

**RELATIONSHIP OF LEADERSHIP STYLES, FINANCIAL MANAGEMENT,  
FAN BEHAVIOUR AND PERFORMANCE OF PREMIER LEAGUE  
FOOTBALL CLUBS IN KENYA**

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## **DECLARATION**

This research project is my original work and has not been presented for a degree in any other university.

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This research project has been submitted for examination with my approval as University supervisor

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## **DEDICATION**

This research project is dedicated to the players, managers and leaders of football in the republic of Kenya in particular and around the world in general. I also dedicate this project to my beloved wife and children.

## **ACKNOWLEDGEMENT**

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## **ACRONYMS AND ABBREVIATION**

|             |   |                                                  |
|-------------|---|--------------------------------------------------|
| <b>DSTV</b> | : | Digital Satellite Television                     |
| <b>FC</b>   | : | Football Club                                    |
| <b>FIFA</b> | : | International Federation of Association Football |
| <b>FKF</b>  | : | Football Kenya Federation                        |
| <b>KPL</b>  | : | Kenyan Premier League Ltd                        |
| <b>UEFA</b> | : | Union of the Association of European Football    |
| <b>SPSS</b> | : | Statistical Package for Social Science           |
| <b>PLC</b>  | : | Premier League Clubs                             |

## **OPERATIONAL DEFINITION OF TERMS**

|                              |                                                                                                                                   |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Sponsorship</b>           | Is the funding of activities in the arena of sports                                                                               |
| <b>Sports</b>                | Any form of physical activities that require the talent of person to be applied against the other person                          |
| <b>Service Delivery</b>      | Refers to the method of giving service and delivering the service ad libitum or with minimum delay                                |
| <b>Customer Satisfaction</b> | Fulfilling customers' desires and demands at intervals at the expected amount of your time                                        |
| <b>Performance</b>           | It refers to an expected outcome from a team after a given amount of time of investment both in human capital and other resources |

## **ABSTRACT**

Many football clubs especially in the Kenyan Premier League are currently faced with many challenges. More so, globalisation has opened up new opportunities for fans to explore foreign content on the internet as well as on Television. For the teams to survive, they will require to reengineer their processes and approach to various facets that make up the running of clubs and the league. Importantly, the clubs are faced with management decisions that will determine their very own survival in this competitive environment. Football clubs are faced with a myriad of issues including leadership wrangles, financial impropriety, infrastructural development as well as dealing with fan behaviour. It is against this background that this study was commissioned to give perspective to the challenges of leadership style, financial management and fan behaviour and how they impact the overall performance of the clubs in the league. Leadership style was found to affect the performance of Kenyan football clubs to a very large extent with 45% of the respondents in the study affirming the same. Further, commercial abilities to maintain a quality squad as well as undertake improvements on facilities were a major factor in the financial sphere of the clubs. This was reflected through the 44% of the respondents who asserted that financial management affects the performance of premier league clubs. The study also found that fan behaviour affects ability of clubs to attract corporate sponsorships as well as undertake other programs that impact their abilities to perform well. In total, 47% of the respondents agreed that fan behaviour affects the performance of premier league football clubs in Kenya. The study concludes that points gained by team, skills of players, previous games won and trophy awarded are the main indicators of performance of premier league football clubs.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This section reviews the analysis study background, the study drawback statement, objectives of the study, analysis study queries, significance and scope of the study that explores leadership styles, financial management, fan behaviour and performance of KPL footballs clubs and chapter summary.

#### **1.1 Background of the study**

Across the world, there are major challenges that sports management teams are facing pushing most sports clubs and firms to the edge. These clubs are struggling to ensure success in these tough times and the drivers of their strategy towards clubs' survival remains the leadership provided by the managers and soccer administrators. Leaders have the role and are required to drive and achieve the clubs objectives and motivate staff. Importance of leadership style in firms is demonstrated where staff are handled as the critical asset of the organization (Shafie, Baghersalimi & Barghi, 2015).

The drivers of companies are managers and the people they manage give life to the organization. Organizational leadership is the most critical in realization of the set objectives since it's a vital factor for improvement of organizational performance and organizational failure or success lies in its hands. According to Dimitropoulos (2010) football has become a big global enterprise that continues to attract huge investments running into countless billions. There are sums for transfers of players, similarly large sums for signing lucrative contracts with individual footballers, battles among sponsors to induce the star players to advertise and promote their product, competition to get the TV rights among other issues have pushed the leadership to the verge of finding which model will work best for the club and also attract potential investors.

Performance of a football club may carry different meaning for different persons depending on the nature of the relationship between the individual entity and the football club. Football stakeholders who may be interested in the performance of the football club include fans, the sponsor, the betting companies, club owners, the media,

the football players, the government and the local community. Performance can be measured as result on the play field, the hype generated, and the revenue amongst others. Getting results that appeal to the fans is the most important aspect of club leadership, however this is the most difficult to estimate due to the fact that success in the eyes of this group is the most challenging to comprehend (Gonzalez & Picazo, 2010). Poor planning or lack of it, coupled with underperformance, has played a big role in investors' hesitance to delve into the murky waters that is club football in Kenya. Potential sponsors often cite poor performance and a lack of market appeal as the major reasons for not sponsoring KPL football clubs.

### **1.1.1 Leadership Style**

Kumar (2014) defined leadership as a way by which someone influences others to achieve given objectives and leads the organization in such a simplest way that makes it more acceptable and improves teamwork. Northouse (2018) said that leadership is a way of influencing others so that a clear goal is achieved. Leadership style is about the approach of giving direction, actioning strategy, and motivating followers (Holten & Brenner, 2015). Leadership styles are seen as different views that leaders use once leading firms, units, or groups (Mehmood & Arif, 2011).

There are various types of leadership styles such as democratic, autocratic leadership style, Laissez-Faire leadership style, Transformational leadership style and Transactional leadership style among others (Nanjundeswaraswamy & Swamy, 2014). Democratic leadership style involves everyone participating in the process of arriving at the decision. Autocratic leadership style involves someone giving instructions to the juniors on the steps to be taken and the process to arrive at solution effectively (Puni, Ofei & Okoe, 2014).

Individualistic leadership is wherever the leaders allow staff to do without their involvement. However, these leaders' questions any decision that they feel may harm the organization reputation that the other junior staff may have come up with and give direction on the solution that should be taken. Transformational leadership style is the leadership style within which leaders encourage, inspire and motivate workers to pioneer and make modification which lead to growth and directs the achievement of the corporate vision (McCleskey, 2014). Transactional leadership involves invoking

carrot and stick tactics where good behaviour is rewarded whereas bad behaviour is punished.

There is a way in which success of the organisation is associated with the leadership and involvement of the staff (Lohrke, Bedeian & Arnold Palmer (2010). Management are bestowed the responsibility of developing organization mission and vision policies that states what the organization deal with and ensure the quality and service delivery is effective. Leaders who hunt for the foremost effective leadership might notice that a mix design is effective as a result of having no single leadership style superior to others (Darling & Leffel, 2010). Leaders ensure that employees meet the organization objectives as well as meeting their personal goals. Leadership style application is set by leaders themselves. If leadership applied is smart and able to provide a good direction to subordinates, then it creates confidence and work motivation to workers, so increasing worker morale that additionally results in higher worker delivery. Leaders need to be involved shoulder to shoulder with the followers in order to realize better success (Sundi, 2013).

### **1.1.2 Financial Management**

Financial management is the operational activity of a business that's liable for getting and effectively using the funds necessary for economical operations. Monetary management is a method of organizing monetary resources, together with management choices regarding accounting and reporting, foretelling, and budgeting, further as capital planning choices, that embody choices whether or not to hire or purchase, and whether or not to issue debt or equity (Ahmed, Babar & Kashif, 2010).

In line with Gloy and LaDue, (2015) financial management involves coming up with the long run strategy of a commercial enterprise to deliver a positive income. From an associated viewpoint, the method of financial management is related to monetary planning and control. This is meant to identify the needs and requirements and come up with resources on the market and arrange the dimensions and temporal order of expenditures. Maintenance of sound internal controls in any organization is a critical issue towards attainment of internal monetary success of the existing funds. The absence of control procedures will have negative impact in any organization's strategic monetary management.

The goal of any commercial enterprise is to come up with revenue and profit that within the end of the day determines its viability and ensures its existence into the future. So as for this objective to be attained the organization should apply sound monetary management practices in its running commercial operations (Kim & Chung, 2014). In line with Fort and Fital (2010) the future prosperity of sports leagues needs a balance for both sporting and monetary viability. This relates to the goals and objectives of the clubs.

Smith (2009) indicated that the visionary quandary facing sports clubs has its roots in two prevailing models of structural behaviour in sports markets. The primary one being profit maximization model that assumes that a soccer club can be a commercial enterprise presenting its services in the marketplace and profit is the single driving psychological feature force. The second is the utility maximization model, that postulates that the connection between clubs challenging within the same league and the primary objective is to win games against the opponents. The utility view assumes that soccer clubs are naturally extremely competitive and the outstanding feature is footballing superiority on the pitch.

### **1.1.3 Fan Behaviour**

The fans of sport are extremely engaged participants and observers who will stir excitement, or anger among others on their side. They scan their sports blogs, understand their data and either root like hell or boo their butts off (Shoham, Dalakas & Lahav, 2015). Consistent with Smith and Lord (2017) the fans that watch and react to football games represent an equally key feature of the entire sporting spectacle. Above being merely spectators, fans have become prosumers; producers and customers and they have the potential to have an effect on the enjoyment or otherwise for other spectators, players and officials. Whereas fans generally exhibit their emotions, evaluations, and expectations within the sporting arena, there is debate regarding whether or not some fan expressions are often undesirable, excessive, or at times vulgar. Primarily, the game community understands that favourable fan experiences remain absolutely critical to the success of the games. Consequently, football leagues, club owners, event managers, and spectators have a keen interest in maintaining a hospitable climate for all fans.

Unreasonable fan behaviours represent potential infuriation or disgust to the sporting climate especially wherever there's age distinction among the fans. In many instances, most spectators show behaviour that vary from indecent language, abuses, troubled acts, together with numerous sorts of disrespectful conduct. However, changes within the sporting context and dynamic management practices in sporting companies have tried to address this issue. The entry of broad based leisure business with obscured market boundaries, increasing competition for the discretionary consumer's green buck and increasing expertness of officials and players have forced several soccer clubs to get move away from focussing on winning and focus a lot of their resources on income and profits (Smith, 2009).

Wann, Weaver, Belva, Ladd and Armstrong (2017) argues that sports fans believe that they'll have an impression on the result of the sport, the behaviours that they perform have a calculated intention to help their team to win by harming to a large degree the opponent. These fans acts have been classified as acts of instrumental aggression. Acts of instrumental aggression assigned by an acquaintance might embrace shouting at the opposing player in a belief that this will distract them or throwing all manner of objects at an opponent before a game in a desire to injure them and ultimately impede their ability to play well, therefore benefiting their chosen team. On an alternative dispensation, Darnell (2012) showed that the most prevalent behaviour that are noticeable among spectators is singing filthy words, singing racist songs, throwing objects around them, carrying sharp weapons and destroying event facilities.

