

ADMINISTRATIVE AND FINANCIAL OBSTACLES FACING PROFESSIONAL FOOTBALL CLUBS IN JORDAN**Dr. Yousef Ghassan Malkieh*****Middle East University Jordan Faculty of Arts and Educational Sciences Sports Management and Training Program****Abstract**

This study aimed to identify the level of financial and administrative Obstacles facing professional football clubs in Jordan, as well as the differences in these Obstacles based on educational qualification and job title. A questionnaire consisting of 36 items covering both financial and administrative obstacles was designed and validated for reliability and accuracy. Data were collected from a sample of 148 players, coaches, and administrators from Jordanian professional football clubs registered with the Jordan Football Association for the 2024/2025 season. The study sample was randomly selected. The results indicated that the overall mean level of financial and administrative Obstacles facing Jordanian professional football clubs was high, with an average score of 3.9471. Financial obstacles ranked first, with a high average score of 4.1258, followed by administrative obstacles with a high average score of 3.7684. The results also showed no statistically significant differences at the significance level ($\alpha \leq 0.05$) in participants' perceptions of financial and administrative Obstacles based on job title (player, coach, and administrator). However, there were significant differences in the level of financial and administrative Obstacles based on educational qualification (below high school, high school, above high school), with those holding higher qualifications perceiving greater Obstacles than those without. The researcher recommends that relevant authorities provide adequate financial support to help Jordanian professional football clubs develop and progress, and that members of general and administrative bodies in sports clubs be selected based on scientific criteria and academic qualifications to improve administrative processes.

Keywords: financial Obstacles, administrative Obstacles, football**Abstracta**

Este estudio tuvo como objetivo identificar el nivel de obstáculos financieros y administrativos a los que se enfrentan los clubes de fútbol profesional en Jordania, así como las diferencias en estos obstáculos en función de la cualificación educativa y el puesto de trabajo. Se diseñó y validó un cuestionario que consta de 36 elementos que cubren obstáculos financieros y administrativos para garantizar su fiabilidad y precisión. Los datos se recopilaron de una muestra de 148 jugadores, entrenadores y administradores de clubes de fútbol profesional jordanos registrados en la Asociación de Fútbol de Jordania para la temporada 2024/2025. La muestra del estudio se seleccionó al azar. Los resultados indicaron que el nivel medio general de obstáculos financieros y administrativos a los que se enfrentan los clubes de fútbol profesional jordanos fue alto, con una puntuación

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media de 3,9471. Los obstáculos financieros ocuparon el primer lugar, con una puntuación media alta de 4,1258, seguidos de los obstáculos administrativos con una puntuación media alta de 3,7684. Los resultados tampoco mostraron diferencias estadísticamente significativas a nivel de significación ($\alpha \leq 0,05$) en las percepciones de los participantes sobre los obstáculos financieros y administrativos en función del puesto de trabajo (jugador, entrenador y administrador). Sin embargo, hubo diferencias significativas en el nivel de obstáculos financieros y administrativos en función de la calificación educativa (por debajo de la secundaria, secundaria, superior a la secundaria), y los que tenían calificaciones más altas percibieron mayores obstáculos que los que no las tenían. El investigador recomienda que las autoridades pertinentes brinden un apoyo financiero adecuado para ayudar a los clubes de fútbol profesional jordanos a desarrollarse y progresar, y que los miembros de los órganos generales y administrativos de los clubes deportivos se seleccionen en función de criterios científicos y calificaciones académicas para mejorar los procesos administrativos.

Palabras clave: obstáculos financieros, obstáculos administrativos, fútbol**Introduction**

Sports clubs are considered the cornerstone of the development and growth of the sports sector worldwide, particularly football clubs due to the sport's immense popularity on an international level. The primary role of these clubs is to develop football at both national and international levels and to supply national teams with players who represent the sport in local and global events. It is noteworthy that Jordanian football clubs have demonstrated significant progress over the years, as evidenced by the national team's participation in international tournaments, such as the Asian Championships, where they reached the runner-up position. These achievements are primarily due to the players nurtured by Jordanian clubs. However, upon observing player performance, it was noticed that players sometimes exhibit inconsistent performance levels, which may be attributed to administrative or financial issues. As a result, various companies have sponsored Jordanian clubs to improve player development and contribute to the national team's representation of Jordan in regional and global forums.

Football training has become an important field of study and research due to its significant role in achieving high athletic levels. It relies on the coach's ability to manage the training process and prepare players for competitions, as well as their ability to guide, direct, teach, and mentor players (Saleh, 2013).

