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The Study on Football Club Performance Management a Case of The England Football Association

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ABSTRACT

This study provides an overview of sports performance management methods commonly used by English football clubs and a detailed analysis of the numerous performance measurement methods and obstacles that affect the effectiveness of governmental sports organizations. A systematic evaluation of the studies was used as one of the analyses methods. Recent research is evaluated critically. The study presents the definition of sports performance management the background of Organization A. It Outlines common methods of sports performance management, different performance measurement techniques, and the challenges that affect the performance of sports organizations. The results show that the sports performance management and measurement of nonprofit sports organizations is necessary to support non-profit sports organizations about their future development. The limitations in the study were also included. (1) Sports performance management methods and performance measurement techniques need to be studied. (2) Available information publicly for football clubs to provide enough detailed organizational performance challenges. (3) More questionnaires or interviews are needed in future studies.

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1. Introduction

Definition and role of performance management Increasingly performance management is important for national sports organizations as they were designed to control stakeholder goals and satisfaction (Kasale, 2018). This is especially true in the increasingly competitive football industry (Dimitropoulos, 2010). In order to stand out in such a competitive environment Coskun (2020), propose a primary factor for the effective management of football clubs. Meeting the expectations of various stakeholder groups, including players, staff and workforce, business partners, sponsors, investors, policymakers, communicators, authorities, and the legal sector, is significant when handling a football club. Armstrong and Baron (2005) argue that it is widely recognized as a management process that contributes to the effective management of individuals and groups to achieve high levels of organizational performance. According to the Institute of Personnel Management (1992), performance management is an approach that encompasses various actions established by the Organization through its human resources policy, culture, style, and communications network. Performance management is crucial for improving strategic synergy (Bourne, 2013). The Organisation A background The structure of Organization a Organization A is A governing body. The structure consists of a board of directors, council, management team, and staff. It is designed to bring more significant benefits to The Organization, providing a high-performance and professional Organization (The FA, 2021).

Senior Management Team's structure and functions are integral to the success and growth of the organization. This team, composed of leaders with diverse expertise, works collaboratively to ensure the strategic vision is realized through effective governance, operational excellence, and innovative initiatives. The cohesive efforts of these leaders underscore the organization's commitment to fostering a dynamic and inclusive environment that promotes both competitive edge and sustainable growth.

Firstly, the CEO's leadership in driving the business, marketing, digital, and engagement functions is paramount. By aligning these functions with the strategic vision, the CEO ensures that the organization remains competitive and continues to grow rapidly. The CEO's ability to navigate the complexities of the industry and steer the organization towards its long-term goals is a testament to the importance of visionary leadership.

Secondly, the roles of the Director of Professional Game Relations and the Director of Women’s Football highlight the organization’s commitment to fostering positive relationships and promoting inclusivity. The Director of Professional Game Relations ensures seamless coordination and governance within the professional game sector, while the Director of Women’s Football leads efforts to elevate the profile and performance of women's football. These roles are crucial in building a harmonious and equitable environment within the organization.

Furthermore, the roles of the Human Resources Director and the Chief Operating Officer (COO) emphasize the importance of operational efficiency and workforce development. The HR Director’s focus on recruitment, training, and employee welfare ensures a motivated and competent workforce, while the COO’s management of day-to-day

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operations and financial stability is vital for the organization's success. Together, they create a foundation for sustained growth and operational excellence.

Additionally, the contributions of the Technical Director, Chief Information Officer (CIO), and Legal and Governance Director are essential in ensuring the organization's technical, legal, and technological robustness. The Technical Director's oversight of technological advancements and training methodologies, the CIO's management of the IT estate, and the Legal and Governance Director's oversight of legal and regulatory functions collectively enhance the organization's operational capabilities and strategic positioning.

In conclusion, the Senior Management Team's collaborative efforts and diverse expertise are fundamental to the organization's success. Their commitment to strategic vision, operational excellence, and innovation fosters a dynamic environment that promotes growth, inclusivity, and sustainability. This cohesive approach ensures that the organization remains competitive and well-positioned to achieve its long-term objectives.

2. Methods

An overview of common performance management approaches. This section will provide an overview of the various performance management methods, including strategic performance management, european essential quality management, total quality management, human resource management, and balanced scorecard performance management.

3. Results

European Foundation for Quality Management

The EFQM Model of enterprise Excellence assumes that traditional total quality management (TQM) is reinforced by extending the concept of limited quality orientation to the concept of total management (Young Kim, 2010). EFQM includes inputs, processes, and outputs (Black and EFQM Business Excellence Models are used to evaluate the structure of organizations for the European Quality Awards. The primary thinking is to develop more awareness of the value of quality to strengthen global markets (Evans, 2002). The goal of EFQM models is to help organizations achieve business excellence through continuous development and implementation processes (Andersen, 2003). The model's results include people, customers, society, and primary performance outcomes; The resulting foundation includes tangible and intangible performance (such as employee competence, positive relationships with customers, and organizational reliability); The EFQM model can be used within an organization; Self-reflection skills; Methods of Organization and guidance; A mentor to identify areas of development An organizational management system structure. (European Foundation for Quality Management, 2006).

