



**UNIVERSITY OF PELOPONNESE**  
**FACULTY OF HUMAN MOVEMENT AND**  
**QUALITY OF LIFE SCIENCES**  
**DEPARTMENT OF SPORTS ORGANIZATION**  
**AND MANAGEMENT**

Master's Thesis

OLYMPIC STUDIES, OLYMPIC EDUCATION, ORGANIZATION AND  
MANAGEMENT OF OLYMPIC EVENTS

Obstacles of Professional Management in Football Professional League Club  
in Kingdom of Saudi Arabia.

ABDULAZIZ MUFLIH ALQAHTANI

Supervisor Professor/ KOSTAS GEORGIADIS

Sparta, Feb. 2016



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### **Declaration**

I, ABDULAZIZ ALQAHTANI, hereby declare that the work presented herein is original work done by me and has not been published or submitted elsewhere for the requirement of a degree program. Any literature date or work done by other and cited within this thesis has given due acknowledgement and listed in the reference section.

ABDULAZIZ ALQAHTANI

Date Feb. 2016

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## **Abstract**

**Title** Obstacles of professionalism management in football professional league club in Kingdom of Saudi Arabia.

**The objectives of the study** The basic purpose of this study is to identify the most importance Obstacles of professionalism management in football professional league club in Kingdom of Saudi Arabia.

**Methodology** The research sample was selected in intentional random method , the total number of the sample was 70 individual of ( owners, managers ) . The researcher used in the statistical process the computer program SPSS and he used the following processes Descriptive statistics (mean, standard division ,percentage and analytical statistics( correlation coefficient, Cronbach's Alpha).

### **The most important results of the study**

The researcher reached that the first axis “ obstacles related with administrative aspect “ the phrase is “ the special rules of Saudi professionalism suitable with the rules of international federation “ it came first with 97.39 % , the phrase “ the special rules of Saudi professional suitable with the same rules of advanced countries in the process of professionalism in football “ came second with 80.00 % the second axis “obstacles related with financial aspect the phrase the facilitation of regular repayment of the club obligations from professionalism administration and phrase supporting the begging of privatization of professional administration to achieve the professional aims the phrase the values of players contracts balanced with club budget which facilitate the work of professionalism administration came first with 100 %.

The study concluded that there are various needs for the staff working in the professionalism field in Saudi Arabia. They also need to work to a plan and timetables. There should be also planned objectives for the Saudi professionalism. There is also shortage in the finance for applying professionalism with an international style. There is also a dire need to apply innovative rules and regulations to keep pace with new updates that takes place in professionalism, in addition to regulating training courses to the staff working in professionalism.

**Recommendations** The most important recommendations of a questionnaire management professionalism League clubs for football in Saudi Arabia to assess the performance of management professionalism\_, develop strategic plans for the Saudi system of professionalism and in accordance with the methods and scientific methods for football, set goals for professional system in Saudi Arabia.

# Chapter 1

## 1. Background

In recent years, the world lives a new age full of many and different variables and administrative challenges that imposed by the modern technological revolution, where excellence or uniqueness in performance is the influencing and divisive factor for development in all aspects of life. Also, this age is characterized by the knowledge that we live with and experience with new features which make it a different age from all ages. This knowledge revolution in management has led to the emergence of excellence concept in the sense of accomplishment unprecedented results that have a head start over all, beside the outstanding quality which does not leave a room for error to ensure proper and full implementation in the first shot.

Modern management is incumbent upon to be characterized by the ability to adapt to the constantly changing and growing development in various areas of life, including the management of sports field in different societies, through the acquisition of flexible and overlapping organizational patterns and in proportion on the nature of the operations and roles it performed.

Nation's progress in sport reflects the extent of progress in the use of modern sport management in all its sports activities. In this sense, the more development level of management, the better of level of sports. So, management has become not only a professional but also as specialization and system that should be based on a solid foundation of performance responsibility, where managers and professionals are working with this system and are performing these specialized operations and tasks (Darwish, Saadani, 2006).

Moreover, the emergence of professionalism has a positive impact on football whether organizationally, administratively, or popularly. With such explicitness and over years, the professional who was pariah has become a popular star. Also, the emergence of professionalism has led to professionals' full-time work for their jobs which is football and this in turn has led to higher performance level and attracted millions of people to playgrounds before the emergence of radio and television. With the first organized Football League, the football clubs number has increased in Britain to a large numbers. After the start of the English Premier League with twelve clubs in

(1888), the Ireland league has started in (1890), the Scotland League has started in (1891), and then the European League has organized.

In July 1992, the decree of professional players was issued in the Kingdom that allows players to play at home and abroad, and for the clubs are applying professionalism system to contract with foreign players (Abbas, 2005, p. 57).

The researcher through practical experiences in sports field has noticed insufficiency in the performance of professional officer, as well as he conducted a survey for some clubs are taking part in Football Professional League. This study indicated the existence of obstacles are facing and hampering clubs professional management from carrying out their duties in an optimal manner, which could lead to

- Imbalance and defect in professionalism system in Kingdom of Saudi Arabia.
- Poorness and low level of football game in Kingdom of Saudi Arabia.
- Obstacles and players conditions are facing professionalism committee in the Saudi Arabian Football Federation.
- Absence of professionalism of Saudi talents from broad participation, and consequently lack of taking advantage of these talents on the national level.
- Difficulty in catching up the international levels.
- The loss of rights, whether for players or clubs which implicate and entrap them into the tunnel of sports issues.

Researcher finds the possibility to take advantage of this research by the professionalism committee to regard players conditions in the Saudi Arabian Football Federation as well as the management of professional clubs to participate in the Professional League in Saudi Arabia moving with football professionalism process toward expectancy way to develop the level of the game and access to the global.

## **1.2 Study Significance**

### **1.2.2 From the scientific aspect**

- This is an unprecedented study in the professionalism management system of football in Kingdom of Saudi Arabia – according to researcher's knowledge-.
- This study is a new tool to measure and overcome the obstacles of professionalism management and enhance the performance of the clubs participating in the football professional league in Kingdom of Saudi Arabia.
- This study may contribute to shed light on the obstacles faced by the professional management clubs are participating professional league.
- The results of this study may help putting forward the adequate and appropriate apprehension to overcome the obstacles are facing the professional management clubs participating in professional league.
- This study may help improving and developing the performance of clubs professional management to progress with its duties for the better to achieved the desired goals from the professionalism process.
- This study may help reducing the lack of performance in professional management which considers one the basics and pillars in the application of professionalism system.

### **1.2.3 From the social aspect**

Shed light on the problem contributes to access to the results which help professional management to advance their duties and functions to achieve the principle of social security for the players as well as preserve club rights to eliminate the mass problems and sports intolerance, and consequently supporting and preeminence Saudi Arabia football to the priority global level.

### 1.3 Objectives and Inquiries of the Study

The study intends to recognize and identify the administrative, financial, and human obstacles in the clubs of football Professional League in Kingdom of Saudi Arabia.

#### Study Inquiries

This study attempts to answer the following inquiries

What are the obstacles facing the professional management in professional league clubs in Kingdom of Saudi Arabia?

1. What are the obstacles associated with the administrative aspect?
2. What are the obstacles associated with the financial aspect?
3. What are the obstacles associated with the human aspect?

#### 1.4 The limitations of the study

**Time limits** The study was carried out in the sports season 1434/1435 AH.

**Spatial limits** This study was applied on the professional football clubs in Kingdom of Saudi Arabia.

### 1.5 Study Terms "Keywords"

**Sport Professionalism** The regularly continuous person's activity as a craft to make financial returns and depend on it as a means to live.

**Professionalism Management** It is a specialized management that is responsible for players' affairs and professionalism tasks. (A professionalism list issued by the Saudi Arabian Football Federation, 2013, p. 14)

**Sports professionalism** A profession is done by the professional person in specialized sports activity regularly and continuously through the exercise of a particular sports activity in order to make financial returns depend on. As well, he has to be committed to full-time work and adherence to terms and period of the contract.

**Professional football Player** A player who receives sums of money as salaries or bonuses against his football exercise as a way of living under fixed-term contract with the club, other than the actual expenses arising from his participation in the play such as travel expenses, accommodation, subsistence during travel, insurance, and the like. In this context, football becomes his basic career with exerting all efforts, technical and physical abilities for the benefits of his club.

**Amateur Player** The law of International Olympic Committee stipulated in Article No. (26) Amateur Player is a person participating in playing for fun without receiving financial returns "directly or indirectly", (Darwish, Saadani, 2006, pp. 41. 47)

## **Chapter Two**

### **2. Introduction**

The theoretical background represents the logical and intellectual foundation. We can rely on in determining the dimensions of the current study, defining its research methodology, constructing its tools and interpreting its results. By reviewing the former literature and studies, we can benefit from the included thoughts and opinions related to the dimensions of this study, so that it comes in an integrated context of the ongoing intellectual construction, and accumulative humanitarian knowledge. This chapter includes the part of the theoretical background of this study and consists of two parts, namely

The first part includes the theoretical studies that represent the main dimensions of the subject of the study.

The second part of this chapter contains former studies related to this study.

#### **2.1 The Theoretical Readings**

Sports professionalism is not a modern phenomenon in the sports field, people used to practice as professionals some sports activities since ancient times. Since man knew sports he began to compete and engage into competitions, as professionalism was initiated in the world of sport hundreds of years before of the initiation of amateurism. Professionalism outcome has varied over the years and the ages. Ironically, the first professionalism awards in history was the most expensive ever, as the winner in wrestling games used to be the player who stays alive, while the loser was the one who gets killed on the spot. (Osman, 1991)

#### **2.2 Sports and professionalism**

As a result of to the social changes which prevailed the world during the 20th century, sports became one of the most important social phenomena that countries are concerned with. As the traditional perception of sports activities has developed from being a pattern of life that targets the physical development and developing the skills, psychological and social aspects for practitioners, to considering it a profession practiced by the sportsman as a means to make a living



As Abbas (2005), Al Hefny (1995) agree that sport definition, according to "La Rose" French Dictionary means that it is "a set of physical exercises performed individually or collectively, and aim at recreation or simply playing or competing, and practiced under certain rules known as the rules of the game, and who practices it does not aim at achieving a direct utilitarian purpose through it."(Abbas, 2005, p. 31), (Al Hefny, 1995).

As provided by article (26) of the Statute of the International Olympic Committee, the amateur athlete "is the person who practices sport as a non-main activity and does not get any financial gain for practicing it". (Abbas, 2005, p. 3)

By this definition, it is clear to us that the amateur players is the one who does not practice sports as a career, therefore he does get paid any amounts for playing whether these amounts were in the form of a salary or bonus. Yet, he may receive small for transportation for training or accommodation or nutrition during matches, for example. Also, he may not receive such allowances If the club or authority that he represents ensures or provides such these means for him. Therefore, The International Olympic Committee describes the amateur players in article (26) of the statute as

1. He is the player who depends on another activity other than sports to earn his living
2. He is the player who receives remuneration for exercising sports.
3. He is the player who follows the rules and regulations of the federation of the game that he exercises. (Abbas, 2005, pp. 33)

On the contrary, article 9 of the regulation of the professional Saudi football players (2013) stated that "a professional player is a player who has a written contract with one of the clubs and receives remuneration for his football activity that exceeds the actual expenditures incurred; all other players are considered amateurs."(Saudi Arabian Football Federation, 2013, p. 11)

From the previous definitions of professionalism, it is clear that sports professionalism generally refers to a person who practices sports activity as a profession, and through his practice he fulfills two basic conditions

The first condition the person may initiate this activity on an ongoing basis and with a full-time course

The second condition the return achieved from this activity is the main source of his livelihood. (Aly, 2005, p. 35)

### 2.3 The difference between sports professionalism and amateurism

Both Ali (2005) and Osman (2007) agree that we must distinguish between amateurism and professionalism in the sports field as illustrated by the following table

Table (1)

The difference between professionalism and amateurism

	<b>Amateurism</b>	<b>Professionalism</b>
Goal	Spending time in a healthy manner	Financial gains
Participation in competitions	Participation in official competitions according to unions and Olympic committees programs	In professionalism, participation in competitions depends on competitions of higher income and according to the times that suits the contracted entity
Vacations	Enjoys his vacation as he wishes	His vacation shall be as appropriate for the training programs and the official competitions schedule
Penalties	Addressed through research and study to identify its reasons to avoid it in the future	Deducting amounts from his payments with immediate accountability for the reasons behind his level deterioration
Money	Amounts paid to the armature is not linked to any personal financial gains and does not exceed covering transportation and clothing expenses as per the material return of work	Amounts paid to the professional is linked to his financial gains for participating in the training and matches and his exposure to risks
Injury	When an amateur is injured he	When a professional is

	shall be treated at the expense of the Olympic Committee that he follows, as some of the sports federations undertake insurance for players against accidents and injuries when they participate in official tournaments	injured, his treatment and insurance against injury and accidents depends on the provisions contained in his contract, and if the contracting entity pays for his treatment or it is borne by the individual himself
Rest	The international laws for amateur sports maintains the safety of the of sportsman and not to continue in matches immediately upon his injury	While rest periods and providing security and safety for the professional depends provisions on the provisions of the contract and the right to exploit performance for the benefit of the contracting authority

(Aly, 2005, p.35), (Osman, 2007, p.42)

### **Historical development of professionalism in football**

At the end of the nineteenth century, the early stages of football development started with the beginning of professionalism from "secret professionalism" to "public professionalism". Secret professionalism continued in the field of football for a period of time, but complaints poured in to The Football Association, and it was impossible for investigation committees to prove the use of professional players in clubs, because those clubs kept two records for each player, one provided for inspection and the other is confidential and includes remuneration statement paid to professionals.

