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ANALYIS OF ADMINISTRATIVE CRITERIA OF FOOTBALL CLUBS IN BOSNIA AND HERZEGOVINA ON DIFFERENT LEVELS OF COMPETITION

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Abstract

Criteria of administration present employees who are competent to contribute to success in sport and business. The aim of this paper is to determine the differences (if there are any) between clubs on two levels of competition in B&H according to the licencing of administrative criteria. This research includes 16 clubs of Premier league of B&H and 16 clubs of lower level of competition, the First Federal league in season 2012/2013. Results have shown that there is discrimination between variables of number of players with amateur contract, in favour of second level of competition while the other variables discriminate these two levels of competition in favour of higher level of competition. The first variable of administrative criteria which, with its coefficients, discriminates the first level from the second is variable of number of players with professional contract. Variables with lower coefficients are variables of number of employees in secretary, number of trainers of the first team, number of trainers with UEFA A licence, number of trainers with UEFA PRO licence. Variables with very low coefficients do not contribute to the differences on multivariant level. Those are variables of total number of employees and total number of trainers. Most clubs of Premier league exists in the area of bigger city centres, where great number of clubs have significant sport tradition and ordered structure of the whole organization which gives them advantage in most parameters as oppose to clubs of the First league of Federation which exist in smaller city centres with weaker organizational structure. The conclusion of this paper is that, in order to improve the functions of all segments of organization, management and work in football clubs, it is necessary to approach to the problem systematically and to use thoroughly planned and programmed strategy to remove all obstacles and problems to which clubs in B&H encounter.

Keywords: **licencing, criteria, football, UEFA**

Introduction

It is not easy to define the term of quality of work in sport and the systems of its maintenance, management and control (Skoko, 2000). Tomić (2002) states that the optimal model of management of sport organization needs to fulfil normative demands and to provide realization off all activities of business management and service of contemporary sport organization. Activities of management team of sport organization are divided into activities of business management and activities of service management. Sport experts of service management directly influence on consumers of the program. Šurbatović (2008) states that there are two strategies in European professional football that can be used as models of success:

- Maximization of profit and
- Maximization of sport performances.

The common thing for both strategies is that the clubs with their investments in players and trainers try to accomplish and better sports result and better position on the table. Clubs that achieve better results have the highest incomes, and invest most of their resources in hiring best and the most expensive footballers and trainers. UEFA, aware

of the fact that basic football entities are responsible for creating the future, support and improvement of football game, continues to conduct and improve system of licencing of the clubs together with other 53 members. System of licencing of clubs is established in 1999 and in 2001 the new version of Manual of licencing was made. Since March 2003, UEFA made a decision that all football clubs need to be licenced. According to this decision clubs without licence cannot compete in euro cups (since the season of 2004/2005). Also clubs without the licence cannot compete in local leagues (since the season 2006/2007). Each club needs to choose the agency of licencing but it will need to pass UEFA's control. Because of amount of requests UEFA decided that national associations conduct the procedures of licencing of the clubs, but the clubs get the licence only after they pass UEFA's control. After fulfilling all requests of independent agency authorizes in conducting licences, clubs are regulated by UEFA within two months' time. If national football association allows club, which does not fulfil requests of UEFA, to apply for a licence, then football association can be suspended, get a

fine, or be banned in competing on qualifications for European championship. Licence requests are very strict and they are divided into five categories: Sport/ Sport criteria; Finance / Financial criteria; Infrastructure/ Infrastructural criteria; Administration/ administrative criteria and Legal/ Legal criteria (F/A B&H, Sarajevo, 2010)

There is a tendency to replace existing procedures, which are still based on intuitions and assumptions, with precise, reliable and objective procedures in training process and business technology. This creates a need for legitimate research in fields of organization, managements and quality of human resources in organizational system of sport organizations. The aim of this paper is to determine differences of parameters of two levels of competition of football clubs in Bosnia and Herzegovina. To be exact the aim is to determine differences of administrative criteria pf system of licencing of football clubs of Premier League of B&H and The First league of Federation B&H.

Methods

Sample

Sample subjects were employees of administration of clubs of Premier league of B&H (16 clubs) and the First Federal league (16 clubs). Survey was conducted on managers of clubs (10), and general secretaries (6) of clubs of Premier league of B&H in season 2012/13 and on managers of clubs (4) and general secretaries (12) of clubs of lower level of competition.