Braun and Vliegenthart (2008) gave reasons that led to spectators violence and they included frustration resulting from bad economic situation, the second reason is derived from political process theories that explain the collective action; in this case violence is dependent on the degree of freedom that political process gives the citizenry, the third reason is pegged on the media where violent behaviour is copied from the media content and finally the other reason is anchored on the social learning theory which indicates that fan collective violence is inspired by what the fans see on the pitch especially from aggressive play by soccer stars. They also stated that the real purpose of fan violence is for the violent group to humiliate the other group and use the actions of the authorities to get their message across.

Jewell, Simmons and Szymanski (2014) conducted a survey to establish the impact of fan behaviour on success of teams. There were two assumptions in the survey; one which where collections were assumed to be driven by the results of the team on the pitch and the second where results on the pitch affects the degree of fan behaviour in that the poorer the performance, the higher the chances of violence. From the findings the survey echoed how different levels of fan behaviour affect the level of performance of the team and eventually the amount of collections that the team takes home. The survey established that failure to succeed on the field of play drives negative behaviour when fans become disgruntled with the teams results, and on the other hand levels of bad behaviour may rise with the increase in performance of the opposing team since fans will embark to violence to intimidate the other team and fans; steer their home team to play better and as well as intimidate the officials to make decisions in their favour.

Kenya is not left behind in matters of crowd chaos during football matches. Football has become the norm when there are big matches between two big clubs in Kenya matters of crowd chaos during football most supported clubs with huge fan base. Fans rivalry contributes to crowd violence and leads to property damages, serious injuries and even death at times and such occurrences have led to several consequences and the measures imposed to curb such incidents. Ayieko (2011) Gor Mahia matters of crowd chaos during football stadiums after a ban on spectators was placed on the club due to chaos caused by her fans against Postal Rangers on February, 2011 and in 2014 an incident between AFC Leopards and Gor Mahia matters of crowd chaos during football serious damage at Nyayo National Stadium and the two clubs was temporary ban from using the two stadium that is Nyayo National Stadium and Moi International Sports Center Kasarani. According to Nyende (2011) matters of crowd chaos during football from Super Sport Limited that also matters of crowd chaos during football matches involving Gor Mahia.

#### **1.1.4 Performance of Premier League Football Clubs**

Performance is taken into account as a fundamental cog in maintaining effectiveness and efficiency within the organization together with efforts that ensure firms become extra competitive inside the marketplace. Organisations are formed with people, for that reason executives have to be compelled to verify the causes of deteriorating results for the firm. Football results are a factor of both internal and external reasons. The external factors that influence results are competition, technology and market atmosphere, whereas the inner factors are talent, motivation levels, skills and information. Therefore, it's very important to understand internal factors much as external factors that affect performance of soccer clubs overall (Darnell, 2012).

According to Pinder (2008) potency of soccer clubs' performance is determined by internal efficiencies that the firm acquires over time. The reason why one is driven to perform some tasks but he does not have the needed| information for the task that they are needed to undertake, work will be impacted with lack of skills required. Positive staff perception in terms of ability, motivation and ample workplace setting is very key to be able to strengthen and drive interests of staff to accomplish organisational goals.

Andrews (2007) soccer clubs' performance levels could be improved with motivation and commercial prosperity could as well be increased. Essentially, whenever staff are not driven to perform their duties, their personal satisfaction cannot be achieved and as result performance level for the organisation will be low thus leading to poor productivity. Once productivity is reduced the finances of that organization will go down.

Kreitner and Kinicki (2014) employees have the capability to determine the success of the firm, although staff with high emotional intelligence level can still perform-well if they possess key skills. As such, for staff to remain relevant at the work place their skills and talent to undertake roles or perform in any assignment given to them by their employers should be improved. Individual excellence is thought to be driven by role perception (Locke, 2011).

### **1.1.5 Kenyan Premier League**

As a private entity Kenyan Premier League Limited was incorporated on 31<sup>st</sup> October 2003 under the companies Act chapter 486 of the laws of Kenya. The entity is owned by 18 clubs that participate in the league and has affiliation to Football Kenya Federation (FKF). The responsibilities of FKF and KPL is to organize and coordinate the annual events in a calendar year, training coaches, match commissioners, referees and youth development programmes. KPL and FKF are also responsible for appointing match officials for premier league matches.

Since 2004, the league has undergone various challenges and changes that have affected the performance of clubs over time. For the first 10 years, the financial sustainability of the league was based on the sponsorship from the broadcast sponsor, DSTV. This directly benefitted all the clubs and was used to offset the costs of running the secretariat. Moreso, various corporate companies came into the league at different stages to acquire rights to various properties. From 2008 to 2011, the East African Breweries Ltd held the title sponsor under the banner of Tusker. It was thus referred to as the Tusker Premier League. The Kenya Power Company Ltd also came into play in 2010 to 2014 to sponsor the KPL top8 tournament featuring the best 8 teams from the previous season. The teams were thus very competitive as the financial rewards were lucrative; winning the league, finishing in the top 3 positions as well as Top8 were all rewarded. Furthermore, the top8 tournament went further to include the Under20 category which not only expanded the pool of players involved but also opened up opportunities for young talents to be spotted and incorporated into the senior teams for the following season. Consequently, betting firms took cue from the above and joined the fray in 2015. Sportpesa took up the league sponsorship while Betway and Betika ran away with FKF Cup and grassroots football respectively.

However, over the last five years, these engagements have dried up. The title sponsorship has been vacant, no corporate companies are investing in the league and clubs are running bankrupt. In 2018/2019, Nakumatt FC sponsored by the once giant supermarket folded following the closure of the supermarket. Thika United FC also closed shop after the sponsor; Brookside Dairy Ltd ended the relationship. During the 2019/2020 season, the league witnessed the departure of Sony Sugar FC and Western Stima FC due to withdrawal of sponsors. The fate of Chemilil Sugar FC still depends

on the ability of the team to get a new sponsor for the coming season after the sugar company withdrew its financial support.

The biggest challenge facing KPL clubs remain the ability of its leadership to provide sustainable solutions for sporting, financing and commercial pillars. These have hampered their growth and any change in management of the premier league thus affects the clubs in a big way. Clubs have had challenges raising their own resources, being accountable to sponsors as well as providing a conducive atmosphere to attract fans that would pay to consume the games on offer.

In order to improve the attractiveness of the league and the effectiveness of the leadership at the secretariat, Football Kenya Federation has instituted a change of management at KPL for the 2020/2021 season. This is founded on the understanding that new ideas and fresh thinking could spur the league back to life and address the decline in both the quality of play and appeal to the public who are the eventual consumers. A new board has been established, a new secretariat is underway and already a title sponsor has been unveiled.

Infrastructural challenges are another factor that the leadership of KPL face. Availability of accredited venues to host premier league matches remains a tall order given the sorry state of disrepair for the same. Putting together finances and political will to repair and maintain facilities especially at county level is one area that hampers performance of clubs in the league. The national government, through the sports fund and Sports Kenya need to be brought on board to assist clubs and the federation to improve training and match facilities in order for the KPL to realise its potential.

It will take time to gauge what difference the new people in leadership at KPL will bring to the league and how change in leadership affects performance both at the league level and at the individual clubs.

## **1.2 Statement of the Problem**

In the current competitive setting, organizations often get challenged in meeting their core objectives. Likewise, football clubs in Kenya most of them if not all are riddled with unrest by players, underperformance of the referees, unfavourable fan behaviour, poor leadership and below par results in the international competition among other challenges. Professional football in Kenya is still in the developing stages and investment is on and off, where investors should put their money and what the expected results are.

Over the last two decades, there has been a series of wrangles pitting various individuals angling for leadership at the Federation as well as clubs. Between 2011 and 2014, FIFA had to intervene when the jostling for the leadership of the then Football Kenya Limited almost brought the game to a standstill. At club level, leadership wrangles at AFC Leopards and GorMahia, the top two clubs in the Kenyan Premier League have on many occasions ended up in the High Court for arbitration. Similar leadership challenges have seen coups take place at Wazito FC (2020), Sony Sugar FC (2019) as well as Western Stima FC (2018). At July 2020, the management of Chemilil Sugar FC was yet to be ascertained after a bid by a former FKF official to take over the team was thwarted by the miller.

The management of the Kenyan Premier League has been a continuous debate with the FKF pitted against KPL Ltd and the matter having to be resolved in March 2020 through an order of the Sports Disputes Tribunal. How then have these leadership challenges affected the growth of the league and the performance of the clubs in the Kenyan Premier League?

Today Kenyan league has had no sponsor since the withdrawal of Super Sport (2017) and Sportpesa (2019). The underlying challenge is the inability of football clubs to consistently raise revenue, invest wisely, manage cost and adopt sound financial practices to keep them financial viable in the long term. Could these financial shortfalls be the cause of the poor performance of the clubs in continental assignments?

Fans are an integral part of sports and the Kenyan Premier League is no exception. The fans drive the interest among the sponsors as well as being a key component for player motivation. On the flipside, bad behaviour by fans could deter sponsors and

well-wishers from engaging with teams and therefore affect their ability to raise the much needed revenues. With respect to the Kenyan Premier League, could the behaviour of fans be affecting the ability of the clubs to perform?

From the researcher's observation, there is lack of local studies which have established the relationship between leadership styles, financial management, fan behaviour and performance of KPL football clubs; it's in this light that current study is aiming to fill the information gap and by trying to establish if leadership style influences, financial management and fan behaviour affects performance of football clubs in Kenya.

### **1.3 Objectives**

The main study aim was to establish the relationship of leadership styles, financial management, fan behaviour and performance of KPL football clubs

#### **1.3.1 Specific Objectives**

- i. To determine the relationship between leadership styles and performance of PLC football clubs.
- ii. To establish the relationship between financial management and performance of PLC football clubs.
- iii. To determine the relationship between fan behaviour and performance of PLC football clubs.

### **1.4 Significance of the Study**

This study can build special contribution to the prevailing data, address and supply the background information to research institutions and individual observers can use this study as basis for conducting research within the same space to spot gaps during this study. Government bodies and also the ministry of Youths and Sports can have the benefit of the necessary information the study shall acquire from the field which can facilitate in policy formulation and determination of funds allotted to various federations. To the policymakers in all level of government the study will provide

fundamental information that will enable them in the development of policies in relation to the use of various financing approaches to improve financing of local football clubs and hence proper management of football teams and will inform specific action that needs to be taken by regulators with aim of improving financial stability and overall competitiveness of Kenyan football league.

The study will be useful in providing directions on how to improve the performance of football clubs in achieving profitability through financial and leadership strategies as well as partnering with corporate organizations. The study will help football managers and clubs' administrators who will gain insights on profitability and performance of the clubs for they will be in a position to lay out strong financial base for better and improved performance, sustainability and realization of potential of football as the emerging sports industry in Kenya and Africa as whole.

For football fans the recommendations to this study when implemented will improve the quality of football matches and football fans will come out in large numbers to support local football clubs by purchasing the replica jerseys and they will view matches of good quality, intense and competitive; have better quality stadia and local matches will be in a position to be viewed in the international TV channels.

The corporate organizations that will be interested in sponsoring any football club will have options for financial cooperation with teams that are well managed and may endorse to have their bill board displayed during football matches. The corporates will gain by advertising its products and services in the stadium and a wider market will position to be informed on the products or services hence enhancing its brand as well as customer loyalty.