Sharif (1990), Al Saadani (2000), Garcia (2007), Darwish and Al Saadani (2006) add that during November 1883 it was proven to The English Football Association that "Akrington" club paid to his player, "Pursford", one pound, therefore the association decided to omit the results of the Club in the Cup of England competition, while the other club, "Park Rod", continued the competition, regardless of its defeat. Following the draw of, "Upton Park" with "Preston" club in the FA Cup football competition in 1884, the former filed a complaint that Preston team

includes in its ranks professional players secretly, before the investigation committee, "Sodel", Preston team manager, announced that all of his players are professionals. So, the investigation committee decided to suspend the club from participating in the competition. "Sodel" has campaigned with some north of England clubs targeted separation from The Football Association. Some big clubs have threatened to join this campaign. However, in 1885 the FA agreed on the recognition of professionalism (Sharif, 1988, p.56), (Al Saadni, 2000), (Darwish & Al Saadani, 2006) and (Garcia, 2007).

Hence professionalism became formal and legal since 1885, where that year is considered the beginning of one of the most important stages where football professionalism was recognized. The game, which was a recreation for a limited number of people in universities and schools and it was called in England the gentleman game "which means the game of the honorable man", because it was practiced in a high-level environment. The game has become the game for the broad base of people especially workers and members of sports clubs, and football professionalism has been deeply associated with the economic conditions in Britain. The first professional in the history of football is James Lang the Scottish, who joined the English Sheffield team in 1876. They used to put for him his wage in his shoes secretly after the games, as professionalism was something informal before 1885.

A campaign against the English Football Association began when it requested from all clubs to provide a thorough data on the source of livelihood and jobs of all their players to make sure that they are amateurs and when it turned out the presence of professional players within the English clubs which violates the regulations FA Cup. So, some big clubs have threatened to secede from the legitimate Football Association and form British Football Association in October 1884. While others launched "the rebel union", accordingly, The Football Association agreed in July 1885 on the recognition of the professionalism.

When the English Association agreed to allow professional players, supporters of amateurism did not stop cracking down on professionals, as to fulfill the legitimacy of professionalism the player has to live within six miles at the most of his club for two years before he may represent his club in the FA Cup Championship (Darwish & Al Saadani, 2006)

## **The effect of professionalism on the practice of football**

The emergence of professionalism has had a positive impact on football in terms of organization, management and popularity. With the passage of years the professional who used to be formerly an outcast became a beloved star. With the advent of professionalism, it has led professionals to be fully dedicated to their job which is football, so the level of performance increased and attracted millions to stadiums before the appearance of television and clubs. With the beginning of the first organized football league, the number of clubs has largely increased Britain. After the start of the Premier League with twelve clubs in 1888, Ireland League started in 1890 and the Scottish League in 1891, then the European league was organized (Darwish & Al Saadani, 2006)

### **2.4 Professionalism in sports clubs**

Professionalism is an integrated system that is not held among its components (the player - the club - the contract), but is carried out in accordance with the legislative system issued by the State, represented by the General Presidency of Youth Welfare, which oversees the sport. Professionalism is based on systems, rules and regulations, where the Olympic Committee, federations and all those concerned with it participate in the development of its micro-details

Therefore, when applying the professionalism system, it is important to start - immediately - in the formation of specialized scientific departments to manage the professional system in clubs and sports federations and bodies that apply professionalism system. As this system requires performing significant financial, administrative, legal and business operations including buying, selling, transferring and editing contracts and developing regulations and other operations conducted in modern concepts

This specialized scientific management, which holds professionalism management system is the one that holds the planning, organization work follow-up and continued control on the stages of implementation, and ensure work safety and quality of performance, also this management shall be responsible for

Select the correct concept of professionalism, identifying the elements of professionalism process; develop the necessary regulations for professionalism. Setting terms of the legal contract between the player and the coach, which guarantees the rights of each and the rights of the club, follow up the implementation of both the player and the coach to terms stated in the contract, determine the financial value of the contract as well as the player and the coach, in accordance with the level of physical and technical experience, competence, age and qualification. Marketing professional players as well as coaches and administrators, settle disputes that may occur between the elements of professionalism, give attention to the elements of professionalism (the player, the coach and the administrative) alike, and not to exaggerate the interest in one element on the account of the other two, defining the rights and duties of each element of professionalism, develop the controls of wages, bonuses, incentives and reward and punishment. (Abbas, 2005)

## **2.5 Constituent elements of sports professionalism**

Sports professionalism like any other professional activity requires a professional player to take his exercise of the sports activity as his profession that he carries out regularly and continuously, in order to make money as a reliable means to support themselves. (Osman, 2007)

In this regard, both Darwish and Saadani (2006) and Osman (2007) agree that the basic elements of a professional football player are

## **2.6 Commitment and continuation to practice the game**

It required from the professional player to consider the game as a profession he carries out regularly and continuously. In other words, to devote all his time in a regular and periodic manner to exercise this game, and not have any other available time to practice any other professional activity; this is what has always been stipulated in the regulations professionalism. (Darwish & AL Saadani, 2006)

Judiciary has also passed in this direction, where it rule that "when the activity is not continuous year after year, but interrupted in the middle of the period, these interruptions - especially if it were long interruptions – it negate the element of professionalism". If the player practices a normal professional activity in the morning and in the evening practices football

in exchange for a known fee, he is considered a half-professional player." (Osman, 2007)

The third paragraph of Article IV of the Saudi professionalism regulations states that "a professional player has to be fully dedicated to his club". Also, the third paragraph of Article I of the French professionalism Regulations states that "for the player to be considered a professional player, he has to take the game as his basic profession". Article II of the same regulations adds that "the club may not conclude a professional contract with a player who does not fulfill the provisions provided in the previous article – as article (26) of the Statute of the International Olympic Committee identifies the amateur player as "the person who practices sports as a marginal activity" and the amateur player is the counter part of the professional player. Past traditions used to define the amateur player as a non-professional player, and recently a professional player is defined as a non-amateur player. Therefore, the professional player is defined as "the one who practices sports as his basic profession," and therefore he exercises it regularly and continually. (Osman, 2007) (Saudi Arabian Football Federation, 2013)

## **2.7 The game is the main source of living for the player**

To fulfill the meaning of professionalism, it is not enough that the player sports activity is characterized with regularity and continuity; on top of that, it is required that the wage earned by the player for the practice of football is his main source of livelihood which the player relies on for his living.

To say that a professional player depends mainly in his living on what he gets paid is a fixed matter in all professional sports. Especially if we noticed that the amounts received by the professional player are always exorbitant amounts more than sufficient for him and his family. The player does not only receive a monthly salary but also gets a yearly housing allowance and transportation allowance. In addition to, the comprehensive insurance against injury inside the stadiums in case of disability or death. Also health insurance, which includes regular treatment of the player and mandatory periodic medical examinations on the player, and finally the player gets a certain rate in exchange for transition in the case of moving from his club to another club.

Osman (2007) confirms that the player who depends in living on a return obtained by his ownership of some money is not considered as a professional player as long as this return is not a result of the player sports activity as his main career. Also the meaning of professionalism is not fulfilled if the player, even as a habit, was participating in some games in order to spend his free time, even if he was paid remuneration for his participation from the organizers of these matches. For example the player who exercises the game of football without being licensed to do so from the Sports Federation of the game of football, as he is taking part in matches and receives in return certain remunerations or allowances without considering the latter as the main source of his livelihood. (Osman, 2007)

Ali (2005) adds on the contrary to this, a professional player is every player depends for his living on the return resulting from the exercise of the game and does not deny this trait being carrying on another business as long as the latter work is not considered as the main source for his livelihood. This was confirmed by the French law man, Tursal, when he stated that "a professional player may not consider sport as his only source of livelihood, but it is sufficient to have it as the main source of his livelihood." (Ali, 2005)

## **2.8 Having professionalism contract between the player and the club**

Sportsman in general is known as a person who practices sports activity, that is the player who performs a set of physical exercises, and this definition includes all athletes in both individual and collective sports, and amateur sports or professional sports. (Osman, 2007)

But is this enough to describe a player as a professional? The answer to this question is found in the following example

If someone has to exercise some workouts somewhere he does the work of the athlete, but that does not mean that he is a professional player because what he has done does not make him different from the normal person. The law and regulations that apply in the case of injury during workouts is the law or regulations itself that apply to a normal person, but it's different if the exercises carried out by the player within a sports competition organized by sports federations. Thus when the player is injured in training or in his participation in the competition, he enjoys



special protection stipulated in the regulations of this competition. The fact that the player is subject to these regulations and this special protection derives from the fact that the player is a member of one of the sports bodies or organization involved in this competition. (Ali, 2005)

Thus, the criterion that distinguishes the amateur player who practices his sport in order to satisfy an independent personal desire from the player who practices sports through a sports body "sports club" is not a material criterion, as the sports activity in both cases is the same and has not changed; it is a structural or a formal standard which is the player membership in one of the sports clubs. The player who wants to participate in official competitions, needs to be a member of the Sports Federation that organizes this game otherwise he may not enjoy the protection determined by the union to its members. (Osman, 2007)

Accordingly, to consider a player as a professional player it is necessary to be linked to his club with a professional contract and this is the basic and fundamental element that distinguishes a professional player from an amateur player. Therefore, all of these professional regulations provide the need for a professional contract between the player and the sports clubs. Article III of the Saudi professionalism Regulations stipulates in its definition of a professional player that "The player who receives in exchange for his practice of the game sums of money under a fixed-term contract between him and the club."

Article IV of the regulation itself adds– in determining the terms of a player's professionalism - that "The player is obliged to conclude a contract with the club that he plays for and ratifies it from the main professionalism committee to be approved and in force." (Saudi National Federation (SAFF), 2013).

It can be seen from these provisions, on the one hand, that it was necessary to give the trait of professionalism to the professional player to have a professional contract between him and the club and to have this contract certified from the sports union, if the contract was not certified, the player may not participate in competitions organized by the union and may not be described as a professional player.

To highlight the importance of having a professional contract, some French law men define the professional player as "The player who enters into a professional contract with a club that practices professionalism."

Consequently, we can define a professional contract for the football player as a "fixed-term contract under which the player is committed to the exercise of the game of football under the supervision of the club. (Ali, 2005)

Corners of professional sports

Abbas (2005) pointed out that professionalism in the field of sports consists of three main corners as follows

First The professional player

#### **A- Definition of a professional player**

The professional player is "the player who has a written contract with one of the clubs and is paid for his football activity more than his actual expenses that ensue, but all the other players are considered amateurs." (Saudi Arabian Football Federation, 2013)

Abbas (2005) also sees that a professional player is one of the professional contract parties and he is a normal person, and he has to devote his time and effort to exercise his activity regularly and continuously, and to take from this activity, work and career. Also the special regulations of professionalism in all the countries where this system applies stipulate the full-time dedication of the professional player, and to have professionalism as the basic profession and his main source of livelihood. (Abbas, 2005)

Al Shafei (2005) refers that there are some conditions that must be available in the player to be called a professional player, namely

The player dedication to play for his club, concluding a contract between the player and the sports organization, the player should be fit physically and healthy, ensure compliance with the Union regulations in the terms of the contract, not having disciplinary sanctions or a decision to write off the player. (Al Shafei, 2005)

## **B- The Special obligations of the player professional**

The nature of sports performance carried out by a professional player imposes a series of obligations including the following

- The player is committed to maintain his health and not to expose his health to risk
- The player is committed to notify the club with any injury or illness prevents him from playing and the performing his duties.
- The commitment to follow a certain diet, as the professional player eats only food approved by the nutrition supervisor.
- Commitment to punctuality determined by the club to sleep, rest and train as determined in accordance with the nature of the match or tournament, which the club participates in.
- The player is committed to stay in the place designated by the club and not to travel outside the club's headquarters before obtaining a written consent to do so.
- The player shall not make any statements or interviews to the press or the media without prior permission from the club officials.
- The player is committed, in the event of having an injustice done to him as a result of his work at the club, under the professional contract not to take this as a way to distort the reputation of the club but to follow the proper procedures.
- A professional player is committed to participate in games and competitions, whether national, continental or international and this commitment is the main obligation imposed upon the player and there is no doubt that this commitment is legally an obligation of conduct and not a commitment to achieve a result. (Osman, 2007)

## **C- The essential needs of the professional player**

There are some basic elements needed by a professional player and which make him adhere to the terms of his contract

- Protection where the player needs to be protected he fulfills his obligations and duties in exchange for his rights in accordance with the contract agreed upon.
- Awareness most of the players do not know the details of the transfer regulations and therefore raising awareness among the

players is an important factor to know the details of the regulations and their professionalism contracts

- Care especially the social welfare and medical care, as the future of professional players must be secured by making an insurance policy. (Darwish, Saadani, 2006)

#### **D- A professional player lifestyle**

The nature and lifestyle of a professional player in the light of the true professionalism must include the following

- 1- The player should eat the three meals under the supervision of nutrition specialists which leads to the player's punctuality in going to and leaving the club
- 2- Each player should have his own room equipped with his personal pre-requisites and ready for his accommodation.
- 3- The player should be trained twice a day, morning and evening, with the increase in accordance with the discretion of the coaching staff.
- 4- To attend daily lectures by the coaching staff where players are directed to their mistakes and how to treat them with training and interpreting and clarifying the tactical aspects.
- 5- Conducting additional training periods for some players of a lower level physically and skillfully and tactically
- 6- Devoting time to enter the gym to increase the physical efficiency and treat the injured players.
- 7- Determine the time for a break and the time to sleep and relaxation intervals between the programs and to sleep at a specified time after the end of the day for each player.
- 8- Attend lectures to explain the law of football to players
- 9- To allow specific times for the players to pursue their studies so that it does not affect their level and this should be done in times other than training or matches times.
- 10- The full coexistence with the players and the coaching staff and management that leads to cohesion and harmony and to increase their loyalty to their club.

## **2.9 The club**

The second corner of professionalism is the sports club which its members engage in physical activity mainly next to the practice of various other cultural, social and artistic activities, these clubs contribute to fill the free times of people of different ages. The aim of this practice is to develop the hobby of individuals and satisfy their desires to exercise and engage in various activities at the times that suit their circumstances and in the ways they prefer.