Table 1. Variables of assessment of administrative criteria

1.	**AKBRUP**	**Number of employees**
2.	AKBRUPS	Number of employees in secretary
3.	AKUKBRTR	Total number of trainers
4.	AKBTPRO	number of trainers with UEFA PRO licence
5.	AKBTA	Number of trainers with UEFA A licence
6.	AKBTB	Number of trainers with B licence
7.	AKBTBL	Number of trainers without licence
8.	AKBT1T	Number of trainers in the first team
9.	AKBTOMP	Number of trainers in youth team
10.	AKBRIGPU	Number of players with professional contract
11.	AKBRIGAU	Number of players with amateur contract
12.	AKBRREGOMP	Number of registered younger players

Sample variables

Sample variables which were used in this paper are structured of five criteria which are regulated by Regulations of licencing of clubs of Premier league of B&H. Administrative criteria is consisted of 12 variables.

Description of sample variables

Variables are taken from Regulations of licencing clubs participating in competition of Premier League B&H (FA B&H, Sarajevo, edition 2010). Set of variables which represent administrative criteria is carefully selected. These variables are variables of number of employees, number of employees in secretary, number of trainers and number of players. There are 12 variables of assessment administrative criteria in this research and they are analyzed according to Regulations of licencing of clubs of FA B&H. Research was conducted by survey of an open type.

Statistical analysis

The following mathematical and statistical procedures are used in this data processing: descriptive statistics (which was used for determination of central tendency, variability and distribution of variables) and T-test on univariate level (for independent samples). To determine the difference in the multivariate level we used the discriminant analysis.

Results

Measures of central tendency, variability and distribution of data for assessment of administrative criteria of system licencing of level I and II.

Parameters: Mean (arithmetic mean) and Std. Dev. (standard deviation) as basic and the most important central and dispersive parameters of function of distribution of result frequency of applied variables of administrative criteria point to misbalanced distribution of parameters. It is noticeable that there are great differences among clubs within one level of competition, especially in the number of employees in administration- secretary, where there is range from 1 to 63 employees in certain clubs, which affect great dispersion of result of arithmetic mean.

It is also noticeable that clubs, although they are in Premier league, make amateur contracts. This shows great range between minimum and maximum. Indicators show that some clubs don't have competent and quality trainers and players in youth categories which increased means of Skewness and Kurtosis. Basic parameters of Skewness and Kurtosis show great heterogeneity of data of variables and modest resources of certain clubs on the highest level of competition in Bosnia and Herzegovina.

II level of competition and parameter of descriptive statistics shows evident differences among clubs, which affects high means of certain parameters of central tendency, variability and distribution (Table 3).

Table 2. *Measures of central tendency, variability and distribution of variables for assessment administrative criteria of system of licencing; I level of competition*

Descriptive statistics of administrative criteria, level I								
	N	Minimum	Maximum	Mean	Std. Dev.	Variance	Skewness	Kurtosis
AKBRUP	16	1	63	12.31	15.47	239.43	2.61	7.96
AKBRUPS	16	1	9	3.37	2.363	5.58	1.46	1.38
AKUKBRTR	16	7	17	10.12	2.58	6.65	1.30	2.41
AKBTPRO	16	1	4	1.93	1.24	1.53	0.85	-0.99
AKBTA	16	1	7	4.00	1.71	2.93	0.09	-0.83
AKBTB	16	1	7	3.06	1.91	3.66	0.81	-0.24
AKBTBL	16	1	4	2.12	1.20	1.45	0.51	-1.33
AKBT1T	16	3	5	3.68	0.60	0.36	0.20	-0.37
AKBTOMP	16	3	13	6.31	2.60	6.76	1.11	1.75
AKBRIGPU	16	7	24	16.37	4.55	20.78	-0.12	-0.24
AKBRIGAU	16	1	19	7.44	4.53	20.52	0.84	1.58
AKBRREGOMP	16	74	288	127.50	63.37	4016.13	2.05	3.36

Table 3. *Measures of central tendency, variability and distribution of variables for assessment administrative criteria of system of licencing; II level of competition*

Descriptive statistics of administrative criteria; level II								
	N	Minimum	Maximum	Mean	Std. Dev.	Variance	Skewness	Kurtosis
AKBRUP	16	1	14	3.37	3.28	10.78	2.47	7.41
AKBRUPS	16	1	3	1.37	0.62	0.383	1.50	1.58
AKUKBRTR	16	3	15	8.12	3.03	9.18	0.99	1.28
AKBTPRO	16	1	2	1.18	0.40	0.16	1.77	1.28
AKBTA	16	1	8	2.50	1.89	3.60	1.84	3.90
AKBTB	16	1	6	2.75	1.43	2.07	0.80	0.30
AKBTBL	16	1	8.	2.62	2.36	5.58	1.10	-0.09
AKBT1T	16	2	4	3.00	0.73	0.533	0.00	-0.90
AKBTOMP	16	1	11	5.06	2.77	7.66	1.11	1.22
AKBRIGPU	16	1	4	1.25	.77	.60	3.44	12.22
AKBRIGAU	16	2	28	24.50	2.42	5.86	-0.67	0.03
AKBRREGOMP	16	60	194	97.87	44.58	1987.58	1.09	0.09

Analysis of differences between parameters of administrative criteria of different levels of competition obtained from analysis of variance on univariant level and discriminative analysis on multivariant level.

