there a relationship between the degree of involvement of sport administrators and sport performance?

15. Is there any relationship between the type or size of the school and sport performance?

1.5 Definitions

As this paper attempts to find out the effectiveness of sport management in schools, a few terms will be defined here.

Sport

According to Loy (1968) sport is play like yet competitive in nature and is based on physical prowess and involves elements of skill, strategy and chance. The outcome is uncertain.

Management

Management as defined by Applin (1984) as the accomplishment of the necessary activities in the organization to assure the efficient operation of those individuals brought together for a defined purpose.

Effectiveness

According to Robbins (1997), managers who select and achieve appropriate goals are said to be effective. Hence, managerial effectiveness is essentially determined by how well the organization achieves its goals.

In this study, effectiveness of sport management is measured by the goals of the school in providing an opportunity for all its students to participate in sports either as a form of play or as a competitive event.

1.6 Assumptions and Limitations of the Study

The following are some of the assumptions and limitations encountered in the course of the study:

1. In general, schools in the Klang Valley are governed according to the rules and regulations set by the authorities i.e. Ministry of Education and guidelines presented by the Department of Education of Kuala Lumpur
2. Allocation of financial resources for the organization of extra curricular sports in schools are predetermined and fixed by the authorities. They are essentially based on the school enrolment or total number of students per year.

1.7 Organization of the Study

This report contains five chapters.

Chapter One presents the general introduction to the study. It basically includes the identification of problems and issues related to the topic, the need for the

study, the objectives of the study, the research questions, assumptions and limitations of the research.

Chapter Two describes a review of the literature related to this study. It consists of literature on sport organization in schools, current accepted management practices and factors affecting sport involvement and it also includes past empirical findings related to the topic carried out previously.

Chapter Three is on methodology used in the study. It includes the selection of the sample, data collection and data analysis technique. The hypotheses for this research are presented here.

Chapter Four presents information collected in the investigation and the analysis of the data using statistical techniques mentioned in Chapter Three. A discussion of the results and their interpretation will be mentioned here.

The last chapter, Chapter Five consists of the summary of major findings, implication of the study, the general conclusion as well as suggestions for further research. The study ends with the bibliography and appropriate appendices.

CHAPTER 2

LITERATURE REVIEW

In Chapter One, the problems related to the course of the study were identified from a description of the background of sport administration in schools. The purpose and need for the study were also discussed and several research questions were formulated to address the issues at hand.

The purpose of Chapter Two is to expand upon the context and background of the study and to provide an empirical basis for the subsequent development of hypotheses. The organization of sports in schools will be fully discussed here together with essential functions and duties of successful management practices.

2.1 Introduction

The concept of sport management is not new. According to Marshall (1998), it had been around in some form or other since the time of the ancient Olympic Games, as there was a need for support of the athletes be it in umpiring, organizing or judging. As time progressed, the athlete took on a manager who acted as coach, water boy, trainer and organizer. The role was commonly what was thought of as a 'sports manager'. The conducting of sport events grew and indeed in addition to the individual athlete's manager, there was a need for an overall manager of a sports event. Therefore, the term 'sports manager' came to mean the manager in charge of