### **1.5 Scope of the Study**

The research was confined to leaders and stakeholders involved in the Kenyan Premier League including Football Kenya Federation head office located in KFF Complex next to Moi International sports complex Kasarani along Thika super highway in Nairobi, Kenya Premier League secretariat, clubs and players.

This study was disbursed within the month of June and July in the year 2020. The study target population was 66 comprising staff at football Kenya federation, coaches

and CEOs of Kenya premier league clubs and team captains of the Kenyan Premier League clubs.

## **1.6 Chapter Summary**

The chapter provides study background data and a lot of data required to put the study drawback in correct inside the market level inside the market level the outlines the background of the study, statement drawback, study objectives, significance and study scope. Therefore, this chapter guided as the norm that study variables are reviewed and study is conducted so as to realize the most analysis objectives.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

In the chapter the study has reviewed literature that explores what has been done on leadership styles, financial management, fan behaviour and performance of football clubs and related literature. Literature review includes documentation of information that relates to the topic beneath investigation. The sections go further to provide theories associated with the study, empirical literature review, analysis gaps, abstract framework, operationalization of variables and chapter summary.

#### **2.1 Theoretical Literature Review**

The theoretical review could be a logically represented, developed and elaborate network of associations among variables deemed relevant to the subject matter identified. Theories are generally developed to grasp, predict and make a case for a phenomena and in several instances to challenge and extend the present information at the boundaries of essential study. The theoretical literature describes and introduces the speculation that explains why analysis drawback below investigation exists and could be a structure that may support analysis study theory.

##### **2.1.1 Traits Theory**

Trait theory of leadership indicates that great leaders are born and have distinguished personality that makes them better leaders and that great leaders are born as so. The theory is tied to the 'great man' theory of leadership that was first propagated by Thomas Carlyle in the mid-1800s. He observed that he ability to lead is something one is born with and this cannot be learnt or developed.

Stogdill (1948) observed that leadership situations vary considerably and place completely different demands on leaders and resulting in the emergence of behavioural and situational approaches.

The trait theory has been found to be too general because it doesn't believe traits change with time. The theory assumes that people are rigid and don't adapt to changes in the environment. The trait theory is hard to judge using personality tests because behaviours change when leaders are exposed to different situations. The trait theory also lumps together individuals into groups based on their results in personality inventories. These tests are often too general for a full understanding of the person and their traits. The trait theory uses group results to judge individuals, which can cause people to appear different than they are because they are being judged compared to others. The traits are subjective and determined by either psychologists, which can have different understanding of traits. The trait theory is criticized for its subjective nature and generalizations. The study will adopt the theory to show the influence of leadership styles and performance of football clubs.

### **2.1.2 Game Theory in Sports**

As aptly advanced by John von Neuman and Oskar Morgenstern in 1944, Game theory studies ways in which interacting choices by players produce outcomes with respect to the preferences of the players whereas the outcomes might have been unintended by either of the players. This theory is founded on rationality. It would be worth noting that in the normal economic models, rationality is the maximization of one's own payoff. Thus, whenever one is found in whatever situation, they will manifest behaviours to benefit themselves, regardless of how it affects others (Henrich, 2004). Game theory assumes that teamwork among players is always the rational strategy, at least when participating in a game-theory experiment (even when it leads to a loss). Consider this: A player takes part in what they are told is a one-shot game. To win the game, the player must take advantage of the competitor. After doing so and winning, they learn that the match was simply one of two in a series.

Football being a business entity it has employed these methods where teams are constantly competing for the best players in order to be successful in the field of play which will then affect the economic aspect of the football club.

The stakes in world football have been raised big money investment in the football industry by TV and radio broadcasters and rich people around the world. This has distorted the mainstream definition of footballing success and as a result teams have

had to adapt to survive. Game theory best explains the flux in the industry where teams have to come up with ways of ensuring they can get the best players, best home ground and adapt new ways of playing to ensure footballing success, business success and popularity success.

Although it has gained ground among many scholars, game theory has its critics. It has been highlighted that game theory can help predominantly if one is trying to predict realistic behaviour. Every action, good or bad, can be rationalized in the name of self-interest. The study will adopt this theory because it explains the changes brought about in organization by social values and regulations that affect performance of the football clubs.

### **2.1.3 Risk Management Theory**

Risk management theory focuses on the assessment, identification and prioritizing of risks followed by deliberate and coordinated use of resources to monitor, manage and minimize the impact of unsuccessful measures. As ably articulated by Wenk (2005), effective business risk management has useful implications to organizations; these include innovation, better management of contingencies, superior cash performance, waste reduction, minimize fraud, larger competitive advantage among other advantages.

This helps the firm to balance the most significant business pressure, responsibility to succeed and risks associated and generated by the firm itself in a commercial achievable way. This action will enable risk managers to be aware of the risks they face and therefore monitor and if need be they will be able to change strategy.

A risk is an uncertain event which may occur in the future and may prevent or delay the achievement of an organization's objectives. A risk is not certain –Its likelihood can only be estimated. Not all risk is bad, some level of risk must be taken in order to progress / prevent stagnation. Clubs face various risks including financial, operational, reputational as well as governance and compliance. It is imperative for the management of the league and the clubs to map out the risks and put in place measures to safeguard themselves from any eventualities.

Financial risks include reduction in funding, failure to safeguard assets, poor cash flow management, lack of value for money, Fraud / theft and poor budgeting. Operational risks include lack of succession planning, Health & Safety risks, Staff skill levels (training) and non-tracking of contractual commitments. Reputational risks involve the organization engaging in activities that could threaten its good name, association with other bodies, Staff / members acting in a criminal or unethical way and poor stakeholder relations.

The theory is fundamental to this study in that for financial management and performance of PLC football clubs to function at an efficient level, then the entire institution products will be optimally priced and finances are properly managed.

#### **2.1.4 Contingency Theory**

Contingency theory was developed in 1950 by the findings of leadership behaviour research conducted by researchers from Ohio State University (Donaldson, 2001; Nohria & Khurana, 2010). The outcomes did show that effective leadership style depended on building good rapport and interpersonal relationships and putting in place of policies that underscore task completion and goal attainment. The theory keeps an approach to the study of organizational behaviour which explains how several factors such as technology, culture and the external environment determine the making and running of firms (Bastian & Andreas, 2012). The contingency theory is grounded on the understanding that no one type of organizational structure is equally applicable to all firms. Rather, organizational effectiveness is dependent on a fit or match of various factors such as the type of technology, environmental fluidity, the size of the organization, the features of the organizational structure and its information system.

The core characteristic of the theory is its behavioural approach which is linked to the best fit of a firm's structure based on external situations (Bastian & Andreas, 2012). There is no one best way of structure; a leadership style that was successful in one encounter may not be most successful in the next. Donaldson (2001) confirms that this theory is concerned with leadership and situations, matching leadership style to different situations. The style may take the form of task motivation or relationship

oriented, and situations- leader-member relations, task structure and position power. The leadership style is contingent upon both internal and external environment variables while effective leadership is dependent upon the ability of leader's flexibility to fit his style to the context (Hinson & Kowalski, 2008).

The theory has also been applied to the subunit level of organizational behaviour. Hayes (1977) observed the appropriateness of management accounting in order to measure the effectiveness of various departments in major organizations. It was found that contingency factors or contingencies were the main predictors of effectiveness for production departments.

Hayes' study considered three major contingencies affecting sub-unit performance: internal factors, interdependency factors and environmental factors. The results suggest that one needs to examine the underlying factors rather than just narrowly examining surrogates. He emphasized the need for the use of contingency theory in undertaking studies of organizational assessment and subunit evaluation in large organisations.

In this study contingency planning theory involves formulating the unforeseen and the unidentified. The underlying principle of contingency planning theory is to minimize the negative effects of catastrophic occurrences (Namasivayam, 2014). Contingency Planning Theory will be adopted in this study because it is describing and explains the relationship between fan behaviour and performance of football clubs.

## **2.2 Empirical Literature Review**

The empirical review highlights the past studies on the variables of the study. This includes the studies conducted on leadership styles, financial management, football hooliganism and performance of football clubs. It reviews the aspects of football club performance.

### **2.2.1 Leadership Styles and Performance of Football Clubs**

Leadership has been researched on over the years and there is no clear definition of leadership that has been universally accepted. There are many definitions of leadership by various scholars. Talat (2015) asserts that leadership is a wide spread

process which calls for delegation of power, authority and responsibility that direct, persuade and guide followers towards achieving organizational and personal goals. Therefore, leadership styles cover each and every aspect that deal with both internal and external aspects of an organization such as guiding and helping the workforce to achieve desired results by acting or being role models, resolving problems and handling conflicts among other issues.

Aytaç (2017) undertook a study to find out the relationship between leadership styles of coaches and the satisfaction and motivation of soccer players in Trabzon Universities, Turkey. The results of the research showed that there was a significant positive relationship between the leadership style of education and practice, with satisfaction. The same was observed between developmental motivation, amorous behaviour style with satisfaction as well as progressive motivation.

Democratic behaviour was aligned with satisfaction, developmental motivation, social support behaviour and progressive motivation. More so, positive feedback behaviour with satisfaction and progressive motivation was also observed. There is also a significant positive correlation between satisfaction and the motivation of soccer players in Trabzon universities which recorded a 92% relationship.

Ulukan (2012) did a study on the impact of the democratic leadership style on the footballers' performance. The results of the study indicated that coaches' leadership on sport teams is very important in order for a player to achieve the desired goal. Ultimately the study showed that even though coaches and peer leaders exhibited different leadership behaviours, democratic leadership style influenced the team members and enhanced the team's performance.

Saybani, Yusof, Soon, Hassan and Zardoshtian (2013) conducted a study on athletes' satisfaction as a result of transformational leadership behaviours of coaches that result to football players' sport commitment. This involved survey design, correlational study and inferential statistics and Structural Equation Modelling (SEM) was applied as a strong procedure to analyse the data and develop the models. High schools' football players were picked to participate in the research by using the simple random sampling procedure.

The outcome of the research indicated that there is a positive and significant relationship between transformational leadership style of coaches and athlete's

satisfaction of football players. More so, athlete satisfaction significantly improved the relationship between transformational leadership style of coaches and work commitment of the players. All fit indices of the measurement and mediation models were acceptable.

Findings of this study revealed that transformational coaches with increasing satisfaction of football players would increase the sport commitment of football players.

Heidary, Emami, Eskandaripour, Saiah, A., YarMohamadi and Shahbazi, M. (2017) did a study on the link between the leadership style of coaches and athletes performance in soccer and basketball clubs in Asia. The study established that the context of the team and the natural predisposition of the coach and also the players individually determine acceptable leadership behaviours. To ensure increase in athletic excellence, it was found necessary for the coach to deploy behaviours that their players are most receptive.

Another research was undertaken by Intoppa (2016) on a comprehensive study of leadership styles and various factors affecting the success of football clubs. Using information gathered around the subject and observation of consistently winning coaches over a given period of time, a fairly good determination of leadership styles, qualities, and characteristics that enabled them to succeed was established. It was thus concluded that transformational leadership styles are mostly beneficial and deliver excellent results in any environment across different disciplines globally. However, research findings also indicated that these qualities are even more valuable if paired with an authoritative style of delivering instruction with mutual respect between coaches and players.