Analysis of administrative criteria on univariant level (table 4.) shows two levels of competition which also statistically differentiate in certain variables statistically significant differences on a level of significance ($p < 0.01$) are variables AKBRUPS (number of employees in secretary), AKBT1T (number of trainers of the first team), AKBRIGPU (number of players with professional contract), AKBRIGAU (number of players with amateur contract). Variables which also have statically significant coefficient of differences in two levels in certain variables but on a level of significance $p < .05$ are variables AKBRUP (number of employees), AKUKBRTR (total number of trainers), AKBTPRO (number of UEFA PRO trainers), AKBTA (number of trainers with UEFA A licence).

Individual variables which do not have coefficients which point to statistically significant differences on univariant level are variables AKBTB (number of trainers with UEFA B licence), AKBTBL (number of trainers without licence), AKBTOMP (number of trainers in youth team)

Table 4. *Differences of arithmetic means of variables of administrative criteria; level I and II*

Tests of Equality of Group Means				
	Wilks' Lambda	F	df1	df2	Sig.
AKBRUP	0.85	5.11	1	30	0.03
AKBRUPS	0.74	10.72	1	30	0.00
AKUKBRTR	0.88	4.04	1	30	0.05
AKBTPRO	0.85	5.32	1	30	0.03
AKBTA	0.84	5.51	1	30	0.03
AKBTB	0.99	0.27	1	30	0.60
AKBTBL	0.98	0.57	1	30	0.46
AKBT1T	0.78	8.44	1	30	0.00
AKBTOMP	0.94	1.73	1	30	0.19
AKBRIGPU	0.15	171.17	1	30	0.00
AKBRIGAU	0.14	176.47	1	30	0.00
AKBRREGOMP	0.93	2.34	1	30	0.14

Results of discriminative analysis, which showed the differences on multivariant level, points to evident differences between two levels of competition of administrative criteria. Indicators in table 5 show that the difference of matrix of covariance is statistically significant (p<0.01), and it allows access to further procedure of discriminative analysis.

Table 6 and 7 show that one discriminative function is isolated which explains 100% of total variance and has high means of canonical factor (Canonical Correlation 0.96)

Table 6 presents means of Wilks Lambda which is very low (0.07), which points to high discrimination between two levels of competition of administrative criteria.

Table 5. Results of Box test

Test Results		
Box's M		241.59
	Approx.	1.73
F	df1	78
	df2	2842.05
	Sig.	0.00

Table 6. *Significance of isolated discriminative function* Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	12.31	100.	100.	0.96

Table 7. *Wilks Lambda*

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	0.07	62.11	12	<0.01

Observing matrix of structure (table8) and corresponding centroid groups we can see variables with corresponding coefficient, which contribute to discrimination of these two levels of competition of administrative criteria.

When we look at the differences on mulitvariant level, variable AKBRIGAU (69- number of players with amateur contracts) contributes to the highest discrimination between groups in favour of second level of competition, while the other variables with medium coefficients (AKBRIGPU .68) and with negative sign are the variables which discriminate these two levels of competition in favour of I level of competition. The first variable of administrative criteria which differentiate level I and II with its coefficients is variable AKBRIGPU (number of players with professional contract). Variable with lower coefficients are AKBRUPS – number of employees in secretary, AKBT1T – number of trainers of the first team, AKBTA – number of trainers with UEFA licence, AKBTPRO – number of trainers with UEFA PRO licence. Other variables with low coefficients do not contribute to the differences on multivariant level. It is interesting that these variables are AKBRUP – total number of employees, AKUKBRTR total number of trainers.

Table 8. Structure of discriminative function

Structure Matrix	
	Function
	1
AKBRIGAU	0.69
AKBRIGPU	-0.68
AKBRUPS	-0.17
AKBT1T	-0.15
AKBTA	-0.12
AKBTPRO	-0.12
AKBRUP	-0.12
AKUKBRTR	-0.10
AKBRREGOMP	-0.08
AKBTOMP	-0.07
AKBTBL	0.04
AKBTB	-0.03

Table 9. *Centroid group*

Functions at Group Centroids	
LEVEL	Function
	1
The first level of competition	-3.39
The second level of competition	3.39

Discussion

Based on data and numeric indicators of number of trainers and number of employees of clubs of Premier league, it can be concluded that means are more homogenous in relation to criteria of number of employees of the clubs. Arithmetic means are very close which is shown by results which do not show statistically significant differences in number of employees between clubs of Premier league and the first league of Federation (p>0.05). It is surprising that in certain clubs employee there is a very small number of trainers. Very small number of licenced trainers work in clubs of the most elite competition in Bosna and Herzegovina (Premier league). It is considered that with such small number of licenced trainers it is difficult to fulfil needs of one serious football club.