If the player becomes committed with his club with a fixed-term contract to engage in physical activity, during which he becomes subject to the rules and regulations, and the club pays him a salary as stated in the articles of his contract include his rights and his obligation of becoming a player fully devoted to the club and is committed to follow all instructions and implementation of all training programs and matches determined between them

In this case this player is considered "professional" and has the obligation to exercise his activity under the supervision, guidance and system of the club so that he can obtain his financial dues and all privileges agreed upon which the club should provide to the professional player. (Abbas, 2005).

### **A. Conditions for the professional club**

The club that exercises professionalism in accordance with the provisions of Article IV of the regulation professional football players in Saudi Arabia should fulfill the following

- To be licensed by the federation or the concerned authority within the category that qualifies him to practice professionalism in degrees, the excellent and the first.
- To be committed to the Statute of the Federation and all the contents of its regulation and its annexes and follow the decisions or instructions issued by the Federation
- To submit, before the start of each sports season a financial plan approved by a licensed certified accountant to prove the club's ability to cover the costs of the player practice of professionalism and in accordance with these regulations.

- The final accounts for the last sports season should be certified by a licensed certified accountant.
- The number of the first team players at the club should not exceed the number specified by the Federation
- The number of professional players in the premier clubs should be at least 18 players as a minimum
- The number of professional players in the first class clubs should be at least 8 players as a minimum
- If the shortage of professional players below the minimum number defined for the club category because of retirement, secondment, end or termination of the players contracts, permanent disability, terminal illness or deaths, their places should be kept vacant, and the club should complete the missing number for the minimum number of professional players through the first registration period announced by the Federation. (Saudi Arabian Football Federation, 2013)

Abbas (2005) agree with these conditions but adds a requirement that the club is subject to all the conditions and instructions and directives of the Federation of the game and the ongoing monitoring on the professionalism system in the club . (Abbas, 2005)

#### B. Obligations of the professional sports club

The professional sports club is committed in accordance with the provisions of Article VIII of the professionalism regulations and the conditions of the players and their transference, to the following

- 1- Compliance with the systems, laws, regulations, decisions and circulars issued by the National Federation and the International Federation, and the sports customs and the provisions of contracts
- 2- The club should be represented by its chairman or vice-chairman or the Secretary-General and the chairman of the club has the right to delegate some of his powers in writing to the Director of professionalism which are related to the affairs of professionalism
- 3- Appointment of the Director of professionalism and the international transfer matching system, meets the following conditions
  - To be of Saudi nationality

- He must have an appropriate university degree
  - He must be fluent in speaking and writing English and if this is not possible the club should hire an interpreter for him and notify the Committee with his name and qualifications.
  - Not to be a member of the club's board, or any other club
- 4- Submitting the final accounts for the last sports season certified by a licensed certified accountant.
  - 5- To submit, before the start of each sports season a financial plan approved by a licensed certified accountant to prove the club's ability to cover the costs of the player practice of professionalism.
  - 6- Health insurance covers accidents, disability and death for the duration of the player contract with the club and the cases that extend their effects after the end of the contract
  - 7- The number of first team players at the club should not exceed the number specified by the Federation
  - 8- The number of Saudi professional players in the Premier clubs must be at least 18 players as a minimum.
  - 9- The number of Saudi professional players in the first class clubs must be at least 8 players as a minimum.
  - 10- Complete the missing number for the minimum number of Saudi professional players during the first registration period following the occurrence of the shortage or contracting outside the registration period in accordance with Article nineteen of this Regulation. If the shortage of Saudi professionals is due to the retirement or the end of the secondment of the Saudis professional player, or his being inflected with an incurable illness, injury, death, permanent disability, or a broken bone or cruciate ligament cut. To prove the existence of the injury, it is required to issue a medical report certified by an authority accepted by the Commission and decides the duration of his recovery from injury to be on or after the beginning of the next registration period following the injury
  - 11- Allowing the player to continue his study, to help him secure his future career
  - 12- Provide the Commission with a copy of any correspondence relating to players or players' agents within 72 hours of the date of

issue, and in the case of any breach of the letters become without legal effect

- 13- Preparation of internal regulations of the club concerning players penalties and rewards adopted by the Committee notify the players with it and provide them with a copy and obtain their signatures to prove their knowledge of it
- 14- Provide the Commission with financial clearances immediately after the players signing it or with the agents of players in order to match and approve them
- 15- The club that wish to enter in negotiation and contracting with a Saudi professional player should notify his current club and to get his approval in writing before starting negotiate with him unless his contract was ended or will end during the last six months of his current contract
- 16- The payment of all documented financial obligations of clubs and / or the players and / or agents of the players, and the right of the Commission to take the necessary action to ensure the payment of financial obligations, including the direct deduction from the professionalism subsidy and / or prevent the registration of new players or those who were transferred or take any other appropriate action as required by the Federation regulations
- 17- Payment of monthly income of the players on a regular basis without delay in payment, and the committee has the right to take the necessary procedures and to ensure payment of financial obligations, including the direct deduction from the professionalism subsidy and / or prevent the registration of new players or those who were transferred or take any other appropriate action as required by the Federation regulations
- 18- The club keeps regular records of the players he has, and shall provide these records upon request of the Federation
- 19- Disbursement of professionalism subsidy allocated to them from the Federation to the Saudi professional players' salaries only to provide the Committee with the documents to prove it.
- 20- Allowing the player to join the national team and training camps upon Federation request as provided for in Annex (1) of the Regulations of the players conditions and their transfer in the International Federation, and if the interest of the national team



required their availability for a longer period of time the federation shall be entitled to extend the period provided that they do not conflict with any official post for the club

- 21- Not to make any direct negotiations with the players joined the national teams.
- 22- Signing all forms and documents submitted by the clubs to the Committee by both the club chairman or the vice chairman or the Secretary-General and the chairman of the club has the right to authorize the Director of professionalism in writing to sign on his behalf, all forms and documents should be signed by the player or his agent. In all cases, you must place the name and visa of the Director of professionalism in the forms and documents that shall be referred to the Commission, and in case of the professionalism director rejection for any reason, the club should submit to the Commission directly the reasons for his refusal
- 23- To prepare a special record of the professional player includes financial benefits and justified deductions and to submit it upon request
- 24- Keeping attendance records for exercises to be signed by the players (amateur and professional) and present them upon request. (Saudi Arabian Football Federation, 2013)

### **2.10 Third Professionalism Contract**

The professional football player cannot participate in games or official competitions organized by the Sports Federation for football unless he is licensed to do so from the Sports Federation, and to obtain this license the player has to be registered as a professional player in one of the certified clubs – registered in the Football Federation General Assembly – to practice professionalism. These clubs do not allow registering the player as a professional unless he has concluded a professional contract with the club (Darwish & AL Saadani, 2006).

## **2.11 Requirements of Applying Football Professionalism Regulation in Sport Clubs in Kingdom of Arabic Saudi Arabia**

There are several necessary requirements to apply football professionalism regulation in sport clubs in Kingdom of Arabic Saudi Arabia. The most important requirements are

### **1- Financial Capabilities**

Article (8) of Chapter (3) of Professionalism and Player's Status and Transitions in Kingdom of Saudi Arabia stipulates that the club should, before every sport season, submit a financial plan approved by a chartered certified accountant proving the club's capability to cover the costs of exercising professionalism. (Saudi Arabian Football Federation, 2013, p.8).

The basic goals of professionalism for clubs is represented in the financial profits resulting from players' selling and transition. Therefore, Billgerrard (1999) states that sport clubs gains profits out of professional players' contracts. For the sake of this profit, clubs may cause professional players' financial rights to be lost or cause technical harm to them in return of the funding which these clubs aim to obtain ((Billgerrard, 1999).

Abbas (2005) adds that sport clubs seek to make profits out of professional players' contracts. Professional players have become like goods that can be bought and sold. Clubs make great deals out of players' transition from one club to another. Some clubs may succeed or fail to achieve these benefits; consequently, they may face some economic problems (Abbas, 2005).

Darwish and Al-Sa'adani (2006) state that in order to consider a professional player as a worker, he should earn a fixed salary from the club where he serves. However, it is difficult to consider the player as a worker because the salaries he earns are either too high or low. (Darwish, Al-Sa'adani , 2006).

Renshler (2007) indicates that clubs need various sources of funding to fulfil their financial obligations according to ways such as contracting directly between clubs, companies of televised-broadcasting matches, and companies' and businessmen's support (Renshler, 2007).

Dolles & Soderman (2005) emphasize that sport media and rights of televised broadcasting of matches have become the main sources used by clubs to obtain financial funding in order to support the systems of professionalism and develop the capabilities of football teams. Through a survey conducted by the Football Association, it is evident that 80% of the sample stress the importance of televised broadcasting in supporting the financial systems of clubs although stadiums are relatively empty of spectators. (Dolles & Söderman, 2005).

Oriard (2004) indicates that investment in sport clubs is a system for decisions and strategies to operate sport clubs (financial and human) in order to maintain them and develop them according to the prevailing ideology and under a considered risk degree to achieve appropriate future returns that help clubs achieve their sport, economic, and social goals. (Oriard, 2004).

Shackleton, Andreff, and Paul (2000) agree that choosing the methods of investment implementation and turning some sport clubs into economic institutions improves their economic competency and enhance the specialized competency through optimal direction of economic

resources which will increase the competency of economic performance in clubs. (Shackleton, 2000), (Andreff, & Paul, 2000).

Sport clubs which apply the football system of professionalism should seek to invest for the purpose of providing financial capabilities. Darwish and Al-Sa'adani indicate that there are several ways which should be followed by apply the football system of professionalism in order to provide financial capabilities. These ways are as follows

- Under the system of professionalism, football is considered an investment enterprise which should be operated with an economic intellect to achieve financial profits.
- The policy of turning fans into participating fans should be followed.
- Creating, designing, and managing pitches and stadiums for clubs with an economic intellect.
- Sport clubs should benefit from the economic and investment experiences of European clubs to increase their resources.
- Allowing sport clubs to create production factories in collaboration with power of attorney for sport clothing and equipment.
- Creating satellite channels and selling the rights of televised broadcasting of some competitions they participate in or that take place on their lands. (Darwish and Al-Sa'adani, 2006).

Sport marketing is considered one of the most important methods of economic support for sport clubs and institutions and reduction of the adverse impact of the obstacles that hinder the application of football professionalism regulation.

Abdul Hamid (1999) states that sport marketing is considered one of the methods that should contribute to solve some obstacles which face

sport organizations, especially financial obstacles, reduce the financial burden which the country offers to those organization, and, If possible, introduce sport marketing to sport organizations and use their capabilities so that the country can reorganize the plan of offering financial support to those organizations. This will have a considerable impact on restoring balance among those organizations and contributing to achieve the desired goals of those organizations. (Abdul Hamid, 1999).

Darwish and Hassanin (2004) adds that sport marketing means the process of designing and implementing four-direction activities "product, price, place, and distribution" for the sport product to meet the needs and desires of consumers and achieve organized goals. (Darwish and Hassanin , 2004).

There are several aspects included in the sport marketing such as professionalism in football. Abdul Hamid (1999) states that the fields of sport industry are determined in several elements including players' marketing (champion industry). Professionalism has become an essential element in clubs; professional contracts are sometimes signed in return of massive amounts of money. Professional players have an international exchange that determine their contracts' values. (Abdul Hamid,1999).

Dolles & Soderman (2005) indicates that the successful management and marketing fields reflect the local cultural priorities in Japan and represent a support of system of professionalism and development of football. (Dolles & Soderman , 2005)

Al-Shafie (2006) emphasizes that one of the sport marketing methods in sport clubs includes marketing of players. The most important basics are as follows

- Creating schools of sport games in clubs.

- Deploying specialists in the field of players' professionalism to ensure a great return to the club as well as setting the appropriate controls of that.
- Creating a specialized committee of players' professionalism.
- Drawing the attention of businessmen "sponsors" to adopt a team or player. (Al-Shafie, 2006).

There are several factors affecting sport marketing in the field of football professionalism in Kingdom of Saudi Arabia due to the nature of intellectual and social composition of the Saudi Arabian society. Hamdi (1999) states that the most important factors are as follows

- Political and economic system of the country.
- Religion, customs, and traditions.
- Sport type and popularity.
- Televised services in the state.
- The advancement of technological Computer and communications. (Hamdi, 1999).

Sport marketing is controlled by a number of principles which represent a great importance in the field of marketing professional football players in the Saudi Arabia sport clubs. Therefore, it is necessary that the administrations of professional clubs and committees take those principles into consideration.

Kotler (2001) indicates that the principles of sport marketing are divided into

- **Market tendency** the market is directed through recognizing the needs of consumers and placing the product which fits with some of those needs or all of them.

- **Directing the product** it concerns with concentrating on the product or production operations.

The strategy of sport marketing has a great importance in the field of football professionalism. This strategy includes designing and applying promotional and distributional activities. The different goals of the club and requirements of the market should be taken into consideration. The tools and strategies of sport marketing are applicable in all facilities whether profit or non-profit ones. The return is measured by the ability to apply different marketing strategies to know how those who are in charge of the sport marketing tasks realize and carry out those tasks. (Kotler, 2001).

Dejonghe (2004) adds that the problem in the field of football professionalism is represented in the failure of good marketing and lack of clear strategies in some clubs. The solution is represented in proposing a professional marketing administration that undertakes the tasks of teams and players. (Dejonghe, 2004).

The marketing policy should be built on the relationship between football as a sport and economic institutions of society. Thus, there are modern intellectual trends and concepts that should play an important role in marketing policies in the field of football professionalism. Hamdan and Adeeb (1995) state that modern trends and concepts in sport marketing are represented in

- **Pragmatic trend** this trend takes into consideration that sport gatherings and championships, especially international ones, are considered important events that require financial support. The methods to guarantee obtaining the largest amount of money

should be adopted in order to fund sport with the least possible conditions and obligations.