In a study by Kim and Cruz (2016) on the impact of coaches' leadership styles on players satisfaction and team cohesion, it was established that as a team leader, a coach plays a key role in assisting his/her players get high levels of excellence and success; thus, a coach need to develop a myriad of skills to help his/her players undertake such daunting roles. The study conducted a meta-analysis to establish the link between coaching behaviours, player satisfaction, and teamwork. Moreover, gender was also analysed as a factor of successful leadership. Two-hundred eighty eight impact sizes were obtained from twenty four studies that used Chelladurai's

sports leadership scale. Overall, a moderate relationship was found between leadership and cohesion, and an outsized relationship was found between leadership and satisfaction. Training/instruction was the best contributor for each relationship. Gender tempered each relationship. It is necessary to acknowledge the influence leadership behaviours wear the mental state of players, particularly as sports evolve to be tougher.

Wiersma (2015) the study was done on the relation between leader behaviour, team atmosphere and team performance. The model argues that leadership behaviour may be a key element to the success of soccer groups, mediated by the atmosphere amongst the players. The model is then went to predict team performance. Leadership behaviours utilized in this study were approach, path-goal theory, leader-member exchange theory, transformational leadership and authentic leadership. Questionnaires amongst sixty-eight ex-football players were used for knowledge gathering. Support was found for the importance of social control behaviour and team atmosphere on team performance in soccer groups.

Sarpira, Khodayari and Mohammadi (2016) set out on a mission to find out the linkages between team cohesion and leadership style. The focus of the survey was all the elite players of the top teams taking part in a variety of games in the metropolis.

The survey could be a contestant satisfaction, and team cohesion one that is performed mistreatment field study methodology. Descriptive-Statistical methodology was used in the data and tables and graphs and inferential methodology (Spearman Correlation) was went to confirm the connection between work designs and Team cohesion and at last Mann–Whitney U check method was used to applied math comparison between coaches and male and feminine athletes in team and individual sports. The results showed that there was a transparent and vital positive relationship between all aspects of team cohesion and coaching and observe leadership, task-oriented leadership, and relationship-oriented leadership designs. However, there's no vital positive relationship between team cohesion dimensions and directive form of leadership.

Baric and Bucik (2019) undertook a study to investigate the emotional awareness of players and their ability to adapt to different coaches who had conflicting leadership profiles. The level of satisfaction and team cohesion observed among the athletes

varied diversely with respect to the kind of leadership style they were exposed to. This was also evident in the emotional preparedness and approach to tasks assigned which in turn would determine the results of the tasks. The athletes trained by the less athlete-directed and high ego-oriented coaches perceived fewer signs of the mastery psychological feature climate in their groups, were less in and of itself intended, and their task orientation and ego goal orientation were lower. The emotional feature structure profiles of the athletes from the second cluster and their coaches appear incongruent and this incompatibility may induce athletes' lower motivation.

Hayes (2018) pointed that it's necessary to notice that soccer management may be an advanced task and success of a squad is probably going to be a result of various factors that reach on the far side the leadership kind of the coach. These embrace handiness of resources, governance, and quality of players and therefore the stability of the team. However, studies have shown that there exists a robust relationship between team cohesion and success and team cohesion is said to emanate from leadership behaviour (Ramzaninezhad & Kehstan, 2017). Results of the study conducted by Carron, Bray and Eys (2016) indicated that players adapted better to teams that exhibited a higher level of cohesion and where the coach was more open and accommodating.

Crust and Lawrence (2016) indicated that squad to perform higher it doesn't matter whether or not an autocratic style is more practical than a democratic, or adjuvant one, however rather whether or not the fashion is correct for the leader and for the team. The importance of coach flexibility cannot be unheeded, with an important talent being the flexibility to understand the wants of the team within the moment and to adapt as necessary to maximise team performance.

Carron, Bray and Eys (2016) made a case for autocrats to find a way to delegate and lessen the burden of arriving at decisions; capitalist leaders also need to allow their subordinates some space to manoeuvre and only intervene where there is need. Although there are many positives derived from a democratic leadership style, a deviation to a more authoritarian form of leadership might be desirable in times of crisis. The decision to change from one style to the other may be driven by such factors as the demographics of the team, the level of skill and experience for each individual, the availability of resources, as well as the culture of the team among many others.

### **2.2.2 Financial Management and Performance of Football Clubs**

The underlying aim of financial management is the ability of football clubs to consistently raise revenue, invest wisely, manage cost and adopt sound financial practices to keep them financial viable in the long term. However according to Watt (2013) football has lagged behind other business sections from a financial point of view. Despite some noted changes in athletics, football in Kenya still lacks financial viability. In most cases of performance evaluation, the word that is mostly cited is profit. With reference to this the most successful football clubs around the globe have recorded astounding revenue every calendar year and one could be compelled to say that they are doing well financially. Football is the most popular sport in the globe in terms of participation and view ship of more than 4.5 billion people (Thiga, 2014).

According to Madrigal (2009) football clubs have lately incorporated modern communication tools including facebook, twitter and instagram to their arsenal of public relations to endear themselves to the new age fans. This works well especially when they leverage on the brands that they partner with in order to appeal to a cross section of clientele. Infact, these avenues have seen a rise in brand endorsements in football to as low as the individual player level. The opportunities have enabled clubs and brand that partner with them to attract fans from a global audience and sometimes in regions that were hitherto unconsidered.

Clubs globally have continued to rely on ticket payments from spectators as the core source of their finances only second to the sponsorships from corporate enterprises. This remains true also in the Kenyan context. With the continued growth of global sporting events including UEFA Champions League, Confederations Cup, African Cup of Nations among other high profile events, there's a big growth within the variety of spectators paying to attend and this has multiplied club's and federations revenue base. In the Kenyan context, AFC Leopards were able to derive a substantial revenue base from a more than 1000 members who paid membership fees and were able to attend matches where ticket sales accounted for the majority of the revenues, as per the clubs website.

In a study by Nkaari and Ocholla (2010) to understand the factors that drive spectators to go to the stadium, it was established that the fixture is paramount hence high

demands matches that promise high intensity tend to generate emotion and large following. Secondly, media attention and reporting on sports helps to grow interest in the league. Most of the games that attract spectators are driven by positive and constant media coverage. It was also observed that many spectators prefer to go to the stadia on Sundays as opposed to Saturdays although lately there have been a growing interest in midweek matches played under floodlights. Proximity and accessibility of the match venue was also mentioned as a key factor that drives match attendance in the Kenyan league.

Klobucnik, Plesivcak and Vrabel (2019) did a survey on football clubs sporting excellence with respect to their GDP and stock prices. This was measured also within the context of its regional global positioning. The information gathered over a period of 10 years thus 2006/7 to 2017/8 was put into focus and the performance both at national and continental level was plotted. This was cross referenced against the standard PWC Football Club Index to arrive at a balanced result.

The outcome indicated that the price and the economic performance of the continental level as measured by gross domestic product showed a high positive link. This was extended to the club's sporting performance at the domestic level. However, the analysis also showed that the club of a relatively poor region, from a Pan-European background, may reach above-average results at the most high European level, and likewise – a club with a high price, from a more established league in generally economically endowed nations may lag behind. These were however exceptions rather than the norm.

Samagaio, Couto and Caiado (2009) investigated the degree to which sports, commercial enterprise and the stock market relate within the English premier league. The results of the study expounded on the great correlation between monetary and sporting latent constructs. The teams that showed a good grasp of financial astuteness were able to deliver returns to the owners and managed to generate sporting excellence. This has remained true irrespective of changes in the ownership structures of the clubs. It is worth noting that as much as these constructs are conjoined, the viability and relevance of the clubs still remain on the football pitch and decisions of investments and expansion must always be anchored around ensuring sporting sustenance.

Thiga (2014) performed a study on the financial preparedness among the clubs in the Kenyan Premier League. The study focussed on the 10 soccer clubs out of the 16 clubs that participated within the Kenyan Premier League in 2010. This was arrived at on the basis of their proximity to the national capital. Respondents comprised 30 staff being 3 from each club. These were the Chairman, the accountant as well as the Secretary General. The findings indicated that most teams were solely dependent on their parent company for financial support. No alternative verifiable source of income was picked. In terms of expenses, it was found that payment of salaries, logistical costs as well as match day expenses were the main avenues where most revenues were expended.

### **2.2.3 Fan behaviour and Performance of Football Clubs**

Fan behaviour is an area that has drawn a lot of literary studies to understand the cause and effect of the actions of followers to the well-being of the clubs involved. In the case of Jewell, Simmons and Szymanski (2014) fan behaviour was restricted to the sporadic brawls and acts of violence that crop up within and outside match venues and how the same affect the management and commercial interests of the clubs. Braun and Vliegenthart (2008) on their study titled 'the contentious fan' set out to define the reasons behind the violence and did observe that economic deprivation was a factor to the outcomes. Furthermore, they observed that violence was also a factor of the democratic space available to the countrymen whereas the third reason was hinged on social media where violent behaviour was copied from what is available on cyberspace. Finally social learning theory was also manifested in that fans became violent as a result of replicating similar behaviour displayed by players on the pitch. In many cases especially in South America, it was concluded that the real idea behind fan violence was to pass a political message to the government of the day to address various issues affecting especially the less privileged in the society.

In Brazil, Marquette, Pinto, Grohmann and Battistella (2017) commissioned a survey in Brazil to understand the behaviour of fans as a response to the various brands that are associated with the clubs they support. This was intended to determine the level of stick that brands would enjoy by associating themselves with particular teams in the Brazilian league. The results were analysed by Structural Equation Modelling. In the

end, it was observed that the image portrayed by the teams could differ from the image of the fans and there is need to align the messages brought on board by sponsors and the fans supporting the teams. It requires a particular emphasis on identifying and shaping the image which resonates with the emotions and culture of the club and its fans.

In Kingdom of Saudi Arabia, Binjwaied, semanticist and painter (2015) conducted a study on the factors influencing fans' group action at soccer matches within the Kingdom of Saudi Arabia. The study adopted the comparative quantitative analysis technique to check the importance of the factors that have an effect on fans' group action at the soccer stadiums. Knowledge was collected through a form. The analysis was administered on a sample of one,506 participants. The factors that have the foremost impact on fans' group action area unit the facilities and services offered by the stadiums and therefore the proven fact that the seats don't seem to be numbered. However, within the case of SPL, external factors have the foremost impact on the fans' lack of group action at stadiums within the Kingdom of Saudi Arabia (KSA) together with the very fact that the matches area unit televised and therefore the lack of commitment of fans to their favorite groups of SPL. This analysis additionally concludes that SPL organisers have to be compelled to add glamour to SPL events by associating the stigmatization of the league with overseas sporting brands, thereby attracting male fans to those events and up fan group action through the utilization of televised media and on-line and social media, which might facilitate increase accessibility to fans.

In Turkey, Tokmak and Aksoy (2016) studied factors that relate to the loyalty of fans among the top clubs in the Turkish premier league. A total of 662 respondents were picked for the study from the Bulent Ecevit University during the 2013-2014 spring. In order to eliminate inconsistencies, those respondents who did not identify themselves as followers of any of the four clubs were eliminated from the survey thus 557 students were found to be the supporters of the massive Four. At the point of the analysis, the variables were tested by the use of Multiple simple regression Analysis. As a results of the analysis, edges variable from whole associations and identification variable were found to be the foremost effective variables on psychological commitment towards the soccer clubs. the opposite result indicated that psychological

commitment variable and edges variable from whole associations were found to be the foremost effective variables on behavioural loyalty towards the soccer clubs.