Football enjoys immense popularity on both local and international levels, thus encouraging scientific efforts and practical expertise to enhance the technical level of the game. The teams' performance has improved day by day, with teamwork reaching a high level of cohesion and precision (Al-Basati, 2000).

Alaoui (1997) emphasizes that reaching the highest athletic levels depends on various factors, the most important being the sports coach. Achieving high levels is closely linked to the coach's abilities in managing the training process, which includes planning, organizing, executing, and evaluating the training, as well as preparing players for competitions and managing them. Therefore, the coach can be seen as a leader who oversees the team or players' technical management.

Youssef et al. (2001) note that football has evolved in several aspects required for competitive performance. We see diverse coaching strategies, resulting in variations in offensive and defensive tactics, both individual and team-oriented. These tactics demand a high and distinctive level of motor performance in increasingly complex gameplay situations.

Darwish (2004) explains that administrative obstacles are various difficulties that prevent the achievement of specific objectives. Most administrative obstacles arise from poor organization and planning. These obstacles are directly related to an organization's specific Obstacles and both its direction and control processes, whereas they are inversely related to planning and organization. Clearer and more comprehensive planning and organization reduce administrative issues, leading to smoother achievement of objectives. Conversely, unclear or ambiguous organization and planning lead to more severe repercussions for the organization.

Effective and efficient management is the key to the success of any organization and the foundation of community building and advancement. Institutions progress due to their administrative structures, which are responsible for their success within society. Management ensures the effective utilization of human and material resources. Numerous sports organizations possess financial and human resources but struggle due to a lack of administrative expertise, preventing them from achieving their goals (Hareem, 2010).

Since football is influenced by various factors—such as players, coaches, administrators, and administrative and financial resources—the primary objective of these factors is to achieve success in competitions, enhance player performance, and win championships and titles. Given the importance of these elements in football, and since each is subject to numerous obstacles

that negatively impact the desired outcomes, the researcher aims to study the administrative and financial Obstacles facing professional football clubs in Jordan, with the goal of identifying factors that may limit success and proposing measures for improvement.

Research Problem

Through his work in refereeing and coaching football, and by engaging with coaches and administrators in Jordanian football clubs, the researcher found that these clubs are not effectively fulfilling their positive role in developing the sport. This is primarily due to the lack of financial support for players, administrative staff, and coaching teams. Financial and administrative resources are key to success in any organization. A review of theoretical literature and prior studies related to administrative and financial Obstacles—such as Salah and Baslat's study (2009), Sabbah's study (1994), and Ahmed's study (2002)—reveals that administrative and financial obstacles contribute to the slow progress of the sports sector in unions. These studies, conducted in Palestine and Iraq, show that scientific management is essential for advancing the performance of sports unions, due to its effectiveness and value in union operations. However, the environments in Palestine and Iraq differ significantly from the Jordanian context in terms of administrative and financial Obstacles. Additionally, there is a lack of clear, precise scientific information about these obstacles in Jordanian football clubs. Therefore, the researcher deemed it necessary to conduct this study.

Importance of the Study

This study derives its importance from the following points:

1. The unique focus on the administrative and financial Obstacles facing professional football clubs in Jordan, which aims to increase attention to administrative and financial aspects from all perspectives.
2. The study's findings may contribute to enhancing the performance of players, coaches, and administrators, thus raising the overall standard of Jordanian football.

Objectives of the Study

This study aims to

1. Identify the level of financial and administrative Obstacles facing professional football clubs in Jordan.
2. Determine the differences in the level of financial and administrative Obstacles encountered by professional football clubs in Jordan, based on educational qualification and job title.

Research Questions

This study seeks to answer the following questions

1. What is the level of financial and administrative Obstacles faced by professional football clubs in Jordan?
2. Are there statistically significant differences at the significance level ($\alpha > 0.05$) in the level of financial and administrative Obstacles faced by professional football clubs in Jordan, based on educational qualification and job title?

Scope of the Study

Geographical Scope: The headquarters of professional football clubs in Jordan.

Human Scope: Players, coaches, and administrators of professional football clubs registered with the Jordan Football Association for the 2024/2025 season.

Time Scope: This study was conducted between October 18, 2024, and November 20, 2024.

Research Methodology

The researcher used the descriptive approach, as it is suitable for the nature of this study.

Study Population:

The study population consisted of players, coaches, and administrators from Jordanian professional football clubs registered with the Jordan Football Association for the 2024/2025 season. The population included 216 players, 36 coaches, and 36 administrators.