- **Ideological trend** this trend is related to the mechanism of market, capitalism, civil society, technical competency, and democratic values in a positive system that sees the link between sport and economy as a positive value.
- **Philosophical trend** this trend emphasizes the role of media in spreading sport awareness and concepts. Therefore, publicity and experiences through sport organizations will publicize sport and its related concepts (Hamdan and Adeeb ,1995)

In this regard, Darwish and Al-Sa'adani (2006) emphasize the importance of marketing methods of professional football players through

- Open communication channels between local clubs and international Arab and European clubs for marketing players.
- Creating websites for clubs to market players on the Internet in which the physical, functional, training, and technical characteristics of players, financial values of players' contracts, and players' accomplishments through official and friendly matches at the level of clubs and national team are determined. (Darwish and Al-Sa'adani , 2006).

## **2.12 Human Capabilities**

Modern management has become a primary method to achieve the goals of organizations and communities through benefit fully from the available resources and capabilities according to human efforts characterized with good planning, organization, and coordination.



Both Salama and Abdul Hamid (2008) define the sport administration as operations and specializations whose target is to empower personnel in sport institutions to perform their tasks according to their requirements and jobs in order to achieve the goals of the organization effectively within the existing determinants. (Salama & Abdul Hamid , 2008).

Darwish and Al-Sa'adani (2004) add that those in charge of sport administration should use an advanced group of activities know as administrative operations whose purpose is to achieve the set goals and purposes of the sport organization represented in planning, organization, leadership, guidance, coordination, control, and budgets. (Darwish and Al-Sa'adani, 2004).

However, the sport administration in charge of professional football players' affairs in Kingdom of Saudi Arabia is an amateur administration that does not help apply professionalism in its real form; this necessitates the proper understanding of the nature of tasks.

Darwish and Al-Sa'adani (2009) state that it is unreasonable that an amateur administration will manage the affairs of professional football players. The football system should be changed and led by people characterized with a full professional intellect of fixed standards and proper scientific bases according to the most recent methods in order to make the highest financial return and apply the real form of professionalism. (Darwish and Al-Sa'adani, 2009).

Cakioglu (2003) asserts that the administration responsible for sport clubs and organizations in the programs of football professionalism should target the achievement of the planned goals and encourage others to implement works and policies. The way to do so is the administrative

decisions derived from the capabilities and powers of the position taking into consideration that the leadership abilities guarantee more acceptance, suitability, and desired impact. (Cakioglu, 2003).

Abbas (2005) adds that in order to achieve success in the system of professionalism, it is necessary to assign the professionalism responsibility to a specialized administrative group that includes members of experts in sport planning and all sport administration elements. The group should include economic, law, and trade men so that the administration will have the necessary aspects for such a work. (Abbas, 2005).

The human administration in sport clubs which apply the football system of professionalism should pay attention to all elements of professionalism in order to achieve the comprehensiveness of the system which cares for all elements. Al-Shafie and Sayyar (2009) and Abbas (2005) have determined the tasks of human administration in sport clubs to activate the system of professionalism in the following matters

- Planning for the sport product, service, and activity by setting the goals of professionalism.
- Setting the necessary financial and human capabilities to achieve the goals of sport professionalism.
- Setting general principles and rules applied in the process of sport professionalism in the institution.
- Taking the necessary measures to achieve the process of sport professionalism in the institution.
- Setting the necessary budget for sport professionalism and setting and implementing time programs.

- Organization of the administration of sport professionalism through assigning the right man for the right place.
- Developing the necessary plans to achieve the goals of sport professionalism.
- Coordination between the administration of sport professionalism and other administrations in the institution. (Al-Shafie and Sayyar (2009), 2009, p. 265), (Abbas, 2005).

There is an importance of professional committees in the Saudi Arabian sport clubs which apply the system of football professionalism, take over the affairs of professional players, and supervise players' affairs. Darwish and Al-Sa'adani (2006) indicates that the most important goals of the professional committee in the clubs are represented in

- Setting policies, procedures, and internal regulations in the club for the administration of the affairs of professional players and marketing them locally and internationally through following the most recent methods.
- Applying the real form of system of professionalism in light of the regulations of the football national and international federation.
- Clarifying the nature of professionalism including obligations and duties towards players and clubs (Darwish and Al-Sa'adani, 2006).

Abbas (2005) adds that the supervising committee which manages the professionalism process inside the football federation should have professional staff in order to be able to find solutions for all problems of professionalism. (Abbas, 2005).

On the other hand, Article (8) of Chapter (3) of this regulation stipulates that an administration of professionalism in clubs which apply this law should be created and managed by a person who holds a university degree and is proficient at English at least. (Saudi Arabian Football Federation, 2013).

Darwish and Al-Sa'adani (2006) state that the most important characteristics which should be available in the staff of professionalism administration are represented in

- Academic specialization in sport administration in the field of football administration.
- Applied experiences in the field of football administration as well as knowledge of the national and international rules of players' transitions.
- Good knowledge of languages and computer skills in addition to having courses in sport marketing, in general, and football, in particular. (Darwish and Al-Sa'adani, 2006).

### **2.13 Requirements of Players' Transitions**

The professional contracts of football players are characterized with a unique specialty represented in players' transition so that the player cannot leave the club in which he plays after the expiry of the contract unless he contracts with another club unlike other employment contracts which are terminated by the expiry of the contract term. The football professionalism regulation in sport clubs in Kingdom of Arabic Saudi Arabia stipulates that upon the transition of a player from one club to another, the player should pay the transition value to the target club and compensate training, if any.

There is a difference between transition and professionalism in football. Darwish and Al-Sa'adani (2006) state that professionalism is defined as players' exercising football constantly and regularly for the purpose of obtaining an income through a contract that includes a fixed term and amount of money. Accordingly, in this case, the player should fulfil the obligations set out in the contract and use his best physical and technical abilities for the benefit of his club in return of the agreed salary. However, transition means players' transition from one club to another according to the law set by the Football National Federation if it is an international transition. Laws allow the transition of amateur and professional players according to specific bases, and impose penalties on those who breach these laws whether they are clubs or players. (Darwish and Al-Sa'adani, 2006).

There are several reasons of football players' transition between clubs in Kingdom of Saudi Arabia such as non-basic participation in matches, seeking to get better opportunities to participate in matches with another team, the club does not pay players' salaries, or the club tries to support its lines through some distinguished elements in different playing positions.

Therefore, FIFA has set the regulations of international transitions and recommended national clubs to issue national transition regulations in accordance with the circumstances of those clubs. However, FIFA has conditioned the existence of some articles of the international regulation. Section (1) of Article (44) and its articles annexed from FIFA Regulation (2010) indicate that the regulations of codifying players' status and the rules of their transition issued by FIFA have stipulated in Article (18), related to the authority of a third party on clubs, that any club is not permitted to sign a contract that allows any other party in this contract to

acquire the intervention authority in transition affairs, and the disciplinary committee is entitled to take disciplinary measures on clubs which does not comply with the prescribed rules. (FIFA, 2010).

With regard to players' transition represented in players' ages where Article (19) of the regulations of codifying players' status and the rules of their transition and related to underage players stipulates that international transitions are not permitted to players except those who are above 18 years old. This Article permits to bypass the age condition if the transition is within the European Union countries. Therefore, transition is permitted between 16 – 18 years old (Al-'Alqami et al, 2009).

This will reduce the exhibition of Saudi Arabian players' abilities who seek international professionalism although the technical and physical capability is available and qualifies them for abroad professionalism. In addition, this Article shows discrimination for the players of European Union countries who seek professionalism ignoring the availability of abilities which qualify the rest of players including Saudi Arabian players for international professionalism.

The process of players' transition is related to the role of players' proxies; Darwish and Al-Sa'adani (2006) determine that the role of proxies before and after players' transition is represented in

- Researching and studying all social, physical, skillful, psychological, and media aspects of players' life.
- Clarifying the suitability of the new club to the player and construing all terms of the contract.
- Following up the player's progress in the new club and the extent of technical benefit from the transition.

- Encouraging the player constantly to stay focused in training and matches and commit to perform his duties.

The transition of foreign players for professionalism in Kingdom of Saudi Arabia should be governed by a number of procedures to make sure of their technical competence and effective participation in improving the technical and competitive performance of Saudi Arabian football teams. There are three stages followed by European clubs in nominating and selecting players before enrolling them into their teams

- Stage of nominating the player (primary stage of evaluation) the player is nominated according to his technical level and physical and planning excellence in his playing position. The selection specialist is assigned to observe the level of player by analyzing his performance in matches and reporting to the club of his performance.
- Stage of hosting the player for testing in collaboration with the original club and the player, the player will be hosted during a fixed period in which he experiences a number of physical, functional, and skillful measurements and tests and participates in an experimental match. Then his lifestyle is registered as a professional player.
- Stage of comprehensive evaluation the technical body of the club and the specialist of selecting players decide whether the player is competent or otherwise, and they agree with the original club of the player on the contract terms and conditions. (Darwish and Al-Sa'adani, 2006).

## **2.14 Players' Health Requirements and Insurance**

Sport professionalism is related to players' insurance and extends to cover facilities and assets owned by sport institutions and organizations, and it is one of the basic elements which to apply privatization and professionalism in clubs.

Al-Shafie (2005) defines insurance according to Article (747) of the Egyptian Civil Law as "a contract by which the insurance company commits to pay to the insured person and beneficiary who conditioned insurance for his benefit an amount of money, salary, or another compensation in case an accident or risk, prescribed in the contract, happens. (Al-Shafie, 2005).

Insurance is considered one of the fundamental pillars of football professionalism because the professional player may be injured or become disabled which will result in impeding him from exercising his profession, losing his source of income, and facing many resulting difficulties.

Therefore, the professional regulation of football players in Kingdom of Arabic Saudi Arabia states provides in several clauses what emphasizes the importance of insurance for professional players. Article (8) of Chapter (3) concerning the obligations of clubs applying professionalism stipulates that it is necessary to make the necessary medical and physical examinations to players, check of their validity of health insurance document, and investigate properly about players before signing contracts with them. Article (12) of Chapter (5) concerning the privileges of professional players stipulates that the club should provide for the contracted professional player at least a comprehensive insurance that covers injury, disability, or death cases throughout the term of



contract with the club in a regularly accredited insurance company. The club also commits to provide a comprehensive health insurance for necessary treatment and obligatory periodic medical examination of players in a regularly accredited insurance company. Article (28) of Chapter (7) is completely designated to show the rights of players resulting from their injuries. (Saudi Arabian Football Federation, 2013).

Al-'Alqami et al (2009) emphasize that the regulations of codifying players' status and the rules of their transition issued by FIFA regarding financial provisions and insurance stipulate that the club to whom the concerned player is registered is held responsible for covering the insurance costs against illness and accidents throughout the period of the player's service for the club. This insurance should cover any injury that occurs to the player during the international matches for which he dedicates all his time. (Al-'Alqami et al 2009).

Al-Shafie and Sayyar (2009) agree that the constituents of insurance are related to two parts, namely, insurance compensation and insurance contract. Insurance compensation is the technical basis on which the insurance contract is built and it is about recognizing the insured risk, especially in the sport field taking into consideration that compensation aims to cover the financial implications of the disasters that a person may experience. (Al-Shafie and Sayyar, 2009).

Al-Shafie (2005) specifies that insurance on all persons as in the case of professional football players include two types of cases

- **First type of cases** it is concerned with life insurance such as death or what is related to the risk of a person's survival for a long time.

- **Second type of cases** accident insurance; it means accident insurance against any physical assault that results from an emergency action or external reason and includes death, disability, and complete, partial, or temporary incompetence. (Al-Shafie, 2005).

With the continuous increase in the value of the contracts of professional football players, players' insurance has become highly valuable and important to clubs which apply the system of professionalism. Darwish and Al-Sa'adani (2006) state that experts have indicated the importance of players' insurance so that the club's rights are not lost in case the player is no more useful due to an injury that prevents him from playing. Thus, insurance will protect the rights of clubs from players in case of an injury and provides a source of income for injured professional players who quit football. (Darwish and Al-Sa'adani, 2006).

Ducrey et al (2003) emphasize that government authorities and authorities charged with developing the French football performance should undertake their responsibilities towards professional football player insurance. The effectiveness of system of professionalism is derived from the ability of the authority in charge to sponsor professional players in case of injury and provide the appropriate health care for them when necessary. (Ducrey et al 2003).

Social insurance plays an important role in facing the risks which impede exercising football professionalism and enhancing the occupational safety for players. Blanpain (2005) states that the social insurance system guarantees the source of living after the end of football professionalism. Although this system is important, most of Western regulations and laws do not include clear and specific forms in this regard. Blanpain also emphasizes that the social insurance of professional

football players should be extended to cover their families following the example of other categories of society and that government authorities should support this system by companies concerned in this regard. (Blanpain, 2003).

### **2.15 Requirements of Occupational Safety for Players**

Football professionalism is a profession like other professions in the field of trade or industry because it requires that the player adopts playing football as a profession which he exercises regularly and constantly for the purpose of earning a financial revenue to depend on as a means of living.

Al-Shafie and Sayyar (2009) and Abbas (2005) agree that sport professionalism is a profession exercised by the sportsperson in a specialized sport activity regularly and constantly through exercising a certain sport activity for the purpose of earning a dependable financial revenue with full vacancy and commitment to execute the agreed conditions and term of the contract. (Al-Shafie and Sayyar, 2009).

Darwish and Al-Sa'adani (2006) agree that it is not enough for professionalism that the sport activity of the player is characterized with regularity and continuity; however, the salary of the player for playing football should be his basic source of income on which the player basically depends for living. (Darwish and Al-Sa'adani, 2006).