In another survey Maderer and Holtbrügge (2019) undertook to find out the level of fan loyalty to their clubs. Just like it happens in other industries, soccer fans are encountering the challenges of globalisation with many teams purposing to find new markets for merchandise and revenue sources. In so doing, club management are confronted with the reality of balancing the desires of native fans that have stood with the teams for decades and the need to open the space for new modern and conflicting cultural markets that often bring about a new dawn to the teams.

The outcomes indicated a disconnect between the native fans and the new supporters who come on board from diverse backgrounds. There was observation of divergent approaches to core issues at the clubs especially regarding player acquisition, commercial modelling and match day experiences. In contrast, there was no observation of loss of loyalty or the diminishing of emotional attachment among the native supporters. In distinction, the globalisation of followers and sponsors doesn't produce tension and so contains a positive impact on the passion and emotional loyalty.

The issue of crowd trouble in football matches is not a new phenomenon in Kenyan Premier League either. Big matches have occasionally witnessed sporadic violence pitting fans of opposing clubs especially AFC Leopards and GorMahia. Fan trouble has led to destruction of property on several occasions; at times, a number of spectators are injured while in others, cars are set ablaze and commotion meted on unsuspecting motorists outside the match venues.

As captured by Ayieko (2011) incidences of violence occasioned by fans of GorMahia in their match against Posta Rangers in February 2014 led the league governing body to impose a fine on the club in addition to being denied access to both Nyayo stadium and Kasarani gymnasium. Similarly, an encounter between AFC Leopards and GorMahia in 2014 degenerated into chaos when the two sets of fans clashed during the match. A monetary fine was imposed to both clubs in addition to having to forego usage of the facilities for several months. Further, it was reported by Atingo (2018) that in the 2018 premier league season, GorMahia was barred from

accessing live broadcasts of its matches by DSTV because of the trouble brought about by its fans.

## 2.3 Summary of Research Gaps

**Table 2.1 Summary of research gaps**

| Author                  | Year | Title                                                                                                                | Findings                                                                                                                                                                     | Gaps/focus of current study                                                                                                                    |
|-------------------------|------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Stephen R Thiga         | 2014 | Financial Management practices affecting the growth of football clubs in Kenya                                       | Sponsors account for 61% to 100% of club revenues.<br><br>There's need to attract fans in order to grow gate collections.<br><br>Clubs need to diversify sources of revenue. | The aspect of leadership and its influence on performance was missing.<br><br>The study only focused on revenue generation and not expenditure |
| Phyllis K Mwangi        | 2017 | Evaluation of available football resources and their influence on performance of Kenya football premier league teams | 80% of teams had technical departments<br><br>Teams in the league are well equipped<br><br>50% of the coaches were ill trained and unavailable to players                    | The study looked at the technical abilities of the clubs and available resources thus did not study leadership and fan behaviour               |
| Dickson Kamau Kinyariro | 2019 | Financial management practices influence on financial performance of football clubs in                               | Working capital management accounts for 78% of financial stability and success of football clubs<br><br>Financing activities                                                 | The study focused on financial management of available resources. It did not look at how the resources                                         |

|  |  |                                                         |                                             |                                                                                        |
|--|--|---------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------------|
|  |  | Kenya: A case of football clubs at Kenya Premier League | explain 86% of financial stability of clubs | are utilised, who makes the decisions and what other factors affect the clubs success. |
|--|--|---------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------------|

## 2.4 Hypothesis

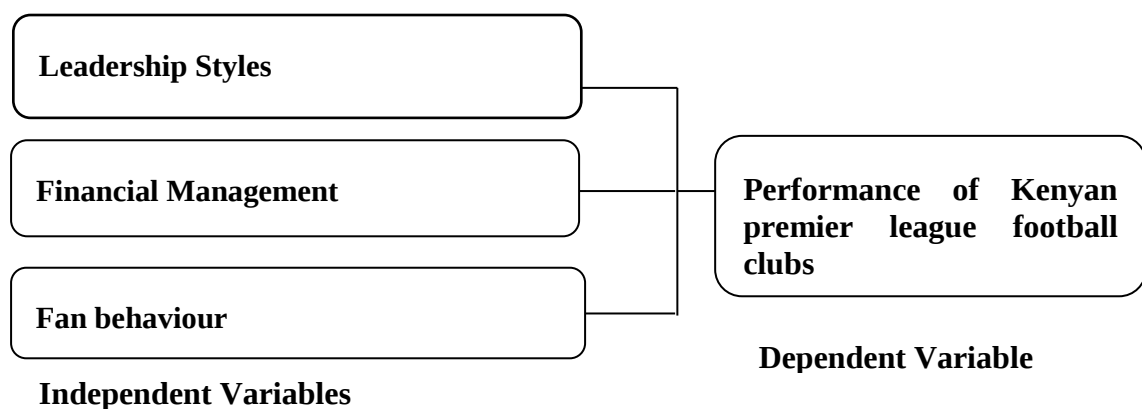
H<sub>01</sub>: Leadership styles has no significant relationship with performance of Kenyan Premier League football clubs.

H<sub>02</sub>: Financial management has no significant relationship with performance of Kenyan Premier League football clubs.

H<sub>03</sub>: Fan behaviour has no significant relationship with and performance of Kenyan Premier League football clubs.

## 2.5 Conceptual Framework

The research is guided by the theoretical structure. The abstract framework presents and defines the philosophies that decide to explain the analysis drawback below study with a keen target the precise variables being sought-after within the study.



**Figure 2.1: Conceptual Framework**

## 2.6 Operationalization of variables

**Table 2.2 Operationalization of variables**

| <b>Variable</b>             | <b>Indicators</b>                                                                                                                                                                          | <b>Measurement Scale</b> | <b>Method of Data Collection</b> | <b>Tools of Data Analysis</b>                                                                      |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------|----------------------------------------------------------------------------------------------------|
| <b>Leadership Styles</b>    | <p>Democratic leadership style</p> <p>Autocratic leadership style</p> <p>Laissez-Faire leadership style</p> <p>Transformational leadership style</p> <p>Transactional leadership style</p> | Likert/ordinal           | Administering Questionnaires     | <p>Multiple regression Analysis</p> <p>Frequencies and percentages</p> <p>Correlation analysis</p> |
| <b>Financial Management</b> | <p>Management of sponsors</p> <p>Revenue collections</p> <p>Revenue sharing</p> <p>Television Rights</p> <p>Audited accounts</p>                                                           | Likert/ordinal           | Administering Questionnaires     | <p>Multiple regression Analysis</p> <p>Frequencies and percentages</p> <p>Correlation analysis</p> |
| <b>Fan behaviour</b>        | <p>Intimidation of opponents</p> <p>Intimidation of match officials</p> <p>Intimidation of fans</p> <p>Use of indecent language</p> <p>Destroying stadium facilities</p>                   | Likert/ordinal           | Administering Questionnaires     | <p>Multiple regression Analysis</p> <p>Frequencies and percentages</p> <p>Correlation analysis</p> |

|                                                               |                                                                                                                                  |                |                              |                                                                                        |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------|----------------------------------------------------------------------------------------|
| <b>Performance of football club</b><br><br>Dependent Variable | Trophy awarded<br>Previous games won<br>Skills of players<br>Points gained by team<br>Injury rates<br>Team final league position | Likert/ordinal | Administering Questionnaires | Multiple regression<br>Analysis<br>Frequencies and percentages<br>Correlation analysis |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------|----------------------------------------------------------------------------------------|

## 2.7 Chapter Summary

This chapter has put into account various literature on the subject under the study. Literature review intentions is to reviewed literature that explores what has been done on leadership styles, financial management, fan behaviour and performance of football clubs and related literature. Literature review comprises documentation of information that relates to the subject under investigation on the research area. The study has selected the past activities that fall within the objectives of the study; that will give a clear account of all past theoretic happenings that are related to the study. The works sets out to reconnoitre and scrutinise research variables in order to develop the basis of forming study methodology and analysis in order to gather the required information required for drawing conclusions on the study main objective.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.0 Introduction**

Research methodology offers, describes and provides evidence into what form of analysis is being disbursed. It gives and defines what are research design, target population, sample and sampling design methods to be used. This chapter also elaborate on data collections and data analysis and also data presentation. The chapter also include research instruments, pilot study, validity, reliability and ethical consideration.

#### **3.1 Research Design**

Orodho (2009) defines research design as general layout that is used to answer research questions. The research problem was conducted using a descriptive research design that is cross sectional in nature. The study describes and defines the subject matter by profiling issues under study (Cooper & Schindler, 2008). According to Kombo and Tromp (2009) a research design that is descriptive is appropriate for studies that have specific issues where problems have been defined.

The descriptive research design enables description and observation of a subject without influencing it; it is used for obtain better understanding of the subject under the study. Descriptive research design is limited in geographic scope hence tend to be logically simpler and easy to conduct besides providing the basis upon which other research can be carried out (Mugenda & Mugenda, 2003). The researcher adopted this method in obtaining the most relevant, recent and in-depth information on the study topic. This also helped the researcher to critically analyse the problem in question with a view of drawing more specific and detailed information that is useful to the research study and most often than not it is used as a precursor to statistical research that provide valuable pointers as to which study variables are test worthy quantitatively (Cooper & Schindler, 2008).

### 3.2 Target Population

According to Kombo and Tromp (2009) target populations are units that have observable characteristics that the study uses to generalize the finding. Borg and Grall (2009) described target population as common set of study units which the researcher wishes to generalize results. The study target population was composed of Staff at Football Kenya Federation, Coaches of Kenya Premier League clubs, Kenya Premier League CEOs and team captains. These are the people and institutions that are involved in football management in Kenya. The target population of the study are tabulated in table 3.1

**Table 3.1 Target Population**

| <b>Category</b>                 | <b>Target population</b> | <b>Percentage</b> |
|---------------------------------|--------------------------|-------------------|
| Football Kenya Federation Staff | 12                       | 18                |
| Kenya Premier League Coaches    | 18                       | 27                |
| Kenya Premier League CEOs       | 18                       | 27                |
| KPL Team Captains               | 18                       | 27                |
| <b>Total</b>                    | <b>66</b>                | <b>100</b>        |

### 3.3 Sample and Sampling Technique

Kothari (2004) defines a sample as a subject of a population that is selected to represent population characteristics. Since the target population of this study is small and manageable, the study employed census method for the study. Census is a way of gathering information from each and every member of the group. This method is appropriate since it gives all the respondents from each of the four strata, equal chance to participate. Participants were stratified into the following categories; Staff at Football Kenya Federation, Coaches of Kenya Premier League clubs, Kenya Premier League CEOs and team captains.

### **3.4 Instruments**

The study used questionnaire and interview guide to collect primary data. The researcher used questionnaires to collect quantitative data. Kombo and Tromp (2009) describe questionnaires as a list of standard questions prepared to fit certain inquiry. A questionnaire is an instrument of research that contains questions on the variables of the study (Kothari, 2004). Questionnaire is more efficient and economical tool for descriptive research for the sample size that is chosen. According to Orodho (2009) questionnaires measures likelihood of straight, blunt and even answers. Questionnaires were adopted because they are superior to interviews because social communication operates strongly in face to face situation that may hinder an individual from expressing what they feel. The researcher used Likert-type format of questionnaires and further divided into two sections, section A captured demographic information while section B was organized according to research questions and objectives.