Human Resource Management

Many studies in the operations management literature provide recommendations for implementing human resource management (HRM) (Jayaram, 1999; Kathuria, 1999; Youndt, 1996; Kinnie, 1991). According to Pfeffer (1998), many studies have been conducted to

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investigate many HRM practices that play an essential role in improving and supporting organizational performance. These initiatives focus on employee selection, etiquette, training, and the technical skills required for employment. Pfeffer (1998) proposed several HRM practices that are willing to improve organizational performance. Namely: work safety; Recruitment options; Basic principles of self-management teams and decentralization of decision-making; Relatively high salary and organizational performance; extensive training; reduction of status differences and barriers; and extensive knowledge of the Organization

The Balanced Scorecard Performance Management

Employers can use the balanced Scorecard to focus on several aspects of business performance, including customer, internal, innovation and learning, and financial performance (Kaplan, 2005). Many organizations already use the balanced Scorecard. The scorecards presented by these organizations show that it meets many management requirements (Kaplan and Norton, 2005). Examples include being customer-oriented, reducing response time, improving quality, engaging in teamwork, reducing turnaround time for new products or services, and designing long-term strategies (Kaplan, 2005). They also believe that the Scorecard prioritizes strategy and vision over control. Scorecards set goals as well, but they assume what people will do and take whatever actions are required to achieve them, implying that these measures are intended to pull people toward a larger vision (Kaplan, 2005). Many experts in total quality management and human resource management believe that performance appraisal is unfair. This is because it tells employees to take responsibility for errors that may be caused by system errors and promotes harmful employee behaviors; Create motivated employees and stop doing good work; It also undermines workers' pride in the arts (Cardy, 1998; Deming, 1986; Chen, 1995; Knouse, 1996). Soltani (2005) believed that performance evaluation is used to evaluate performance, which needs to adapt to the culture and basis of organizational behavior.

Scholtes (1993) explained the performance appraisal; Ignoring and undermining teamwork, Ignoring systems, ignore changes in the system, use of unreliable, irrelevant measurement systems, encourage superficial problem solving, it is possible to establish security objectives in the organization, human resources wasting.

Key Performance Indicators

According to Parmenter (2010), Key Performance Indicators (KPIs) tend to focus on an organization's priorities and performance characteristics that are critical to its current and future success. KPIs are rarely new to organizations (Parmenter, 2010). The difference between KPIs and KPIs is that KPIs are considered more critical to organizational security. As a result, performance metrics have little impact on the business; Even if they are essential (Parmenter, 2010). Performance indicators complement key performance indicators; They are shown on scorecards for organizations, departments, branches, and teams (Parmmenter, 2010). Kpi has seven characteristics; Non-financial, Timely, CEO focus, Simplicity, Team,Significant impact, Limited dark sides(Parmenter, 2010)

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For government and non-profit agencies, performance indicators include several occasions designed for the next month, 2-3 months, 4-6 months, the date of the next customer based group, and the date of the following research project on customer expectations and comments (Parmenter, 2010) Compared with performance indicators of government and non-profit organizations, KPIs include; Emergency response in due time - report to CEO promptly, Daily supervision 4-6 weeks before commencement, Date of next new service project. (Parmenter, 2010).

Management by Objectives (MBO) In 1954, Peter Drucker introduced the concept of performance management. Thomson (1998) believes that MBO requires all employers to set specific goals that must be met eventually. It motivates them to constantly ask for other achievable goals to boost their passion and innovation.

MBO is widely used in practice, especially in formalization and structure in particular organizations, and how subordinates create their goals (Thomson, 1998). MBO is a formal management system with specific assessment schedules, assessment techniques, and formatted specific objectives and measures for easy review and discussion (Thomson, 1998). MBO provides a system that directs managers' attention to results, encourages organization members to commit to specific accomplishments, and assists them in considering the Organization's future needs and developing goals to meet those needs (Thomson, 1998). In addition, MBO can provide employers with more specific measures for these three technologies. Get more commitment and contribution from subordinates; Better ownership and strategy for achieving goals; Acquire the ability to help subordinates improve (Thomson, 1998).

*Balance Scorecard,*Constructive measurement is essential to the management process (Kaplan and NORTON, 1998). First introduced in 1992, The Balanced Scorecard offers executives a broad framework for translating an organization's strategic goals into a systematic set of performance measures. It has the potential to stimulate breakthrough improvements in critical areas such as product, process, customer, and market development (Kaplan and Norton, 1998). The following aspects of this measurement are depicted on the Scorecard: traditional financial measures and customer performance measures; internal processes; and activities for innovation and improvement (Kaplan and NORTON, 1998). Many organizations take several actionable and practical steps in a localization environment. The scorecard implementation is based on the Organization's tactical goals and competitive needs; It requires employers to select several critical drivers from different approaches to help people focus on this strategic idea (Kaplan and NORTON, 1998).