Then occupational safety of the player arising from his guarantee of a fixed and constant source of income out of professionalism of playing football. The player depends, in the first place, on the contract signed between the player and the club to which he belongs. Therefore,

the contract represents a great importance in achieving the occupational safety of a professional player.

## **2.16 Requirements of Awareness and Professional Culture**

Football culture represents a common factor among several countries and ethnicities, and its spread is ascribed to its popularity internationally. Therefore, cultural and social influences are highly important which makes football an international culture. The real understanding of the meaning of football professionalism by professional players leads to be convinced with the requirements of the profession, serious work to develop self-abilities represented in physical and skillful aspects, and organizing lifestyles to reach the perfect occupational satisfaction.

For a professional football player to reach such a conviction, he should have established concepts of the real distinction between being and amateur or professional. Mustafa (2008) states that the conference of the Olympic Committee held in Stockholm in 1947 defined the amateur player as "the person who is connected constantly to sport for the purpose of physical, mental, and social fun he obtains from it, and sport for an amateur is just for amusement but not for earning a salary of any type whether directly or indirectly". (Mustafa, 2008).

Darwish and Al-Sa'adani (2006) and Al-'Alqami et al (2009) agree that a professional football player is the player who earns amounts of money as salaries and bonuses as a living for playing football by virtue of a fixed-term contract between him and the club unlike the actual expenses resulting from his participation in playing such as the expenses travel, accommodation, living, insurance, and the like. Football becomes the

basic profession of a professional player in which he exerts all his physical and technical abilities for his club. (Darwish and Al-Sa'adani (2006), p. 41) (Al-'Alqami et al, 2009).

Darwish and Al-Sa'adani (2006) emphasize that football professionalism is commitment, organization, powerful competition, and psychological and social stability where loyalty and affiliation are only for the club with whom players sign contracts. (Darwish and Al-Sa'adani, 2006).

The awareness and culture of football professionalism should extend to the Saudi Arabian football community in order to reach convictions that the professional system is not limited to applying the rules and regulations of players' transitions between clubs. However, it is a complete system that changes concepts for the purpose of applying professionalism successfully.

Darwish and Hassanin (2004) state that sport is a complete system that is influenced by culture and information resulting from inside sport itself. This reflects the realistic perspective of sport topics. The constituents of the system are defined in four basic processes including input, transition processes, output, and feedback. (Darwish and Hassanin, 2004).

## **2.17 Constituents of the System of Football Professionalism**

Darwish and Al-Sa'adani (2006) define the constituents of the system of football professionalism as follows

### **2.17.1 Input of the System of Professionalism**

- The consistence of governing legislation and regulations of sport with the nature of professionalism.

- Knowledge of FIFA regulations related to the affairs and transitions of professional players.
- Benefiting from the systems of professionalism of some European countries.
- Having professional committees to manage the affairs of professional players.
- Investment of clubs to provide sources of funding.
- Rights of clubs in the fields of publicizing and promoting professional player.
- Setting general rules of players' transitions.
- Professional players' insurance.
- Raising the youth on the lifestyle of professionalism.
- Managing football by a professional intellect and management.
- Processes of the system of professionalism,
- Obligations of professional players.
- Obligations of the club towards professional players.
- Obligations of the federation towards players and clubs.
- Investing professional players in the field of media, publicity, and promotion.
- Applying the lifestyle of professionalism with players and technical, administrative, and medical departments.
- Executing the contract of professionalism including the accruals and obligations of both parties.
- Paying attention to the quality standards of players, trainers, and administrators.

### **2.17.2 Output of the System of Professionalism**

- Improved physical, technical, and skilful level of players.

- Increase of demand for professionalism of players in different countries abroad.
- Increased competitiveness among clubs to improve the level of players.
- Increase of sources of funding for sport clubs.
- Forming a strong national team to represent the country powerfully in international events. (Darwish and Al-Sa'adani, 2006).

### **2.17.3 Importance of Management in the System of Professionalism**

To achieve success in the system of professionalism, the responsibility of professionalism management should be assigned to a specialized administrative group comprising members of specialized experts in sport planning and the rest of the sport management members including organization, follow up, and control. This group should include men of law, economy, and trade so that the necessary aspects are available in the management to manage such a work.

The group of professionalism management assumes the responsibility of

- Selling, buying, and contracting.
- Selecting and contracting with trainers.
- Planning, organizing, following up, and controlling the implementation.
- Developing the regulations which clarifies and defines the system of professionalism.
- Designing contracts and their terms and conditions which protect the rights of players and clubs.
- Specifying the price of players according to the standards they set in terms of the physical and technical level, experience, age, and capacity.

- Marketing players.
- Dispute and problem settlement which arise during work.
- Proposing bonuses, incentives, and penalties.
- Communicating with the media and defining the relationship between them and the elements of professionalism.
- Finding appropriate solutions for the matters of privatization, coding matches, transforming clubs into companies, etc.

Therefore, professionalism management requires all members working in the management (professional) too, as well as the federation of the game or the supervisory committee which operates the process of professionalism inside the federation. Everyone must be professional in order to be able to find solutions for all problems of professionalism. The specialized committees inside the federation, members of the game, referees, and technical, administrative, and medical bodies should be professional.

This does not conflict with the law of youth and sport authorities and the regulations of the statute of the Olympics which maintain the international rules and principles of the game and protect the hobby. This law sets the rules and regulations of organizing professionalism within the limits of the rules set by FIFA. (Abbas, 2005).

#### **2.17.4 Administrative Performance**

Performance directly expresses the efforts of staff for the sake of achieving the goals of organizations. The level of performance depends on the abilities, skills, and experiences of staff which require academic qualifications, tendencies, interests, and other factors which fall under the necessary job description to design jobs and requiring the necessary qualifications to do occupy them. Optimal performance is based on an



academic background and practical applied qualification illustrating the tasks of work and simplifies its procedures and steps. Previous abilities, skills, and experiences, of staff contribute to support innovation and creativity on the condition that the appropriate organizational atmosphere is provided in order to encourage and utilize their abilities in achieving the goals of the organization.

However, if performance is not improved to the required level to complete the work, this requires introducing new methods and training staff on them in order to improve their competencies and performance. This is only recognized with evaluating the performance of staff and using the performance management as an effective tool that helps in planning, organizing, directing, and evaluating the performance for the purpose of recognizing the deficiencies and defining the necessary training needs to improve the skills of staff in a manner that contribute effectively to improve the abilities of staff in order to reach quality performance. (Shami, 2010) (Al-Mani', 2006).

### **2.17.5 Concept of Performance**

The verb of the word "performance" is "perform" which means to fulfil, accomplish, and execute according to a certain tradition, and function. The word "performance" means observed and exploited success and the keeping of either parties of the contract his promise and agreement and fulfilling his obligations. This word is derived from its Latin origin "performer" which refers to doing a job, finishing an activity, or implementing a task. (Al-Dawi, 2009)

The concept of performance is related to the behavior of individuals and organizations and occupies a special position inside any organization being the final output of the result of all its activities at the

individual and organizational level. Scientists and researchers have variably defined performance; Rawia Muhammad Hassan defines performance as "the degree of achieving and completing the task which constitutes the job of individuals and reflects the way in which individuals meet the work requirements". (Hassan, 2001).

### **2.17.6 Elements of Performance**

Effective performance of any employee means the achievement of certain results requires by that job through the employee's performance of certain works and tasks in accordance with the policies, procedures, circumstances, and environment of organization in which the employee works. The effective performance of any employee is the result of the interaction among many factors the most prominent of which are

- **Competencies of the employee**

It means his information, skills, tendencies, and values. The competencies of the employee are his basic characteristics which result in an effective performance carried out by that employee.

- **Work requirements**

They mean the tasks, responsibilities, or roles required by a work or job.

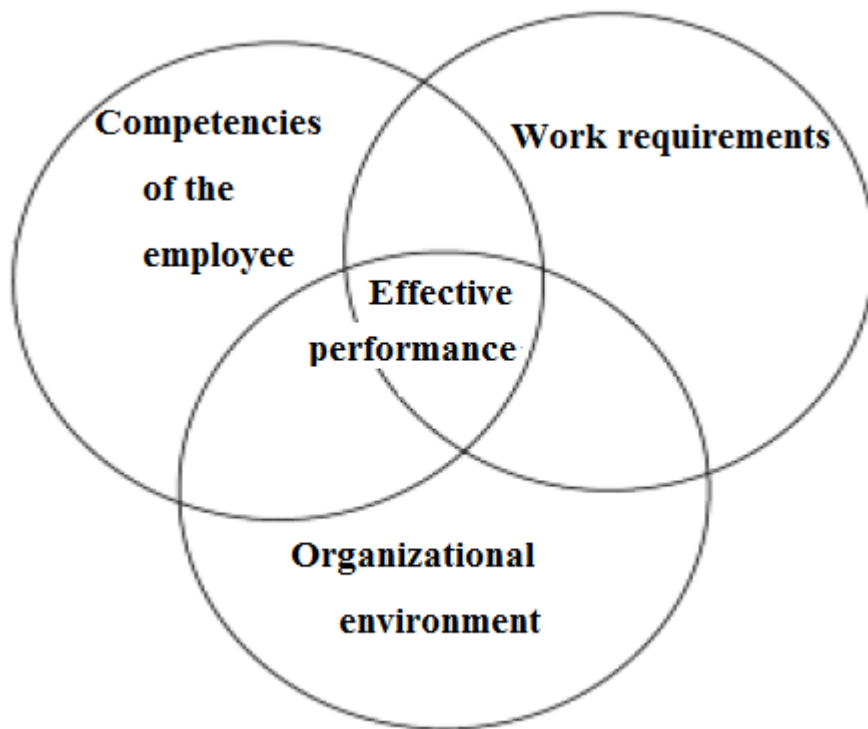
- **Organizational environment**

They consist of internal and external factors. The internal factors which influence the effective performance of the employee include the organizational goals, structure, resources,

and strategic position. The external factors which constitute the organizational environment include social, economic, technological, civilizational, political, and legal factors.

In the meanwhile, competencies do not only determine the effective performance, but work requirements and organizational environment interact with it. (Durra and Al-Sabbagh, 2008).

Here is an example that illustrates the factors which allows effective performance.



**Figure (1)**

**An example which illustrates the factors that result in the effective performance**

In addition to the aforementioned information, there are other additional elements of performance represented in the following

- Knowledge of work requirements they involve general knowledge, technical and occupational skills, general background of the work, and the related fields.
- Type of work it is represented in the employee's recognition of the work he does and the desire, technical skills, mastery, and ability to organize and carry out work without making any mistakes.
- Amount of the accomplished work it is any amount of work which the employee can accomplish and at what speed under ordinary circumstances of work.
- Persistence and reliability they involve seriousness, devotion to work, the employee's ability to assume responsibility in accomplishing works on time, and the employee's need for guidance, instruction, and evaluation of the results of his work by supervisors. (Al-Hunaita, 2003).

### **2.17.7 Literature review.**

The researcher limits the studies related to the subject matter of this study and divides them into Arabic and foreign studies displayed according to a chronological order from the latest to the oldest studies. Here are the most important studies

### **2.18 The study of Sang-Yeol Bang & Mahfoud Amara titled “The Study of Discourse on Change in South Korean Football Between Tradition and Modernity, from Colonial to Post-Colonial”.**

This study seeks to understand the discourse on/and legitimization of ‘change’ in Korean football. The paper asks the following questions how has the South Korean post-colonial project for development and nation-state building shaped the discourse on football development in South Korea? How this change has been defined, diffused, imposed, debated and/or resisted in South Korean football? To respond to these questions, the paper examines the debates on modernity and modernization in Korean society and in football. To this end, we trace some of the ways that colonial and postcolonial discourses have been appropriated in relation to South Korea’s construction of “Self” and ‘otherness’, and in defining meanings about change – in the sense of reform, modernization, rationalization and professionalization – of South Korean football.

### **Fan Hong & Lu Zhouxiang study titled “The Professionalization and Commercialization of Football in China (1993–2013)”**

The professionalisation and commercialisation of football in China began in 1993, followed in 1994 by the launch of a league system that was modelled on the systems of Western countries. With the support of the market, football began to become self-sufficient and no longer reliant on government support. State-owned football clubs were replaced by an

increasing number of privately owned and collectively owned clubs. Athletes started to play football for their own sakes, pursuing fortune, honor and personal excellence. However, the reform did not touch the most fundamental part of the Chinese sport system as the football league authority was still under the tight control of the government.

The study concluded that the reform in football has contributed to the transformation of China's state sponsored elite sport system. After nearly 20 years of development, a commercialized elite sport system has gradually taken shape. Led by football, many other sports have embraced the market economy. Each year, professional sports leagues attract millions of sports fans and spectators from around the country, creating billions in revenue for the sport and leisure industry.

**Yiyong Liang study titled “The development pattern and a clubs’ perspective on football governance in China”**

Over the course of the last 20 years, sports governance has been given greater consideration due primarily to the global trend of the increasing levels of sports commercialization and professionalization. The stakeholder approach has become a trend for improving not only corporate governance standards in many industries but also in sports worldwide. This article traces the development process of football in China, especially its efforts to reform the game to a Western style professional structure. Employing the framework of stakeholder theory, particularly from the clubs’ perspective; illustrate the transitional process of football professionalization in China. The data collected from interviews with other sources available in both Chinese and English, were qualitatively analyzed and the findings provide evidence of stakeholder relationships between the Chinese Football Association and clubs,

between clubs and players and between clubs and fans, which identify modern conflicts, occurring within the current Chinese football industry during this development phase.