### **3.5 Pilot study**

The aim of a pilot study was to establish the validity and dependableness of instruments of analysis (Cooper & Schindler, 2008). The researcher adopted content validity to measure the degree to which data was collected with the aid of questionnaires representing each variable. The pilot testing was conducted using the questionnaire on 9 respondents from the target population on the ground. The pilot cluster was done through random sampling. In keeping with Cooper and Schindler (2008), a pilot study ought to be ten per cent of the main study.

The pilot study within the study was designed to test logistics and therefore the method of collection of information before the final study. Its main aim was to enhance the potency and quality of research process whereas at the same time it disclosed deficiencies in the study design that was proposed to be employed in the study.

### **3.5.1 Validity**

To ensure validity of data collecting instruments the researcher ensured that the questionnaires were thoroughly checked for validity and assessed the relevance of the questions and content of the study. The researcher used both content and face visibility to ascertain validity of the questionnaire. Kombo and Tromp (2009) describe validity as the correctness, capacity of interpretations founded on study finding. The research conducted the pilot study to validate the study questionnaire. Content validity draws an extrapolation from assessment scores to large domain of similar to those on the test. Gillham (2008) explains that understanding and expertise protected by items tested in large area dynamics. This was important in finding out any deficiencies in the questionnaire and rectifying them before the actual questionnaire was issued out.

### **3.5.2 Reliability test**

Reliability of the questionnaire was tested through a pilot study in which the questionnaires were pre-tested to a sample group similar to the actual sample. According to Arodho (2005) a reliability test of research instruments is one that consistently produces the expected results. Kothari (2004) points out that instrument reliability refers to the level of internal consistency or the stability of the measuring devices. According to Cooper and Schindler (2008) a questionnaire has the same expectation-that is reliably does what it is designed to do every time is used. This is important in finding out any deficiencies in the questionnaire and rectifying them before the actual questionnaire are issued out.

### **3.6 Data Collection Procedure**

According to Kombo and Tromp (2009) Data collection is important in the research process because it allows dissemination of accurate information. The researcher used questionnaires to collect data especially primary data as outlined by Kothari (2004). A questionnaire is an instrument of research that contains questions on the variables of the study. The researcher used questionnaires which were more efficient and economical tool for descriptive research for the sample size that is chosen. This way it was easier to identify the level by which the respondent agreed or disagreed (Kothari,

2004). The study used secondary data for literature review; these materials used included books, journals, reports, and magazine. The researcher collected primary data for this study report and used secondary data for literature review.

The researcher informed the respondents that the instrument being administered was for research purposes and all the responses would be treated as confidential. The researcher obtained an introduction letter from the dean school of management and leadership in order to collect data from the participating institutions and personally delivered the questionnaires to the respondents and collected them after a few days.

### **3.7 Data Analysis and Presentation**

The data was analysed with the help of descriptive statistics. The data analysis tools that was used was SPSS and the use of inferential statistics and simple tabulations and presentations of the report using spread sheets. Graphs, charts and tables were used for presenting information that was coded first and organised in keeping with study variables from which generalizations were made.

This study also used inferential statistics to point out the link that exists between the study variables. This includes correlations and regression analysis. The study used Pearson matrix. Pearson correlation helped in predicting and describing the association between the variables in terms of magnitude and direction. The correlation check was conducted at 5% level of significance with a 2-tailed test. Thus, the significance critical value is 0.025 above which the association is deemed to be insignificant and the other way round.

The analysis of variance (ANOVA) was checked to reveal the overall model significance. Particularly, the calculated F statistic was compared with the tabulated f statistic. A critical p value of 0.05 was used to confirm whether or not the overall model was significant or not. A multiple regression model was used to test the significance of the influence of the independent variables on the dependent variable. To estimate model of composite index of organisational performance measure,  $\alpha$  is a regression constant or intercept,  $\beta_1 - \beta_3$  is the regression coefficient.  $\epsilon_1$  is the random error term that accounts for the viability of the organization performance that can't be

explained by the linear effect of the predictor variables. The multiple linear regression models are as arranged below.

The regression equation is:

$$Y = \beta_0 + \beta_1 Ls_1 + \alpha$$

$$Y = \beta_0 + \beta_1 Fm_1 + \alpha$$

$$Y = \beta_0 + \beta_1 Fb_1 + \alpha$$

The equations are established as follows;

**Y** it stands for the dependent research variable which in this case is firm performance,

**$\beta_0$**  it stands for the coefficient of the regression model,

**$\beta_1$ ,  $\beta_2$  and  $\beta_3$**  these stand for the gradient of the model equation,

**Ls<sub>1</sub>** is the Leadership style,

**Fm<sub>2</sub>** is Financial management, Fb<sub>3</sub> is Fan Behaviour

**$\alpha$**  it stands for the model error term that is usually distributed at a mean score of zero

and for the purpose of this study it will be considered to be zero.

**Table 3.2 Table of models**

| Objectives                                                                                    | Hypothesis                                                                                                     | Analysis Model                                                                                                                                                                                          | Interpretation of results                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To determine the relationship between leadership styles and performance of PLC football clubs | Hypothesis 1:<br>leadership styles has no significant influence on performance of PLC football clubs in Kenya. | $P = \beta_0 + \beta_1 Ls + \alpha$<br>Where: Y = Football Club performance<br>$\beta_0$ = Intercept<br>$\beta_1$ = Regression Coefficient of Ls<br>Ls = Leadership style<br>$\varepsilon$ = Error term | $R^2$ Coefficient of 1 indicates a perfect predictability of the model<br><br>P-value < 0.05 shows a significant correlation between the variables.<br><br>ANOVA F-test with a p value of < 0.05 shows that the model has predictive ability |

| Objectives                                                                                               | Hypothesis                                                                                                        | Analysis Model                                                                                                                                                                                                                                                        | Interpretation of results                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To Establish The Relationship Between Financial Management And Performance Of PLC permits dissemination. | Hypothesis 2:<br>Financial Management have no significant influence on Performance Of PLC Football Clubs In Kenya | $P = \beta_0 + \beta_1 Fm + \alpha$ <p>Where:</p> <p>Y = Football Club performance</p> <p><math>\beta_0</math> = Intercept</p> <p><math>\beta_1</math> = Regression Coefficient of Fm</p> <p>Fm=Financial Management</p> <p><math>\varepsilon</math> = Error term</p> | <p><math>R^2</math> Coefficient of 1 indicates a perfect predictability of the model</p> <p>P-value &lt;0.05 shows a significant correlation between the variables.</p> <p>ANOVA F-test with a p value of &lt;0.05 shows that the model has predictive ability.</p> |
| To determine the relationship between fan behaviour and performance of PLC football clubs                | Hypothesis 3:<br>Fan behaviour has no significant influence on performance of PLC football clubs                  | $P = \beta_0 + \beta_1 Fb + \alpha$ <p>Where:</p> <p>Y = Football Club performance</p> <p><math>\beta_0</math> = Intercept</p> <p><math>\beta_1</math> = Regression Coefficient of Fb</p> <p>Fb=Fan Behaviour</p> <p><math>\varepsilon</math> = Error term</p>        | <p><math>R^2</math> Coefficient of 1 indicates a perfect predictability of the model</p> <p>P-value &lt;0.05 shows a significant correlation between the variables.</p> <p>ANOVA F-test with a P value of &lt;0.05 shows that the model has predictive ability.</p> |

### **3.8 Ethical Consideration**

The analysis was guided by the subsequent ethics throughout the period of the study; research authorization permit was obtained from the participating institutions; the researcher strived for honesty in all communications. The respondents were respected and therefore the researcher can guarantee questions were answered as per the expectations of the study, interjecting queries, intelligibly. The researcher picked respondents with none discrimination.

#### **3.8.1 Informed Consent**

Research authorization permit was obtained from the participating institutions and participants were asked to sign the consent forms so as to contribute within the research.

#### **3.8.2. Voluntary Participation**

The investigator was granted consent from the FKF before administering the questionnaires. Participants were asked to consent to participate in the research, for which they were free to participate or not. The researcher informed the respondents that the information that they gave was going to be used just for the study. The researcher additionally explained that meaningful data for this study was going to be achieved if they contribute their views concerning the research topic.

#### **3.8.3 Confidentiality**

The researcher explained to the respondents that the data that was being gathered during this study would be treated with plenty of confidence and that the findings were meant for a project of Management University of Africa. The researcher explained to the respondents' confidentiality would be upheld throughout the study period.

#### **3.8.4 Privacy**

The researcher explained to the respondents that the information that's being gathered during this study was going to be treated in confidence and at the most privacy that the findings were coded and no respondent would be known by name.

#### **3.8.5 Anonymity**

The researcher explained to the respondents that the data that was being gathered in this study would be treated in confidence and respondents would not be required to write their names. The researcher explained to the respondent's anonymity would be upheld throughout the study period. This was achieved through self-administered questionnaires with an anonymous method of return.

### **3.9 Chapter Summary**

The chapter outlines methodology adopted within the study it offers and describes the analysis methodology that offers, describes and provides a proof into what kind of analysis being applied is all regarding. It provides and defines what square measure analysis style, permits dissemination, sample and sampling style strategies to be used, knowledge analysis and assortment strategies, study style, pilot study, validity, responsibility and moral thought.

## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISCUSSION

#### 4.1 Introduction

This chapter focuses on the data analysis, interpretation and presentation of the findings. The main purpose of this research was to relationship between leadership styles, financial management, fan behaviour and performance of KPL footballs clubs. The findings were intended on answering the study's research questions. The study used quantitative data where a Likert scale questions were adopted. Data produced in form of tables and figures and qualitative analysis done in prose.

#### 4.2 Response Rate

In establishing the response rate of the study, the researcher administered a total of 66 questionnaires to various respondents. The respondents were selected from among a variety of stakeholders in the football industry who are directly involved with the Kenyan Premier League. These included players, coaches, administrators at FKF and KPL Ltd as well as club CEOs from the Kenyan Premier League.

Some of the questionnaires were administered in person while others were handled online depending on the availability of the respondent, the need for privacy and honesty and the timelines involved. Each respondent was required to confirm understanding of the different sections to enable them give feedback with honesty.

The results of the responses are as per the table 4.1 below;

**Table 4.1 Response Rate**

| <b>Response</b> | <b>Frequency</b> | <b>Percentage</b> |
|-----------------|------------------|-------------------|
| Responded       | 54               | 82                |
| Non response    | 12               | 18                |
| <b>Total</b>    | <b>66</b>        | <b>100</b>        |

From the study, 54 out of 66 target respondents filled in and returned the questionnaire contributing to 82%. This response rate was good, representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. The questionnaires that were not returned, 18% (12) were due to respondents not being available to fill them in time and even with persistent follow-ups, there was no positive feedback from them. The response rate demonstrated the willingness of the respondents to participate in the study.

### **4.3 Demographic Characteristics of the Respondents**

The study targeted Staff at Football Kenya Federation, Coaches of Kenya Premier League clubs, Kenya Premier League CEOs and team captains. As such the results on demographic characteristics of these respondents were investigated in the first section of the questionnaire. They are presented in this section under the following sections; gender of the respondent, age bracket, education level, and position held by the respondents.