Also, there is an assumption that in certain clubs (which is not measured in this research) work certain number of volunteers. Although this seems useful it's not the best solution for clubs of Premier league and league of Federation to have volunteers doing experts' and trainer's work. Trainer's work in football clubs in Bosnia and Herzegovina should be on professional level.

According to Đedović (2011), Bahtijarević & Šiber (1999), management of sport clubs in our country is still relying on work and engagement of trainer, who are, apart from training, also engaged in organizing the most important activities of the club which is correspondent to other forms of organization. Talović, & associates (2013) analysed areas of organization and management in sport and tried to determine differences in managing structures of football clubs of Premier league and League of Federation of B&H based on analysis observing structures of management

and success within treated levels. It is noticed that number of team employees in the club, budget of the club and budget of youth team is different between levels. If we look at number of licenced trainers in the club and number of players in youth team, results didn't show significant differences. Significant differences occur among managing structures of football clubs of Premier league and clubs of the First league of Federation. It is necessary to bring management of football clubs in B&H on quality level using different work methods. The first step is the adequate education of employees in terms of sport and business function in clubs. It is necessary to find long term solutions for financing clubs, which includes investments in producing footballers, investments in fields, education, and trainers. In theory and in practice precondition for visible results of quality work in sport is without a doubt, competent employees. Competent employees are trainers. Trainer is a person who has knowledge in pedagogy and methodology, person who understands science and expert work, a person who is involved in plan, program, selection, work organization, preparation and training of footballers or athletes. Trainer should work on lifelong improvement and on achieving top sport results. Trainers are directly involved in managing training process and they present the first and the most important precondition of strategic commitment toward quality work in sport (Jukić and associates 2004). Activities which are necessary for achieving these goals include: conceptual tasks and solving problems with the emphasis on local aspect which include analysis of development of club and strategy of management, communication, control of whole process (sport aims, budget) management of human resources, sport activities and structure of administration of club (Rađo, & Malacko 2006). According to document „Sport and employment in Europe – final report" (1999), sport, in many countries is recognized as a field of increased employment: professional athletes, trainers, sport managers, referees, teachers of sport, sport doctors, physiotherapist, journalists, agents, promotor, etc). Since 1980 that number has tripled and that trend has continued and in period between 1990. and 1998. number of employees in countries Europe Union number of employees has increased in 57%. Countries of region do not have tendency in professionalization of competent employees and on employees of organization and management as it is the case with the countries of Europe union. Also trainers and other employees, considering increase of expert and scientific information, development of technology, sport equipment, education, quality of work and global competition, can have successful results only if they have continuous and lifelong education and improvement. Paradigm of lifelong education and improvement is the base of conception of management and work quality. The purpose of investing in education, which is always proved to be a rational decision (Skoko, 2000), is to accomplish excellence, it is necessary to provide education and improvement in terms of seminars, workshops, conferences, access to new and contemporary literature and following the trends, not only for trainers, but for theother

employees as well. Mašala, Rađo, Talović (2011) analysed the influence of education on achieved success of sport organization. Achieved results of managers in the area of sport and managers of other areas in sport organizations (football clubs of Canton Sarajevo in season 2003/2004) were also analysed. Results have shown that education of trainers on academy and on Faculty of physical education and sport affects business success in football. Also results have shown a success in management of sport organizations when hiring licenced managers of sport. Results indicate that there is a need for creating philosophy of managers of sport organizations based on continuous education and learning and making correlation between education in sport and sport recreation with practice. Without these factors, maintaining the present position of sport in B&H, especially football is difficult.

Conclusion

The aim of this paper is to determine the differences, if there are any, in quality of licencing between clubs of two levels of competition in B&H. Most clubs of Premier league exists in the area of bigger cities like Sarajevo, Tuzla, Zenica, Banja Luka, Mostar, Bjeljina etc. while most clubs of the First league exists in smaller cities like Kakanj, Vitez, Čapljina, Goražde etc. which in all parameters gives advantage to bigger centres.

Therefore all parameters are in favour of the first level of competition. Systematically approach of ensuring quality of work in football is to provide not only direct training process but other determinants of success like: level of professional qualification and competence in management, marketing, administration, competent trainers etc. This provides good base of quality work in football during the whole process of improvement of all employees. Results of this paper show that it is very important to mobilize all people that can help in organization, management and in creating ideas. Also it is necessary to mobilize people who are willing to improve practice and to teach young members to new practical and technological information and to establish good base for future results.

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