- **Abdul Karim's Study (2012)**

This study targeted the rights and duties of sportspersons. In the modern era, sport is highly important. Among the fields which were tackled in the study is the legal field, especially sport competition during which some risks may happen and result in dangers and injuries whether those injuries are caused by a player or by the tool of the game. Thus, it is essential to provide protection for sport. Sport officials and players should look for guarantees of their rights; this led to set up legal texts which guarantee and specify the rights and duties of players. Commitment to physical safety imposed by the legislator is prioritized for the protection against sport accidents. Contracts and insurance are considered two dependent and concurrent tools to protect players from the damages and injuries caused by risks. The injured person may contact the insurance company directly being his legal right. Whenever applicable in the insurance contract, the injured person is entitled to all conditions of the validity of the insurance contract. Therefore, the idea of accepting risks should be highly significant in the positive law because it is one of the constituents of sport exercise closely related to protecting players; this will necessitates the legislator's' intervention to define risks and how to prevent them.

- **Khalil's Study (2011)**

The aim of the study was to set a proposed model for the Association of Professional Egyptian Football Clubs. The sample of study amounted to (110) individuals of all members of Egyptian football game

including members of the board of directors of Egyptian Football Association, sport clubs, players, and experts. The researcher used the descriptive approach of surveys; the tools of data collection were interviews, document analysis, and questionnaire forms. The most important findings of the study are the necessity to provide financial and psychological stability for players, trainers, administrators, referees, and their families, create the links which include professional clubs and players, to have a professional administration to manage the affairs of football professionalism, issue a new sport law which is consistent with the variables of the world, and amend the regulations of sport professionalism in accordance with the international regulations of professionalism.

- **Mohei Eddin's Study (2011)**

This study targeted the nature and implications of the contract of sport professionalism. The researcher used the descriptive approach. The most important findings of the study are to reach the legal implications of the contract of professionalism and obligations by virtue of this contracts on both parties, namely, the professional player and the sport club, show the way of the expiry of the sport professionalism contract, defining the relationship between football professionalism and affiliation of the player to his homeland. Study community includes football players. The descriptive approach is used. The findings of the study include the balance between the motives of sport professionalism and homeland affiliation for players is not simple because the player will start to be more inclined to the financial aspect.

- **Al-Said's Study (2010)**



The aim of the study was to transform sport into a means of earning money because sport became one of the most attractive and interesting fields of wealthy people and economic forces. Sport transformed from only an activity exercised by amateurs and enjoyed by spectators and audiences into an industry based on technical bases specialized in media promotion and sport professionalism which generate billions of dollars for professional clubs. Sport is a method that represents a motivation to develop the skills of players and improve the situations of both clubs and players. Professionalism has its advantages and disadvantages; advantages include the rapid development of sport and bringing many people to exercise it. However, disadvantages include the loss of ethics and principles of sport; this is evident through competitions in which players tend to use different methods such as doping and using internationally prohibited drugs for the purpose of achieving a satisfactory result as long as this result will help players prove their skills.

- **Al-Dawsari's Study (2010)**

The aim of the study was to define the obstacles which prevent the application of football professionalism regulation in sport clubs in Kingdom of Arabic Saudi Arabia. The descriptive approach of surveys was applied on a random sample from the research community. The sample amounted to (359) individuals from the top-level management, middle-level management, and professional football players in Saudi Arabian clubs which apply the system of professionalism. The researcher used questionnaire as a tool of data collection. The most important findings related to the obstacles of applying the regulation of professionalism in the non-privatization of sport clubs which will increase the financial burdens on the clubs, non-availability of an

academy in the club to qualify players for marketing, non-inclusion of health insurance of the professional player's family and legal dependents and treating them in appropriate hospitals, and non-specialization of media and media persons which will cause the establishment of a misconception of professionalism.

### **Rubio's Study (2013)**

The study targeted the different landmarks through which Olympic sports experienced throughout the last century which turned amateurism into professionalism. At its beginning, it was seen as one of the main pillars of the Olympic movement, and then amateurism was overcome with the dynamics of contemporary sport and turned into professionalism. Amateurism did not only change in sport institutions, but it also changed the future of players who were considered the basis of Olympics. This study aimed to show how the process of career professionalism was for Brazilian Olympic players and how it found its position in sport throughout the last century. The researcher used the historical approach. The most important findings of the research were that professionalism represented the national policy which in turn led to the development of some techniques and methods but not the development of sport as a whole.

### **Study of Gomez et all (2008)**

The aim of the study was to recognize the structural characteristics of sport organizations and differences inside Spanish elite professional football clubs. The main task of professional football clubs was to create a competitive team in order to participate in official competitions and achieve the sport success expected from its members and fans. This main

task constituted the system under the surrounding circumstances in order to respond effectively to the contextual challenges which faced those organizations. The processes of professionalism and marketing specifically influenced sport. The most important findings of the study were that the most important and distinguished branch systems in the Spanish football clubs were communication, foreign affairs, trade, finance, wealth management, marketing, facilities, and legal and social affairs. In other words, the fields related to the development of the aforementioned main tasks might be associated with the structural response of those organizations in confronting the challenges resulting from the process of professionalism and marketing.

- **Schilhaneck's Study (2008)**

The aim of this study was to develop the concept of a framework that included administrative, strategic, and practical choices of professional clubs. The main idea was to choose an administrative approach with a valid trademark theoretically which represented the current situation of academic research and altered it to the requirements of the required analysis. First, the goals of this process were to define the choices of trademark for clubs; second, those findings were used to design the model of the administrative trademark for the background of professional clubs which provided information about how to work and maintain the powerful trademarks of clubs. To clarify this model, examples of German football teams will be used. In addition, experimental evidence on the importance of making tests of the trademarks of clubs will be provided

**Analysis of the Relevant Studies**

Arab studies varied in their goals; they were represented in tackling the philosophy of football professionalism, analyzing the system of professionalism, setting a proposed system of football professionalism, developing a strategy of sport professionalism, and the economic revenue of sport professionalism in general. Although those goals were varied, they all were related to the essence of sport professionalism, in general, and football professionalism, in particular.

Foreign studies varied in their goals; they included sport sponsorship and its role in improving professional sport, breaking down the salaries of professional players during their transitions, impact of developing the life of professional players on their sport situation, analyzing amateur and professional football players, and analyzing professional football clubs.

### **The Approach Used in These Studies**

All these studies used the descriptive approach of surveys because it fitted with such surveys. The researcher benefited from surveys in guidance with regard to the approach used throughout the procedures of the study.

### **Sample of the Studies**

The samples of the previous Arab and foreign studies varied according to the goals of the study and research design. Some of these samples included current or retired professional players or both of them; other samples included administrators and training crews. Other studies depended on professional administrations and club managements as samples of the study. Besides, other studies depended on a mixture of the previous samples.

## **Sources of Data Collection**

The previous studies show that the tools used for collecting data in these studies are questionnaires, interviews, and the analysis of documents, theses, and research. The researcher has benefited from these tools in determining the means of data collection in the presented study.

## **The most Important Findings of the Relevant Studies**

- Clarifying the general philosophy of sport professionalism.
- Defining the real concept of the basic nature of football professionalism.
- Defining the obligations of professional football players, clubs, and sport federation.
- Defining the nature of the terms and conditions of football professional players' contracts.
- The necessity to have professional committees in clubs to manage the affairs of professional players and market them.
- Analyzing the legislation and laws under the application of football professionalism.
- Encouraging the investments of sport clubs to provide sources of funding for professionalism.
- Defining the rights of clubs in media, publicity, and promotion of professional players.
- Defining the general rules of professional players' transitions.
- Setting the bases and principles which determine the prices of football professional players.
- The necessity to insure and sponsor professional players.

## **Benefiting from the Relevant Studies**

Through the previous presentation of the relevant studies, the researcher sees that he has benefited from the in studying and analyzing the research question in light of these studies. The most important learned points are

- Defining the formulation of the goals and inquiries of the research.
- Defining the steps followed in the procedures of this study.
- Benefiting from the systems of professionalism adopted in Arab and international championships.
- Selecting the method of presenting, construing, and discussing the findings to answer the questions of the study as well as concluding clear recommendations that can be beneficial in the future to achieve the expected goals of the study.
- Comparing the findings of this study with the findings of the relevant studies in terms of their similarities and dissimilarities.

### 3.Chapter three

For the purpose of data collection, the researcher built up a questionnaire by survey monkey software and spread it up through the internet to collect accurate data about the research topic. The respondents include owners, coaches, managers, players and fans.

The researcher spread the link out to all respondents by the intent. Survey Monkey produced analytical graphs and tables that shows the overall trends of the questionnaire respondents.

#### 3.1 Data analysis

##### First Demographic Data

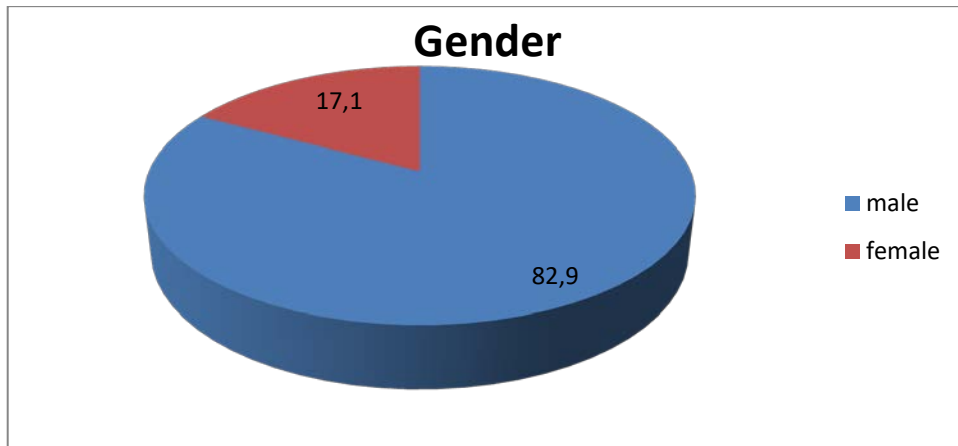
##### 1-Gender

Table (1)

Gender	Frequency	Percent
Male	58	82.9
Female	12	17.1
Total	70	100.0

This table shows the distribution of study respondents according to gender variable. It is clear that 58 of the study respondents who represent 82.9% of the whole study sample are male and they represent the most of the entire study sample. Whereas, 12 of the study respondents who represent 17.1% of the whole study sample are female and they represent the least of the entire study sample. (As shown in fig)

Fig (1)



## 2- Age

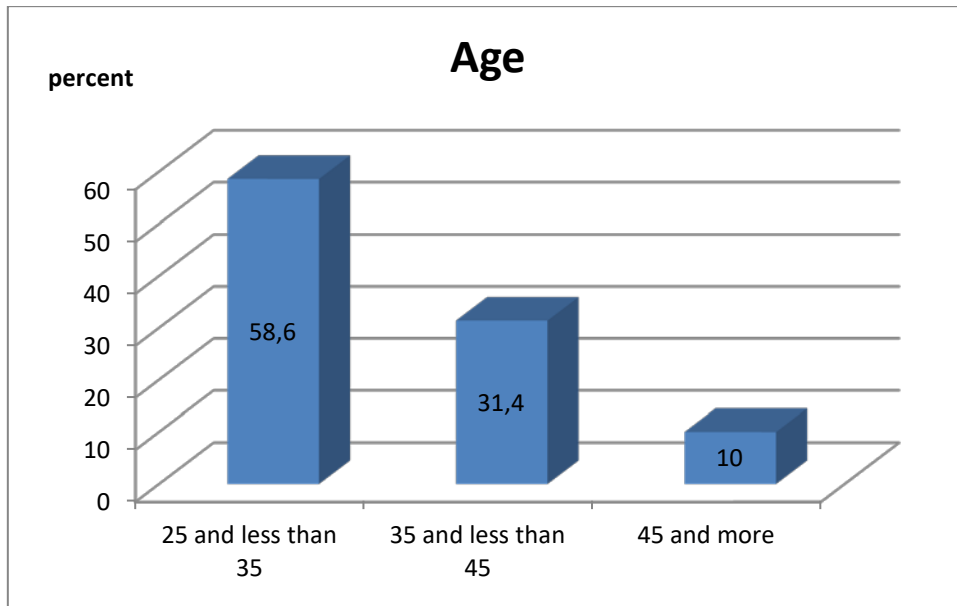
Table (2)

Age	Frequency	Percent
25 and less than 35	41	58.6
35 and less than 45	22	31.4
45 and more	7	10.0
Total	70	100.0

This table clarifies the distribution of study respondents according to age variable. It is clear that 41 of the study respondents who represent 58.6% of the whole study sample their ages range from 25 to less than 35 and they represent the most of the entire study sample. Whereas, 22 of the study respondents who represent 31.4% of the whole study sample their ages range from 35 to less than 45, while 7 of the study respondents who represent 10% of the whole study sample their ages are from 45 and more and they represent the least of the entire study sample. (As shown in fig 2)



Fig (2)



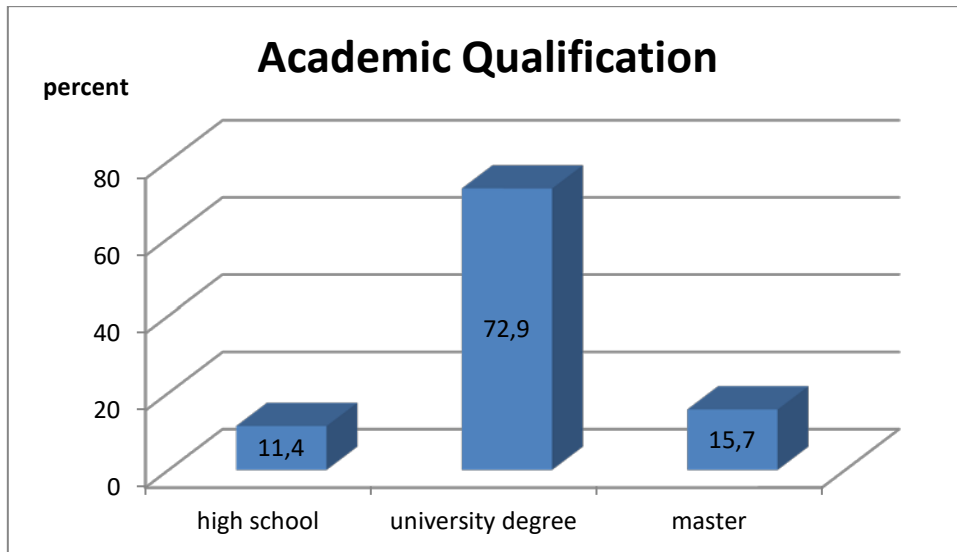
### 3-Academic Qualification

Table (3)