#### **4.3.1 Gender of the Respondents**

Whereas the study was gender neutral, the researcher went out to understand the representation of each gender in the various football activities affecting the Kenyan Premier league. The results of the genders are as listed in Table 4.2 below;

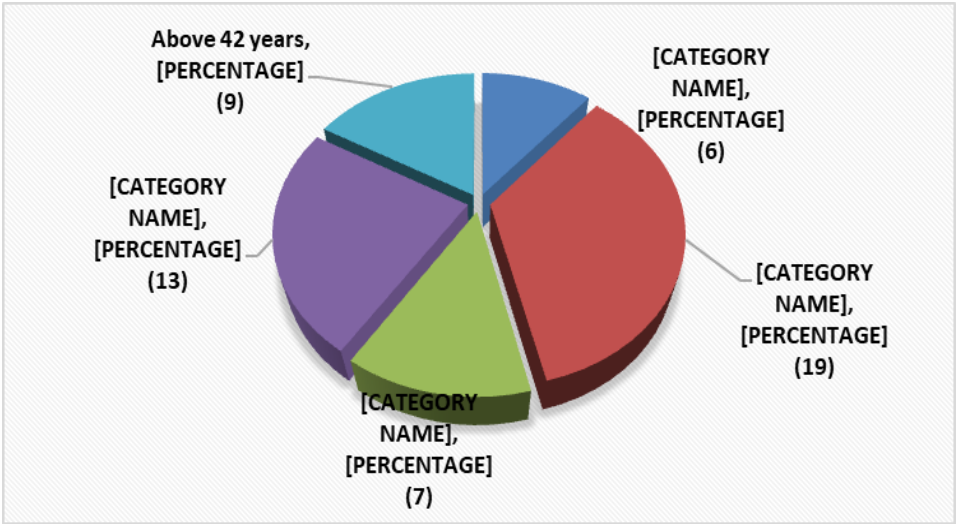
**Table 4.2 Gender of the Respondent**

|              | <b>Frequency</b> | <b>Percentage</b> |
|--------------|------------------|-------------------|
| Male         | 47               | 87                |
| Female       | 7                | 13                |
| <b>Total</b> | <b>54</b>        | <b>100</b>        |

The study results established that, majority (87%) of the respondents were male while the rest (13%) were female as indicated by Table 4.2, this illustrates that the majority of the football fans, players and stakeholders are male.

**4.3.2 Department of the Respondents**

The researcher sought to establish the ages of the respondents. There is various age group of the respondents who participated in the study. The result of the study is represented in Figure 4.1 below;



**Figure 4.1 Department of the Respondents**

From findings presented in figure 4.1 it shows that out of 54 respondents who participated in this study 35% (19) of the respondents were aged between 24years to 29years, 24% (13) were aged 36-41 years, 17% (9) were over 42years, 13%(7) were between 30-35 years while 11%(6) were aged between 18-23 years. The findings of this study imply that majority of the participants were within the age of 18-35years which are considered as youth in Kenya.

### 4.3.3 Education Level of the Respondent

The researcher also requested the respondents to indicate the highest academic qualifications they had acquired. It was not required to indicate the actual results acquired academically as the level was sufficient for the purpose of the study. Figure 4.2 shows the findings of the same;

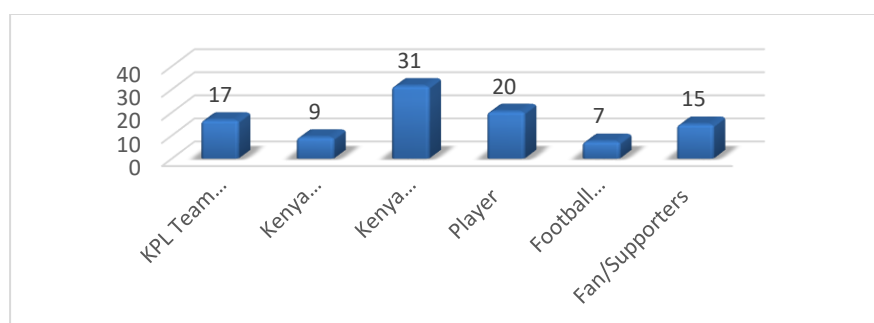
**Table 4.3 Education Level of the Respondent**

|               | Frequency | Percentage |
|---------------|-----------|------------|
| Secondary     | 3         | 6          |
| College       | 10        | 19         |
| Undergraduate | 29        | 54         |
| Post Graduate | 12        | 22         |
| <b>Total</b>  | <b>54</b> | <b>100</b> |

From the findings, majority (54%) of the respondents had acquired degrees as their highest academic qualification, 22% had post graduate degrees, 19% had attained college certificate while the rest 6% had KCSE certificate as their highest education qualification.

### 4.3.4 Position of the Respondents

The study aimed to investigate the positions held by the respondents within their premier league teams. Each was required to state the role they play in their teams or FKF and KPL Ltd. The results are as shown in figure 4.2 below;



**Figure 4.2 Position of the Respondents**

From the findings most (31%) of the respondents were premier league coaches, 20% were players, 17% were KPL team captain, 15% were supporter and fans of premier teams, 9% were KPL CEOs while 7% were Football Kenya Federation staff. From the findings, most of the respondents were holding senior positions in different agencies that are responsible for football affairs in Kenya, thus they are in a better position to respond to the information that this study sought.

#### **4.4 Descriptive Statistics**

##### **4.4.1 Leadership Styles**

The study further sought to establish the extent to which respondents agreed with the statements below in regards to how leadership styles influence performance of premier league football club. According to the study findings obtained, most of the respondents agreed to a very great extent that transformational leadership style affect performance of football clubs as depicted by the mean score of 4.30. In addition, respondents to a large extent agreed that the supervisor gives timely feedback that is correctional that determines and affects performance, FKF doing enough to promote performance of football clubs and that autocratic leadership style affect performance of football clubs in Kenya, 3.69, 3.58 and 3.56 respectively.

Democratic leadership style enhances performance of football team, laissez fair leadership style affect performance of football clubs in Kenya, footballs clubs are managed by qualified board members or officials and that supervisor gives supportive supervision to employees while she or he maintains mutual working relationship influence performance of football clubs in Kenya to a large extent as illustrated by mean score of 3.54, 3.52, 3.46 and 3.43 respectively. Lastly, respondents indicated that Transactional leadership style affect performance of football clubs in Kenya to a moderate as indicated by mean score of 3.09.

**Table 4.4 Leadership styles**

|                                                                                                               | <b>Mean</b> | <b>STDev</b> |
|---------------------------------------------------------------------------------------------------------------|-------------|--------------|
| Democratic leadership style enhance performance of football team                                              | 3.54        | 1.059        |
| To what extent does transformational leadership style affect performance of football clubs in Kenya           | 4.30        | 0.690        |
| Laissez fair leadership style affect performance of football clubs in Kenya                                   | 3.52        | 1.211        |
| Autocratic leadership style affect performance of football clubs                                              | 3.56        | 1.239        |
| Transactional leadership style affect performance of football clubs in Kenya                                  | 3.09        | 1.154        |
| Football clubs in Kenya are managed by qualified board members or officials                                   | 3.46        | 0.712        |
| My supervisor provides confirming oversight to staff whereas she or he maintains mutual working relationship. | 3.43        | 1.021        |
| The supervisor gives timely feedback that is correctional that determines and affects performance             | 3.69        | 0.896        |
| FKF doing enough to promote performance of football clubs in Kenya                                            | 3.58        | 1.196        |

#### **4.4.2 Financial Management**

The study further sought to establish the extent to financial management influence performance of premier league football club. According to the study findings obtained, it was found out that respondents agreed to a very great extent that management of sponsors fund enhance performance of football clubs in Kenya, generation of revenue to the performance of the football clubs and that auditing account exposure enhance performance of football clubs in Kenya 4.61, 4.35 and 4.02 respectively. Additionally, respondent agreed to a very great extent that frequently auditing financial statements by external auditor, use of annual budgets to manage cost and that out sourcing of none core activities influence performance of football clubs in Kenya 3.91, 3.89 and 3.87 respectively. Timely payments of staff and officials

and sharing of revenue among the stakeholders enhance performance of football clubs in Kenya to a large extent as depicted by mean score of 3.61 and 3.46 respectively.

**Table 4.5 Financial Management**

|                                                                                            | <b>Mean</b> | <b>STDev</b> |
|--------------------------------------------------------------------------------------------|-------------|--------------|
| Generation of revenue enhances performance of the football clubs                           | 4.35        | 0.974        |
| Management of sponsors fund enhance performance of football clubs in Kenya                 | 4.61        | 0.656        |
| Revenue sharing among the stakeholders enhance performance of football clubs in Kenya      | 3.46        | 1.128        |
| Equal allocation of television rights enhance performance of football clubs in Kenya       | 3.78        | 1.093        |
| Auditing account exposure enhance performance of football clubs in Kenya                   | 4.02        | 1.000        |
| Use of annual budgets to manage costs enhances performance of clubs                        | 3.89        | 1.093        |
| Timely payments of Staff and officials enhances performance of clubs                       | 3.61        | 1.123        |
| Frequently Auditing financial statements by external Auditor enhances performance of clubs | 3.91        | 1.120        |
| Out sourcing of none core activities enhances performance of clubs                         | 3.87        | 1.010        |

#### 4.4.3 Fan behaviour

The researcher requested the respondents to indicate the extent to which fan behaviour and performance of Premier League Football Club. Most of the respondents agreed that fan behaviour affects ability of clubs to attract corporate sponsorships, intimidation of opponents by fans; fan behaviour affected the ability of football clubs in regard to the ability to generate gate collections as depicted by mean score of 4.02, 3.98, 3.96 respectively. Likewise, respondent indicated that fan behaviour affected performance of football club in regard to popularity of the sport, intimidation of fans affects match attendance in the Kenyan Premier League, indecent language by fan, fan behaviour affects the overall result of matches in the Kenyan Premier League and that intimidation of match officials by fans affect performance of Kenyan football clubs as illustrated by mean score of 3.89, 3.87, 3.83, 3.76 respectively.

**Table 4.6 Fan behaviour**

|                                                                                                            | <b>Mean</b> | <b>STDev</b> |
|------------------------------------------------------------------------------------------------------------|-------------|--------------|
| Fan behaviour affects the overall result of matches in the KPL                                             | 3.76        | 1.1965       |
| Intimidation of opponents by fans affects performance of clubs                                             | 3.98        | 0.8459       |
| Intimidation of match officials affects performance of clubs                                               | 3.59        | 1.0190       |
| Intimidation of fans affects match attendance in the KPL                                                   | 3.87        | 1.0648       |
| Use of indecent language by fan affects club performance                                                   | 3.83        | 1.1117       |
| Fan behaviour affects ability of clubs to attract corporate sponsors                                       | 4.02        | 0.9998       |
| Fan behaviour affected the ability of football clubs in regard to the ability to generate gate collections | 3.96        | 1.0809       |
| Behaviour of fans destroying stadium facilities affects the performance of the club                        | 3.52        | 1.1284       |
| Fan behaviour affected performance of football club in regard to popularity of the sport                   | 3.89        | 0.9648       |

#### 4.4.4 Performance of Premier League Football clubs

The study also requested the respondent to indicate the study further sought to establish the extent to which respondents agreed with the following statements in regards to performance of Premier League Football clubs. According to the study findings obtained, it was found out that respondents agreed to a very great extent Points gained by team, Skills of players, previous games won and trophy awarded are the main indicators of performance of Premier League Football clubs as shown by a mean score of 4.07, 3.96, 3.85, 3.83 respectively.