Study Sample

The study sample comprised 112 players, representing 52%, 16 coaches representing 45%, and 20 administrators representing 55% of the total population. The sample was selected randomly. Table 1 below provides a

Table 1. Description of the Study Sample According to Educational Qualification and Job Title.

Variable	Category	Frequency	Percentage
Educational Qualification	Less than High School	39	26.4
	High School	61	41.2
	Above High School	48	32.4
	Total	148	100.0
Job Title	Player	112	75.7
	Coach	16	10.8
	Administrator	20	13.5
	Total	148	100.0

breakdown of the study sample according to the variables of educational qualification and job title.

Study questionnaire

After reviewing previous studies related to the research topic (Al-Sabah & Basalat, 2009; Al-Rubaei, 2011; Al-Nama, 2012; Al-Saoub, 2014; Al-Soyan, 2016; Iskandar & Al-Kawaz, 2021; Hamdan, 2022), the researcher designed a special questionnaire to assess the administrative and financial obstacles faced by professional football clubs in Jordan.

1. **Instrument Review and Finalization:** The study instrument was presented to experts in the field for review. They were asked to add, delete, or modify any items they considered necessary. Following their suggestions, the instrument was finalized in its final form.

2. **Pilot Testing:** The instrument was distributed to a pilot sample consisting of 30 participants (10 players, 10 coaches, and 10 administrators) from professional football clubs in Jordan to verify its reliability. This sample was tested over a two-week period.

3. **Main Data Collection:** The instrument was distributed to the main study sample, which consisted of 112 participants (86 players, 16 coaches, and 20 administrators) between October 18, 2024, and November 20, 2024. The researcher explained the completion process and clarified any questions the participants had. It was emphasized that the data would remain confidential and that participants had the right to withdraw from the study.

4. **Response Rate:** A total of 160 questionnaires were distributed to players, coaches, and administrators of professional football clubs. Of these, 148 valid questionnaires were returned and used for analysis, while 12 were excluded due to incomplete responses.

5. **Data Entry and Analysis:** The researcher entered the data into a computer system for statistical analysis.

6. **Likert Scale:** Each item in the study instrument was assigned a weight based on a five-point Likert scale to measure the level of agreement. The scale for positive items is as follows:

Likert Scale: A five-point Likert scale was used to measure the degree of agreement for each item. The scale was as follows:

Very High Degree: 5

High Degree: 4

Moderate Degree: 3

Low Degree: 2

Very Low Degree: 1

Classification of Responses: The responses were classified into five levels based on the following ranges:

Very High: 4.21–5.00

High: 3.41–4.20

Moderate: 2.61–3.40

Low: 1.81–2.60

Very Low: 1.00–1.80

Questionnaire Distribution: The questionnaire items were divided into two categories: financial and administrative obstacles, with 18 items dedicated to each category, making the total number of items 36.

Validity

To verify the validity of the study instrument, the researcher presented it to a panel of 8 experts with relevant experience and specialization, all of whom were faculty members at Jordanian universities. The panel evaluated the instrument to determine its suitability for the study and its ability to address the research objectives and questions. Based on their feedback, the instrument was confirmed to be valid.

Additionally, the scientific reliability of the financial and administrative obstacles scale for professional football clubs in Jordan was calculated as follows:

Internal Consistency Validity

The internal consistency validity was assessed by calculating the correlation coefficient between the score of each item and the total score of the scale. This was done using a sample of 30 participants. The results are presented in (Table 2).

It is evident from Table 2 that the correlation coefficients between the score of each item and the total score of the domain, as well as the total score of the scale, are statistically significant at the level of ($\alpha \leq 0.05$), except for item number 13, which was excluded. As a result, the scale now consists of 36 items, indicating the internal consistency validity of the scale.

Reliability

The reliability coefficient for the financial and administrative obstacles scale faced by professional football clubs in Jordan was calculated using Cronbach's Alpha. (Table3) illustrates the results.

As shown in 3 Table 3, the Cronbach's Alpha coefficient for the financial obstacles domain was (.922), for the administrative obstacles domain was (.910), and for the total scale was (.937). These values indicate a high level of reliability for the scale.

Study Variables

A. Independent Variables

1. Educational Qualification (Below High School, High School, Post-High School).
2. Job Title (Player, Coach, Administrator).

B. Dependent Variable

The financial and administrative obstacles faced by professional football clubs in Jordan.

Statistical Analyses

To address the study questions, the data was entered into a computer using the Statistical Package for Social Sciences (SPSS) for statistical analysis. A range of statistical methods were used, including:

- Cronbach's Alpha coefficient.
- Descriptive statistics (mean, standard deviation).
- Percentages.
- Internal consistency.
- Two-way Analysis of Variance (ANOVA).
- Pearson correlation coefficient.
- Scheffe test.