Other performance measurement techniques

Total Quality Management (TQM) focuses on evidence-based decision-making, including analysis of information related to customer needs, operational issues, and improvement success (Samson and Terziovski, 1999). Many superior TQM technologies support information about organizational processes (Dean and Bowen, 1994). Some studies have shown that the type of information and analysis advocated by the TQM concept can be applied to organizational performance (Samson and Terziovski, 1999).

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Challenges impacting organizational performance in sport public sectors Organisational Culture

According to Daft (2005), organizational culture is generally regarded as the fundamental values, assumptions, understandings, and typical models shared by individuals in an organization. However, Smircich(1983) points out that employers can use organizational culture to guide the company's processes.

According to Organisation A (EFL, 2021), people have A growing need to participate in social activities. Flexible, non-competitive sports opportunities that adapt to a fast-paced lifestyle and focus on achieving personal health and social goals rather than winning and competing in sports. More and more people are expecting sports opportunities to fit their lifestyle rather than sport to fit their lifestyle (Staley et al., 2019). Daft (2005) also suggested that organizational culture can be regarded from differing viewpoints, resulting in perceived differences in theoretical approaches but fundamental commonalities, including the division of culture into the ability to adapt, accomplishment, clan, and bureaucracy.

Taylor and O 'Sullivan (2009) consider the attitude and size of the national Governance Bodies (NGBs) board. They examined the idea of having the same person as chairman of the board and chief executive of the Organization. The results showed that many participants agreed that the role of the CEO should be separate from that of the president of the Organization - a large number of examples underscored the power of this view (Taylor and O 'Sullivan, 2009). NGB in sport is inspired by private sector development discussed in many governance initiatives (Burns, 2005; UK Institute of Sport/Chartered Secretaries and Administrators, 2004). However, these developments aim to bind government bonds together in stakeholders' interests and to ensure better financial stability.

Bryman and Bell (2003) believe that the chairman should support the CEO and take political action. It was noted that some did combine roles to effectively implement and carry out their work by the strategic objectives of the country's strategic sectors (Taylor, 2009). As long as the chief executive stays out of politics, the president can solve these problems and bring the people together. Burns(2005), provided another advantage based on the chairman-CEO relationship is proposed that can help strengthen organizational performance. Some respondents disagreed that separating the chairman and chief executive was a requirement of NSAs.

4. Discussion

Organizational commitment involves employees' beliefs about organizational goals and values and the goal of maintaining membership and loyalty to the Organization (Mowday, 1982; Hackett, 2001). Sports organizations need to support people by providing more opportunities to encourage those who are not active. This means that sports organizations will have to move to more flexible social services to achieve the government's goal of addressing people's lack of exercise by providing infrastructure and systems (Staley, 2019). As

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the scale of organizational change expands, managers continue to look for ways to create security for employees, which translates into a competitive advantage and improved work attitudes regarding career expectations, performance, employee absenteeism, and turnover goals (Locke and Crawford, 2001; Yousef, 2000).

According to Chappelet (2018), at the beginning of the twenty-first century, many lists of governance principles for sports organizations were proposed by governments and global institutions, national and global sports public sectors, and academia. Even though these guidelines have been in development for 15 years, national sports funding bodies and international sports authorities, in some cases, have authorized their adoption as a public sports sector. There is still little evidence that they impact the performance of sports organizations (Parent, 2018). However, Parent and Hoye (2018) demonstrate that despite increasing research requests related to sports governance foundations and directives, it is understandable that experts in sport and research around the world need to develop protocols for governance facilities and communications networks for sports governance organizations at the international, national, regional, and local levels. This lack of consistency will shorten the capacity of the sports sector to develop its governance and understand which governance foundations and directives are critical to improving the performance of governance in the sports sector (Parent, 2018).

Management and directive behavior have been identified as two factors associated with participation (Papalexandris, 2009). Independent power, communication, clear roles, and a clear vision are inspiring, visionary, decisive, and team-oriented in bringing dependency to followers. Another finding is that only some leaders' behaviors are related to engagement, especially those that improve follower performance and link followers to organizational goals. Several studies have established that employees improve employee performance and, subsequently, organizational performance (Tower Perrin, 2006; Gallup,2006). Markwick (2009) asserts that by giving the employees opportunity to participate in their work, engagement can foster a sense of self-efficacy. Gallup (2006), also mentions the results of employee engagement.

5. Conclusion

This report presents the definition of performance management, the background of organization a, an overview of common performance management methods, different techniques for measuring performance, and the challenges affecting the performance of sports organizations. This requires more research on performance management and measurement of non-profit sports organizations to support the development of future non-profit sports organizations.

6. Authors' Note

The authors declare that there is no conflict of interest regarding the publication of this article. Authors confirmed that the paper was free of plagiarism.

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