Academic Qualification	Frequency	Percent
high school	8	11.4
university degree	51	72.9
master	11	15.7
Total	70	100.0

This table clarifies the distribution of study respondents regarding academic qualification variable. It is clear that 51 of the study respondents who represent 72.9% of the whole study sample their academic qualification is university degree and they represent the most of the entire study sample. Whereas, 11 of the study respondents who represent 15.7% of the whole study sample their academic qualification is master, while 8 of the study respondents who represent 11.4% of the whole study sample their academic qualification is high school and they represent the least of the entire study sample. (As shown in fig 3)

Fig (3)



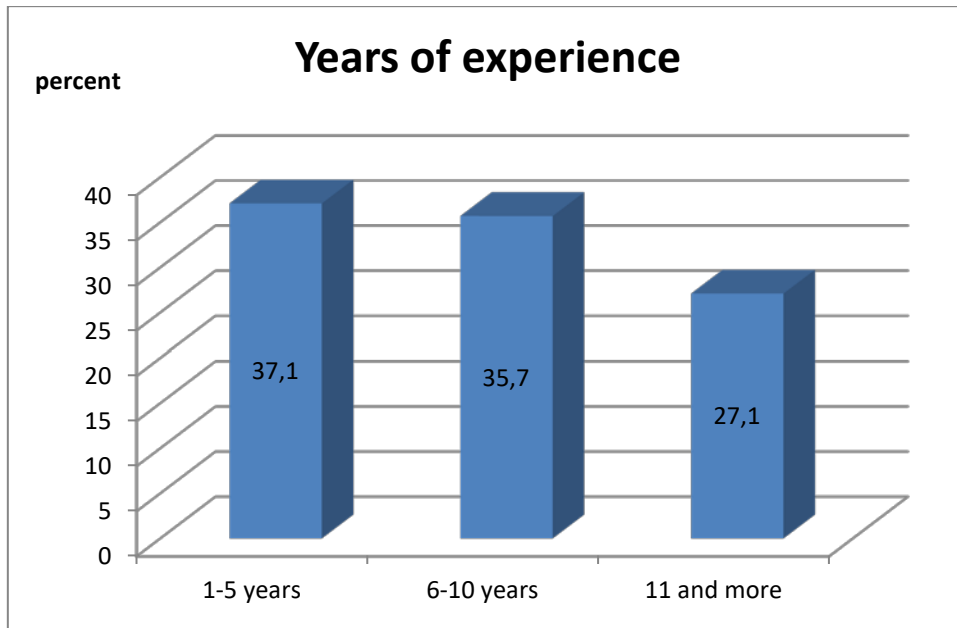
#### 4- Years of experience

Table (4)

Years of experience	Frequency	Percent
1-5 years	26	37.1
6-10 years	25	35.7
11 and more	19	27.1
Total	70	100.0

The above table shows the distribution of study respondents regarding Years of experience variable. It is clear that 26 of the study respondents who represent 37.1% of the whole study sample have 1-5 years of experience and they represent the most of the entire study sample. Whereas, 25 of the study respondents who represent 35.7% of the whole study sample have 6-10 years of experience, while 19 of the study respondents who represent 27.1% of the whole study sample have 11 and more years of experience and they represent the least of the entire study sample. (As shown in fig 4)

Fig (4)



## 5- Tenure

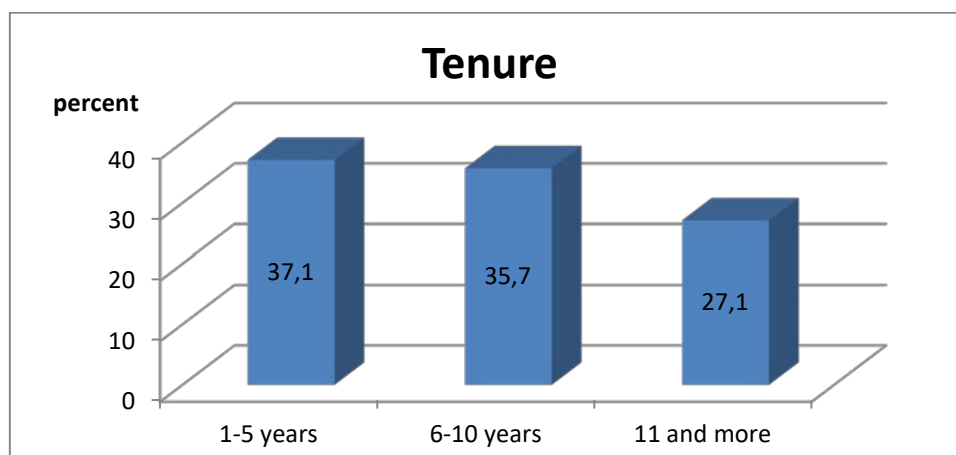
Table (5)

Tenure	Frequency	Percent
owner	4	5.7
manger	15	21.4
coach	9	12.9
administrative	12	17.1
fan	30	42.9
Total	70	100.0

The above table shows the distribution of study respondents regarding tenure variable. It is clear that 30 of the study respondents who represent 42.9% of the whole study sample are fans and they represent the most of the entire study sample. Whereas, 15 of the study respondents who represent 21.4% of the whole study sample are managers, while 12 of the study respondents who represent 17.1% of the whole study sample are administrative, whereas 9 of the study respondents who represent 12.9% of the whole study sample are coaches, while 4 of the study respondents

who represent 5.7% of the whole study sample are owners and they represent the least of the entire study sample. (As shown in fig 2)

Fig (5)



### **3.2 Second The study questions**

#### **The first question**

What are handicaps relating the administrative aspect among the Saudi football clubs?

In order to answer What are handicaps relating the administrative aspect , the frequencies ,percentages, means, standard deviations and ranks of the responses of study respondents have been calculated on the axis handicaps relating the administrative aspect among the Saudi football clubs.

Table (6) the responses of study respondents on the items of axis the handicaps relating the administrative aspect

N	Items	Agree		Somewhat agree		Dis agree		Mean	Sd	Rank	Response
2	Professionalism Objectives are comprehensive.	37	52.9	17	24.3	16	22.9	2.30	0.82	1	Somewhat agree
3	Professionalism rules	38	54.3	12	17.1	20	28.6	2.26	0.88	2	Somewhat

	and regulations are clear											agree
1	Vision and policies for professionalism are clear.	35	50	17	24.3	18	25.7	2.25	0.84	3		Somewhat agree
5	There are enough incentives for football players to practice professionalism	38	54.3	11	15.7	21	30	2.24	0.89	4		Somewhat agree
8	There is technical monitoring from the professionalism committee	36	51.4	12	14.1	22	31.4	2.20	0.89	5		Somewhat agree
4	Professionalism strategic plans are adaptable for the current challenges.	28	40	18	25.7	24	34.3	2.06	0.87	6		Somewhat agree
7	Professionalism Directorate apply the latest and standards of rules and regulations.	31	44.3	12	17.1	27	38.6	2.05	0.92	7		Somewhat agree
6	Staff working for professionalism Directorate are responsible, professional and with updated information.	28	40	16	22.9	26	37.1	2.03	0.88	8		Somewhat agree
Mean								2.17	0.57			Somewhat agree

The results of Handicaps relating the administrative aspect among the Saudi football clubs are displayed in Table 6. Clearly, the table shows that there is a convergence in the responses of participants on the axis (Handicaps relating the administrative aspect among the Saudi football clubs). Additionally, the general mean on the statements of the axis is ( 2.17) , and the mean is put at the second class of the three scale, whose average ranges from (1.67 to 2.40) refers to (somewhat agree) degree which implies that the participants somewhat agree on the axis items. Also, it has been noticed that the statements concerning the axis Handicaps relating the administrative aspect among the Saudi football clubs can be arranged in view of the participants themselves regarding its use degree in a descending order as the following

1-The participants' responses on statement(2) which states (Professionalism Objectives are comprehensive) appears at the first position with (somewhat agree ) degree .The mean is (2.30) and standard deviation (0.82).As 52.9% of the whole sample agree, while 24.3% of the whole sample somewhat agree, and 22.9% of the whole sample disagree on the item.

2- The participants' responses on statement (3) which states (Professionalism rules and regulations are clear) appears at the second position with (somewhat agree ) degree .The mean is (2.26) and standard deviation (0.88).As 54.3% of the whole sample agree, while 17.1% of the whole sample somewhat agree, and 28.6% of the whole sample disagree on the item.

3- The participants' responses on statement (1) which states (Vision and policies for professionalism are clear.) appears at the third position with (somewhat agree ) degree .The mean is (2.25) and standard deviation (0.84).As 50% of the whole sample agree, while 24.3% of the whole sample somewhat agree, and 25.7% of the whole sample disagree on the item.

4- The participants' responses on statement (5) which states (There are enough incentives for football players to practice professionalism) appears at the fourth position with (somewhat agree ) degree .The mean is (2.24) and standard deviation (0.89).As 54.3% of the whole sample agree, while 15.7% of the whole sample somewhat agree, and 30% of the whole sample disagree on the item.

5- The participants' responses on statement (8) which states (There is technical monitoring from the professionalism committee) appears at the fifth position with (somewhat agree ) degree .The mean is (2.20) and standard deviation (0.89).As 51.4% of the whole sample

agree, while 14.1% of the whole sample somewhat agree, and 31.4% of the whole sample disagree on the item.

6- The participants' responses on statement (4) which states (Professionalism strategic plans are adaptable for the current challenges) appears at the sixth position with (somewhat agree ) degree .The mean is (2.06) and standard deviation (0.87).As 40% of the whole sample agree, while 25.7% of the whole sample somewhat agree, and 34.3% of the whole sample disagree on the item.

7- The participants' responses on statement (7) which states (Professionalism Directorate apply the latest and standards of rules and regulations.) appears at the seventh position with (somewhat agree ) degree .The mean is (2.05) and standard deviation (0.92).As 44.3% of the whole sample agree, while 17.1% of the whole sample somewhat agree, and 36.6% of the whole sample disagree on the item.

8- The participants' responses on statement (6) which states (Staff working for professionalism Directorate are responsible, professional and with updated information.) appears at the eighth position with (somewhat agree ) degree .The mean is (2.03) and standard deviation (0.88).As 40% of the whole sample agree, while 22.9% of the whole sample somewhat agree, and 37.1% of the whole sample disagree on the item.

### 3.3 The second question

#### **What are Handicaps relating the financial aspect among the Saudi football clubs?**

In order to answer What are Handicaps relating the financial aspect among the Saudi football clubs, the frequencies ,percentages, means, standard deviations and ranks of the responses of study respondents have been calculated on the axis Handicaps relating the financial aspect among the Saudi football clubs

Table (7) the responses of study respondents on the items of axis the handicaps relating the financial aspect among the Saudi football clubs

N	Items	Agree		Somewhat agree		Dis agree		Mean	Sd	Rank	Response
4	The culture of football professionalism is common in Saudi sports society.	39	55.7	15	21.4	16	22.9	2.34	0.83	1	Agree
14	Staff working for football professionalism gets good compensation.	34	48.6	20	28.6	16	22.9	2.26	0.81	2	Somewhat agree
12	Technical reports of the players are regularly submitted to the professionalism committee team.	34	48.6	16	22.9	20	28.6	2.20	0.86	3	Somewhat agree
9	Technical reports of players are submitted to professionalism Directorate.	30	42.9	18	25.7	22	31.4	2.11	0.86	4	Somewhat agree
11	Professionalism Directorate uses planning as a tool for organizing the professionalism process.	28	40	21	30	21	30	2.10	0.84	5	Somewhat agree
13	There is a marketing plan for football players who are ready for professionalism.	28	40	21	30	21	30	2.10	0.84	6	Somewhat agree
8	Professionalism Directorate is	27	38.6	19	27.1	24	34.3	2.04	0.86	7	Somewhat agree



	independent in Saudi football clubs.										
7	Professionalism staff is aware of all procedure and regulations.	27	38.6	18	25.7	25	35.7	2.03	0.87	8	Somewhat agree
3	There are investment plans for football players' contracts.	27	38.6	16	22.9	27	38.6	2.00	0.88	9	Somewhat agree
10	Football players are aware of professionalism requirements.	28	40	14	20	28	40	1.98	0.90	10	Somewhat agree
5	There are specific objectives for professionalism in Saudi football clubs.	26	37.1	15	21.4	29	41.4	1.96	0.89	11	Somewhat agree
6	Saudi rules of professionalism are typical to the international standards of professionalism.	22	31.4	22	31.4	26	37.1	1.94	0.83	12	Somewhat agree
1	Clubs submit certified financial plans for the Saudi Directorate for Football Professionalism.	26	37.1	13	18.6	31	44.3	1.93	0.91	13	Somewhat agree
2	There is enough finance for the club to apply football professionalism.	25	35.7	15	21.4	30	42.9	1.92	0.89	14	Somewhat agree
Mean								2.07	0.49		Somewhat agree

The results of handicaps relating the financial among the Saudi football clubs aspect are displayed in Table 7. Clearly, the table shows that there is a convergence in the responses of participants on the axis (Handicaps relating the financial aspect among the Saudi football clubs). Additionally, the general mean on the statements of the axis is ( 2.07) , and the mean is put at the second class of the three scale, whose average ranges from (1.67 to 2.40) refers to (somewhat agree) degree which implies that the participants somewhat agree on the axis items. Also, it has been noticed that the statements concerning the axis Handicaps

relating the financial aspect among the Saudi football clubs can be arranged in view of the participants themselves regarding its use degree in a descending order as the following

1-The participants' responses on statement(4) which states (The culture of football professionalism is common in Saudi sports society.) appears at the first position with (agree ) degree .The mean is (2.34) and standard deviation (0.83).As 55.7% of the whole sample agree, while 21.4% of the whole sample somewhat agree, and 22.9% of the whole sample disagree on the item.