Results and Discussion

First Question

The first research question reads as follows

What is the level of financial and administrative Obstacles faced by professional football clubs in Jordan?

To answer this question, the means and standard deviations of the study sample's responses were calculated on the scale measuring financial and administrative obstacles faced by professional football clubs in Jordan. (Table 4) displays the results:

Table 4 shows that the mean scores for the level of financial and administrative obstacles facing professional football clubs in Jordan are high on an overall level, with an average mean score of 3.9471. Specifically, financial obstacles ranked first with a high mean score of 4.1258, followed by administrative

Table 2. Correlation Coefficients Between the Score of Each Item and the Total Score of the Financial and Administrative domain Scale for Professional Football Clubs in Jordan (N=30)**

Financial domain	Correlation Coefficients		a1	a2	a3	a4	a5	a6	a7	a8	a9	a10
	.866**	Correlation Coefficients	.765**	.814**	.794**	.842**	.615**	.761**	.888**	.692**	.609**	.360**
	.000	sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
		item	a11	a12	a13	a14	a15	a16	a17	a18	a19	
		Correlation Coefficients	.277**	.757**	.156	.774**	.452**	.788**	.819**	.315**	.719**	
		sig	.001	.000	.058	.000	.000	.000	.000	.000	.000	
		item	q20	q21	q22	q23	q24	q25	q26	q27	q28	q29
Administrative domain	.878**	Correlation Coefficients	.805**	.412**	.636**	.592**	.347**	.774**	.697**	.825**	.556**	.595**
	.000	sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
		item	q30	q31	q32	q33	q34	q35	q36	q37		
		Correlation Coefficients	.773**	.700**	.822**	.554**	.668**	.430**	.662**	.607**		
		sig	.000	.000	.000	.000	.000	.000	.000	.000		

statistical Significance at ($\alpha \leq 0.05$)**

Table 3. Cronbach's Alpha Reliability Coefficient for the Financial and Administrative Obstacles Scale for Professional Football Clubs in Jordan (N=30)**

Domain	Cronbach's Alpha	Number of Items
Financial Obstacles	.922	18
Administrative Obstacles	.910	18
Total	.937	36

Table 4. Means and Standard Deviations of the Level of Financial and Administrative Obstacles Facing Professional Football Clubs in Jordan.

Domain	Mean	Standard Deviation	Rank	Level
Financial Obstacles	4.1258	.74469	1	High
Administrative Obstacles	3.7684	.77846	2	High
Overall	3.9471	.66394		High

obstacles in second place with a high mean score of 3.7684. This finding is consistent with the study by Al-Sabah and Basalat (2009), which also found that financial obstacles ranked first, followed by administrative obstacles at a high level.

This result may be attributed to the limited government budgets and insufficient financial support for sports federations, which negatively impacts the sports sector overall, and football in particular.

The researcher attributes this finding to the insufficient support provided by the federation to football clubs. This insufficiency may intensify the financial and administrative obstacles within the club's sports system, causing delays in the salaries and dues of sports staff, including players, coaches, and administrators.

The researcher also attributes this result to the lack of substantial sports sponsorship from companies supporting the clubs, which may further exacerbate the financial and administrative constraints of the clubs.

Additionally, the research suggests that the high contract values offered to foreign professional players may place a greater financial burden on Jordanian football clubs compared to local players, increasing the financial obstacles they face.

Second Question

The second research question reads as follows

Are there statistically significant differences at the significance level ($\alpha > 0.05$)

in the level of financial and administrative Obstacles faced by professional football clubs in Jordan, based on educational qualification and job title?

To answer this question, the means, standard deviations, and two-way ANOVA were calculated to determine the significance of the differences. Table 5 presents the results (Table 5).

The data in Table 5 indicate no statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample regarding the level of financial and administrative obstacles faced by professional football clubs in Jordan, based on the job title variable (player, coach, administrator). This result may be explained by the fact that football is a cohesive and integrated system from a social perspective, which, in turn, strengthens the relationships and bonds between players, coaches, and administrators. This cohesion leads to unity and close alignment among them, regardless of job title, contributing to the development, success, and advancement of football, as well as the enhancement of both the local and international sports levels.

The data in Table 6 also indicate the presence of statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample regarding the level of financial and administrative obstacles facing professional football clubs in Jordan, based on the educational qualification variable (Less than High School, high school, above high school). To determine which category these differences favor, the Scheffe test was used, and Table 9 displays the results (Table 6).

Results of Table 6

The results in Table 9 indicate that there are significant differences in the level

Table 5. Means, Standard Deviations, and Two-Way ANOVA for the Significance of Differences in the Level of Financial and Administrative Obstacles Facing Professional Football Clubs in Jordan Based on Educational Qualification and Job Title.

Dependent Variable: total					
Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Educational	10.436	2	5.218	14.168	.000*
Job Title	.083	2	.042	.113	.893
Error	52.670	143	.368		
Total	2370.548	148			

a. R Squared = .187 (Adjusted R Squared = .164)

Statistical Significance at ($\alpha \leq 0.05$) *

Table 6. Scheffe Test for the Significance of Differences in the Level of Financial and Administrative Obstacles.

Educational qualification	Mean	Less than High School	high school	above high school
Less than High School	3.465	-	-.5175*	-.7340*
high school	3.992	.5175*	-	-.2165
above high school	4.219	.7340*	.2165	-

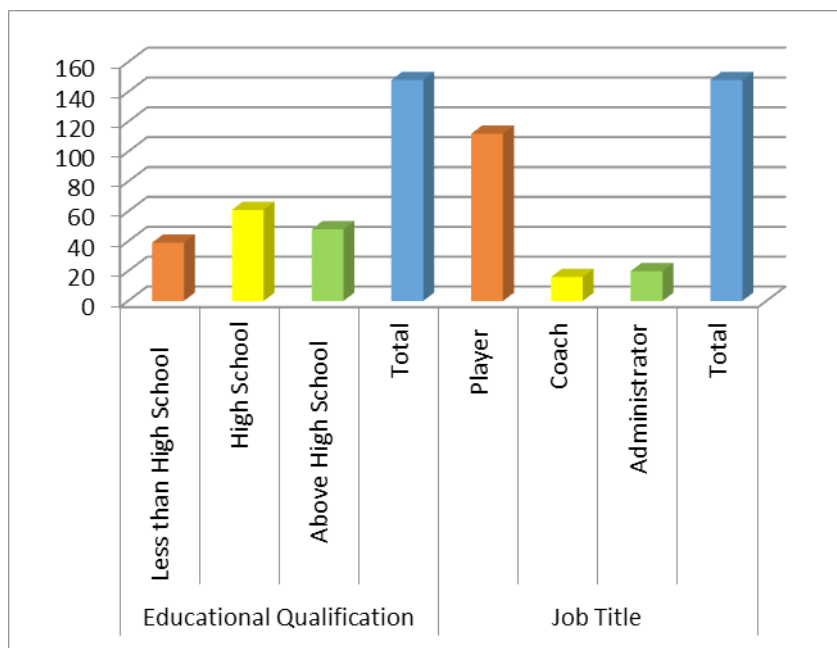


Figure 1. Description of the Study Sample According to Educational Qualification and Job Title.

of financial and administrative obstacles faced by professional football clubs in Jordan based on the educational qualification variable (below high school, high school, above high school).

The results favor the category of those with qualifications above high school, followed by those with a high school qualification, in comparison to the category of those with less than a high school qualification. This result can be explained by the fact that as the educational qualification increases, the intensity of the impact of financial and administrative obstacles also increases. Moreover, as educational qualification rises, staff members tend to focus more on improving the financial, administrative, and social levels, which in turn may increase financial and administrative Obstacles for the clubs.

This result contrasts with the study by Al-Sabah and Basalat (2009), where the intensity of obstacles increased as the level of education decreased, particularly in the administrative aspects. This difference could be attributed to the varying environment and sample in the study.

Conclusions

Based on the analysis of the responses from players, coaches, and administrators of professional football clubs, the researcher concludes:

1. Professional football clubs in Jordan suffer from a significant increase in financial and administrative obstacles, with financial obstacles being the most pronounced, followed by administrative ones.
2. There is no difference in the level of financial and administrative obstacles faced by professional football clubs in Jordan based on job titles (player, coach, administrator).
3. The level of financial and administrative obstacles is greater for those with high or higher education compared to those with less than a high qualification.

Recommendations

In light of the study's findings and conclusions, the researcher recommends the following:

1. Relevant authorities should provide adequate financial support to professional football clubs in Jordan to help elevate and develop the clubs.
2. Efforts should be made to create stable and permanent sources of income for the clubs.
3. Members of the general and administrative bodies of sports clubs should be selected based on scientific criteria and possess university degrees to enhance the administrative process.
4. Continuous training courses and workshops should be conducted to improve the administrative processes in sports clubs.

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