2- The participants' responses on statement (14) which states (Staff working for football professionalism gets good compensation) appears at the second position with (somewhat agree ) degree .The mean is (2.26) and standard deviation (0.81).As 48.6% of the whole sample agree, while 28.6% of the whole sample somewhat agree, and 22.9% of the whole sample disagree on the item.

3- The participants' responses on statement (12) which states (Technical reports of the players are regularly submitted to the professionalism committee team.) appears at the third position with (somewhat agree ) degree .The mean is (2.20) and standard deviation (0.86).As 48.6% of the whole sample agree, while 22.9% of the whole sample somewhat agree, and 28.6% of the whole sample disagree on the item.

4- The participants' responses on statement (9) which states (Technical reports of players are submitted to professionalism Directorate ) degree .The mean is (2.11) and standard deviation (0.86).As 42.9% of the whole sample agree, while 25.7% of the whole sample somewhat agree, and 31.4% of the whole sample disagree on the item.

5- The participants' responses on statement (11) which states (Professionalism Directorate uses planning as a tool for organizing the professionalism process.) appears at the fifth position with (somewhat agree ) degree .The mean is (2.10) and standard deviation (0.84).As 40% of the whole sample agree, while 30% of the whole sample somewhat agree as well as the same percent disagree on the item.

6- The participants' responses on statement (13) which states (There is a marketing plan for football players who are ready for professionalism) appears at the sixth position with (somewhat agree ) degree .The mean is (2.10) and standard deviation (0.84). As 40% of the whole sample agree, while 30% of the whole sample somewhat agree as well as the same percent disagree on the item.

7- The participants' responses on statement (8) which states (Professionalism Directorate is independent in Saudi football clubs.) appears at the seventh position with (somewhat agree ) degree .The mean is (2.04) and standard deviation (0.86).As 38.6% of the whole sample agree, while 21.7% of the whole sample somewhat agree, and 34.3% of the whole sample disagree on the item.

8- The participants' responses on statement (7) which states (Professionalism staff is aware of all procedure and regulations) appears at the eighth position with (somewhat agree ) degree .The mean is (2.03) and standard deviation (0.87).As 38.6% of the whole sample agree, while 25.7% of the whole sample somewhat agree, and 35.7% of the whole sample disagree on the item.

9- The participants' responses on statement (3) which states (There are investment plans for football players' contracts) appears at the ninth position with (somewhat agree ) degree .The mean is (2.00) and standard deviation (0.88).As 38.6% of the whole sample agree,

while 22.9% of the whole sample somewhat agree, and 38.6% of the whole sample disagree on the item.

10- The participants' responses on statement (10) which states (Football players are aware of professionalism requirements) appears at the tenth position with (somewhat agree ) degree .The mean is (1.98) and standard deviation (0.90).As 40% of the whole sample agree, while 20% of the whole sample somewhat agree, and 40% of the whole sample disagree on the item.

11- The participants' responses on statement (5) which states (There are specific objectives for professionalism in Saudi football clubs) appears at the eleventh position with (somewhat agree ) degree .The mean is (1.96) and standard deviation (0.89).As 37.1% of the whole sample agree, while 21.4% of the whole sample somewhat agree, and 41.4% of the whole sample disagree on the item.

12- The participants' responses on statement (6) which states (Saudi rules of professionalism are typical to the international standards of professionalism) appears at the twelfth position with (somewhat agree ) degree .The mean is (1.94) and standard deviation (0.83).As 31.4% of the whole sample agree, while 31.4% of the whole sample somewhat agree, and 37.1% of the whole sample disagree on the item.

13-The participants' responses on statement (1) which states (Clubs submit certified financial plans for the Saudi Directorate for Football Professionalism) appears at the thirteenth position with (somewhat agree ) degree .The mean is (1.93) and standard deviation (0.91).As 37.1% of the whole sample agree, while 18.6% of the whole sample somewhat agree, and 44.3% of the whole sample disagree on the item.

14- The participants' responses on statement (2) which states (There is enough finance for the club to apply football professionalism) appears at the fourteenth position with (somewhat agree ) degree .The mean is (1.92) and standard deviation (0.89).As 35.7% of the whole sample agree, while 21.4% of the whole sample somewhat agree, and 42.9% of the whole sample disagree on the item.

The most important hindrances for professionalism among the Saudi football clubs are displayed in table (8).

Table (8) the responses of study participants on the most important hindrances for professionalism among the Saudi football clubs

	Items	Agree		Somewhat agree		Dis agree		Mean	Sd	Rank	Response
4	There are the government hindrances for professionalism.	33	47.1	20	28.6	17	24.3	2.23	0.82	1	Somewhat agree
2	There are financial hindrances for professionalism.	32	45.7	19	27.1	19	27.1	2.19	0.84	2	Somewhat agree
3	There are hindrances for players to practice professionalism.	31	44.3	20	28.6	19	27.1	2.17	0.83	3	Somewhat agree
1	There are administrative hindrances for professionalism.	29	27.1	22	31.4	29	41.4	2.14	0.82	4	Somewhat agree
								2.18	0.55		

The above table shows that there is a convergence in the responses of participants on the axis (The most important hindrances for professionalism among the Saudi football clubs). Additionally, the general mean on the statements of the axis is ( 2.18 ), and the mean is put at the second class of the three scale, whose average ranges from (1.67 to 2.40) refers to (somewhat agree) degree which implies that the participants somewhat agree on the axis items. Also, it has been noticed

that the statements concerning the axis the most important hindrances for professionalism can be arranged in view of the participants themselves regarding its use degree in a descending order as the following

1-The participants' responses on statement(4) which states (There are the government hindrances for professionalism.) appears at the first position with (somewhat agree ) degree .The mean is (2.23) and standard deviation (0.82).this means that the most important hindrances for professionalism is the government hindrances.

2- The participants' responses on statement(2) which states (There are financial hindrances for professionalism) appears at the second position with (somewhat agree ) degree .The mean is (2.19) and standard deviation (0.84).

3- The participants' responses on statement(3) which states (There are hindrances for players to practice professionalism) appears at the third position with (somewhat agree ) degree .The mean is (2.17) and standard deviation (0.83).

4- The participants' responses on statement(4) which states (There are administrative hindrances for professionalism) appears at the fourth position with (somewhat agree ) degree .The mean is (2.14) and standard deviation (0.82).

We can conclude that the general mean of study participants on the axis (the most important hindrances for professionalism among the Saudi football clubs) reached (2.18 out of 3) and this mean was put at the second class of the three scale and referred to (somewhat agree) degree and this means that the most important hindrances for professionalism among the Saudi football clubs can be summarized

regarding to their importance degree as the government hindrances, financial hindrances, hindrances for players to practice, administrative hindrances.

**The most important recommendations to overcome hindrances for professionalism among the Saudi football clubs are displayed in table 9.**

**Table (9)**

N	Items	Agree		Somewhat agree		Dis agree		Mean	Sd	Rank	Response
1	More awareness should be raised among the Saudi football clubs about professionals standards.	44	62.9	12	17.1	14	20	2.43	0.80	1	Agree
2	There should be more incentives for players and stakeholders to support football professionalism .	42	60	10	14.3	18	25.7	2.34	0.86	2	Agree

This table indicates the recommendations to overcome hindrances for professionalism among the Saudi football clubs. The results of the above table clarifies that (62.9%) of the whole study sample were agree that "More awareness should be raised among the Saudi football clubs" about professionals standards, while (17.1%) were somewhat agree, while (20%) of the whole study participants disagree. So then, the responses of the study participants were with agree degree on the item of axis recommendations of professionalism hindrances among the Saudi football clubs). As the mean score was 2.43 and standard deviation was 0.80.

Concerning the item that states "There should be more incentives for players and stakeholders to support football professionalism", it is clear that (60%) of the whole study sample agree that There should be more incentives for players and stakeholders to support football professionalism, while (14.3%) were somewhat agree, while (25.7%) of the whole study participants disagree. Accordingly, the responses of the study participants were with agree degree on this item of axis (recommendations to overcome hindrances for professionalism among the Saudi football clubs). As the mean score was (2.34) and standard deviation was (0.86).

To conclude the study participants recommend that

- More awareness should be raised among the Saudi football clubs about professionals standards
- There should be more incentives for players and stakeholders to support football professionalism.



## **4. Chapter Four**

### **4.1 Conclusions**

In the light of the study questions, objectives, sample and the questionnaire, the researcher concluded to the most important hindrances facing football professionalism in Saudi Arabia as follows

1. There are no clear strategic plans for the professionalism for Saudi football players.
2. Tasks entrusted to the professionalism department are not decisive.
3. Staff working in football clubs does not have updated information about rules and regulations of professionalism.
4. Structural organization of professionalism in football clubs is not compatible with international standards.
5. Financial incentives for staff working in professionalism Departments of football clubs are not enough.
6. Continuous change of the club chairman and professional players coach affect the players' professional level.
7. Funding sources for the football clubs are not enough.
8. There are not enough standard monitoring parameters to apply professionalism in football Saudi clubs.
9. Boards regulating football professionalism are not clear.
10. Lack of training and workshops to increase the staff and players skills to be eligible for international football professionalism.
11. Lack of cooperation by the professionalism departments with respective legal, administrative, economic and sports officers.
12. Staff working for professionalism Directorate are responsible, professional and with updated information.
13. Professionalism Directorate apply the latest and standards of rules and regulations

14. Professionalism strategic plans are adaptable for the current challenges
15. There is technical monitoring from the professionalism committee
16. There are enough incentives for football players to practice professionalism
17. There is enough finance for the club to apply football professionalism
18. Clubs submit certified financial plans for the Saudi Directorate for Football Professionalism
19. Saudi rules of professionalism are typical to the international standards of professionalism
20. There are specific objectives for professionalism in Saudi football clubs
21. Football players are aware of professionalism requirements.
22. There are investment plans for football players' contracts.
23. The most important hindrances for professionalism among the Saudi football clubs are the government hindrances, financial hindrances, hindrances for players to practice, administrative hindrances.
24. Recommend
25. More awareness should be raised among the Saudi football clubs about professionals standards
26. There should be more incentives for players and stakeholders to support football professionalism.

## **4.2 Recommendations**

In the light of the study question, limitations, questionnaire and discussions and results, the researcher concluded to the following recommendations

1. Using questionnaire to explore view of people working in the sports field about professionalism in Saudi Arabia.
2. Setting up strategic plans for professional football clubs in the Kingdom of Saudi Arabia.
3. Fulfill the requirements of professional staff as per specific timetable.
4. Update the organizational structure of football clubs.
5. Determine staff authorities according to their specialties and work field.
6. Provide enough administrative support to the staff working in professional department.
7. Provide enough financial support to the staff working in professional department.
8. Provide cooperation among the professional department and respective officers in legal, administrative and economic aspect.
9. Conduct more training for players, coaches and working staff to keep them updated about most recent professionalism rules and regulations.

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## Appendix

### Questionnaire

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## Football Professionalism Handicaps

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### 1. Gender

- Male
- Female

### 2. Age group

- 25-35
- 35-45
- 45-55

### 3. Academic Qualification

- High school
- University degree
- Master
- Doctorate
- Other

### 4. Years of experience

- 1-5 years
- 6-10years
- 11 and more

### 5. Tenure

- Owner
- Manager
- Coach
- Administrative
- Fan



**7. Professionalism Objectives are comprehensive.**

- I agree
- I disagree
- I do not know

**8. Professionalism rules and regulations are clear**

- I agree
- I disagree
- I do not know

**9. Professionalism strategic plans are adaptable for the current challenges.**

- I agree
- I disagree
- I do not know

**10. There are enough incentives for football players to practice professionalism.**

- I agree
- I disagree
- I do not know

**11. Staff working for professionalism Directorate are responsible, professional and with updated information.**

- I agree
- I disagree
- I do not know

**12. Professionalism Directorate apply the latest and standards of rules and regulations.**

- I agree
- I disagree
- I do not know

**13. There is technical monitoring from the professionalism committee.**

- I agree
- I disagree
- I do not know

**15. There is enough finance for the club to apply football professionalism.**

- I agree
- I disagree
- I do not know

**16. There are investment plans for football players' contracts.**

- I agree
- I disagree
- I do not know

**17. The culture of football professionalism is common in Saudi sports society.**

- I agree
- I disagree
- I do not know

**18. There are specific objectives for professionalism in Saudi football clubs.**

- I agree
- I disagree
- I do not know

**19. Saudi rules of professionalism are typical to the international standards of professionalism.**

- I agree
- I disagree
- I do not know

**20. Professionalism staff is aware of all procedure and regulations.**

- I agree
- I disagree
- I do not know

**21. Professionalism Directorate is independent in Saudi football clubs.**

- I agree
- I disagree
- I do not know

**23. Football players are aware of professionalism requirements.**

- I agree
- I disagree
- I do not know

**24. Professionalism Directorate uses planning as a tool for organizing the professionalism process.**

- I agree
- I disagree
- I do not know

**25. Technical reports of the players are regularly submitted to the professionalism committee team.**

- I agree
- I disagree
- I do not know

**26. There is a marketing plan for football players who are ready for professionalism.**

- I agree
- I disagree
- I do not know

**27. Staff working for football professionalism gets good compensation.**

- I agree
- I disagree
- I do not know

**28. There are administrative hindrances for professionalism.**

- I agree
- I disagree
- I do not know

**29. There are financial hindrances for professionalism.**

- I agree
- I disagree
- I do not know

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