**Table 4.7 Performance of Premier League Football clubs**

|                                         | <b>Mean</b> | <b>STDev</b> |
|-----------------------------------------|-------------|--------------|
| Trophy awarded                          | 3.83        | 1.023        |
| Previous games won                      | 3.85        | 1.089        |
| Skills of players                       | 3.96        | 0.951        |
| Points gained by team                   | 4.07        | 0.866        |
| Sustainability of players and officials | 3.65        | 1.119        |
| Injury rates                            | 3.82        | 1.077        |
| Team final league position              | 3.63        | 1.170        |

#### 4.5 Regression Analysis

##### 4.5.1 Leadership styles and performance of Premier league football clubs

###### 4.5.1.1 Model Summary

The study investigated the contribution of leadership styles on performance of premier league football club. The study established that leadership styles contributes to 45% to performance of premier league football club. This is as indicated by R.673, indicating a strong positive correlation and  $R^2$  .453 as shown in table 4.5.

**Table 4.8 Model Summary for Leadership Styles**

| <b>Model</b> | <b>R</b> | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| 1            | 0.673    | 0.453           | .429                     | .101316                           |

#### 4.5.1.2 ANOVA for Leadership Styles

In this study, the research tested the linearity between leadership styles and performance of premier league football club. Based on the output, leadership style had a value Significance of 0.009 which is much less than 0.05. Thus, we can conclude that there was linear relationship between the leadership styles and performance of premier league football club.

**Table 4.9 ANOVA for Leadership Styles**

| <b>Model</b> |              | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b> |
|--------------|--------------|-----------------------|-----------|--------------------|----------|-------------|
| 1            | Regression   | .067                  | 1         | .067               | 16.105   | .009        |
|              | Residual     | .370                  | 89        | 0.00416            |          |             |
|              | <b>Total</b> | <b>.436</b>           | <b>90</b> |                    |          |             |

#### 4.5.1.3 Coefficients Correlation for Leadership Styles

The study also establishes that there was significance relationship between leadership styles and performance of premier league football club (sig=.009, sig <0.05). The results presented in table 4.9 show that the influence Leadership styles on performance of premier league football club was significant (F =16.105, p < 0.05).

**Table 4.10 Coefficients Correlation for Leadership Styles**

| <b>Model</b>      | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> | <b>t</b> | <b>Sig.</b> |
|-------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
|                   | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>                      |          |             |
| Constant          | .452                               | .147              |                                  | 3.065    | .004        |
| Leadership styles | .473                               | .186              | .391                             | 2.548    | .015        |

The results presented in table 4.8 and table 4.9 show that the influence of financial management on performance of premier league football club was significant (R Square=0.453, F=16.105,  $p < 0.05$ ) with 45% being explained by variation in leadership styles. Table 4.10 shows that the  $\beta$  was also statistically significant ( $\beta = 0.473$ ,  $t = 2.548$ ,  $p < 0.05$ ). The hypothesis that leadership style influences performance of premier league football club was therefore confirmed because there was a statistically significant influence performance of premier league football club

#### **4.5.2 Financial management and performance of premier league clubs**

##### **4.5.2.1 Model summary for Financial Management**

The study investigated the contribution of financial management on Premier League Football Club. The study established that financial management contributes to 44% to the premier league football club. This is as indicated by R.661, indicating a strong positive correlation and  $R^2 .437$  as shown in table 4.11

**Table 4.11 Model summary for Financial Management**

| <b>Model</b> | <b>R</b> | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| 1            | .661     | .437            | .423                     | .084422                           |

#### 4.5.2.2 ANOVA for Financial Management

In this study, the research tested the linearity between financial management and performance of premier league football club. Based on the output, payment processing had a value Sig. of .008 which is greater than 0.05. Thus, we can conclude that there was linear relationship between financial management and performance of premier league football club.

**Table 4.12 ANOVA for Financial Management**

| <b>Model</b> |              | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b> |
|--------------|--------------|-----------------------|-----------|--------------------|----------|-------------|
| 1            | Regression   | .221                  | 1         | .221               | 31.042   | .008        |
|              | Residual     | .28                   | 89        | .007               |          |             |
|              | <b>Total</b> | <b>.506</b>           | <b>90</b> |                    |          |             |

#### 4.5.2.3 Coefficients for Financial Management

The study also establishes that there was significance relationship between financial management and performance of premier league football Club (sig=.017, sig <0.05). The results presented in table 4.12 show that the financial management and performance of premier league football club was significant (F =31.042, p < 0.05).

**Table 4.13 Coefficients for Financial Management**

| <b>Model</b>         | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> | <b>T</b> | <b>Sig.</b> |
|----------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
|                      | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>                      |          |             |
| Constant             | .28                                | .099              |                                  | 2.834    | .000        |
| Financial management | .673                               | .121              | .661                             | 5.571    | .017        |

The results presented in table 4.11 and table 4.12 show that the influence of financial management on performance of premier league football club was significant (R Square=0.437, F=31.042,  $p < 0.05$ ) with 44% being explained by variation in financial management. Table 4.13 shows that the  $\beta$  was also statistically significant ( $\beta = 0.673$ ,  $t = 5.571$ ,  $p < 0.05$ ). The hypothesis that financial management influences performance of premier league football club was therefore confirmed because there was a statistically significant influence performance of premier league football club.

### 4.5.3 Fan behaviour and performance of premier league football clubs

#### 4.5.3.1 Model Summary for Fan behaviour

The study investigated the contribution of Fan behaviour on Performance of Premier League Football Club. The study established that fan behaviour contributes to 47% to performance of premier league football club. This is as indicated by  $R = 0.683$ , indicating a strong positive correlation and  $R^2 = 0.47$  as shown in table 4.14.

**Table 4.14 Model Summary for Fan behaviour**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | 0.683 | 0.467    | .225              | .0572288                   |

#### 4.5.3.2 ANOVA for Fan Behaviour

In this study, the research tested the linearity between fan behaviour and performance of premier league football club. Based on the output, fan behaviour had a value Sig. of .008 which is greater than 0.05 as at Table 4.15. Thus, we can conclude that there was linear relationship between the fan behaviour and performance of premier league football clubs.

**Table 4.15 ANOVA for Fan Behaviour**

| <b>Model</b> |              | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b> |
|--------------|--------------|-----------------------|-----------|--------------------|----------|-------------|
| 1            | Regression   | .013                  | 1         | .013               | 10.484   | 0.008       |
|              | Residual     | .111                  | 89        | 0.00124            |          |             |
|              | <b>Total</b> | <b>.124</b>           | <b>90</b> |                    |          |             |

#### 4.5.3.3 Coefficients Correlation for Fan Behaviour

The study also establishes that there was significance relationship between fan behaviour and performance of premier league football Club (sig=.0031, sig <0.05). The results presented in table 4.15 show that the fan behaviour and performance of premier league football club was significant (F =10.484, p < 0.05).

**Table 4.16 Coefficients Correlation for Fan Behaviour**

|               | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> |          |             |
|---------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
|               | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>                      | <b>t</b> | <b>Sig.</b> |
| (Constant)    | 0.428                              | 0.148             |                                  | 2.892    | 0.006       |
| Fan behaviour | 0.4332                             | 0.194             | 0.367                            | 2.233    | 0.031       |

The  $\beta$  was also statistically significant ( $\beta = 0.367$ ,  $t=2.233$ ,  $p < 0.05$ ). The hypothesis that fan behaviour influences performance of Premier League Football Club was therefore confirmed because there was a statistically significant influence performance of premier league football club.

## **CHAPTER FIVE**

### **SUMMARY, RECOMMENDATION AND CONCLUSION**

#### **5.1 Introduction**

This chapter presents summary of study finding, discussion of the study results, conclusion and recommendations drawn thereafter on relationship between leadership styles, financial management, fan behaviour and performance of KPL footballs clubs. Therefore, this chapter is structured into summary of study findings, discussion of study findings, conclusion and finally recommendations made based on the study findings.

#### **5.2 Summary of Findings**

The general objective of the study was to determine the relationship between leadership style, financial management, fan behaviour and performance of premier league football clubs in Kenya. The findings of the study for each independent variable were as follows:

##### **5.2.1 Leadership style and performance of Premier league football clubs**

To the effect of leadership styles on performance of premier league football clubs, the study found out that transformational leadership style affect performance of football clubs to a very large extent. This was reflected by the high score that transformational leadership received from all stakeholders in the league. Further, it was revealed that the supervisor giving timely feedback that is correctional determines and affects performance of football clubs in Kenya to a great extent and that FKF is doing enough to promote performance of football clubs. Generally, leadership style was highly regarded as a catalyst to high performance.

### **5.2.2 Financial Management and performance of Premier league football clubs**

On the effect of financial management, the study found that management of sponsors funds enhances performance of football clubs in Kenya in as much a big way as generation of revenue through gate collections and other methods by the football clubs. Furthermore it was established that auditing of accounts enhanced performance of football clubs to a very great extent. Frequently auditing financial statements by external auditor, use of annual budgets to manage cost and that out sourcing of none core activities influence performance of football clubs to a very great extent.

### **5.2.3 Fan behaviour and performance of Premier league football clubs**

On the effect of fan behaviour and performance of premier league football club, the study established that fan behaviour affects ability of clubs to attract corporate sponsorships. Intimidation of opponents by fans among others affected the ability of football clubs to generate gate collections to a very great extent. Further, sponsors and other partners were found to shy away from football clubs whose fans exhibited bad behaviour. Therefore, fan behaviour to a large extend affect the performance of clubs both on and off the pitch in a big way.

## **5.3 Conclusion**

On the first objective, the study concluded that that transformational leadership style affect performance of football clubs to a very large extent. The supervisor gives timely feedback that is correctional determines and affects performance of football clubs in Kenya and that FKF is doing enough to promote performance of football clubs.

On the second objective, the study concluded that management of sponsors fund enhance performance of football clubs in Kenya, generation of revenue to the performance of the football clubs and that auditing account exposure enhance performance of football clubs to a very great extent. Frequently auditing financial statements by external auditor, use of annual budgets to manage cost and that out sourcing of none core activities influence performance of football clubs to a very great extent.

On the third objective, it was concluded that fan behaviour affects ability of clubs to attract corporate sponsorships, intimidation of opponents by fans, fan behaviour affected the ability of football clubs in regard to the ability to generate gate collections to a very great extent.

On performance of Premier League Football clubs, the study concludes that points gained by team, skills of players, previous games won and trophy awarded are the main indicators of performance of premier league football clubs.

## **5.4 Recommendations**

### **5.4.1 Leadership style and performance of Premier league football clubs**

The research recommends investment in leadership training for all officials and stakeholders involved in the running of the Kenyan premier league. Having established that leadership style is a critical component of the success of football clubs, more resources need to be channelled in training, mentoring and developing leaders who can offer transformational ideas to the clubs. Further, it's important for the clubs to become more innovative especially in the face of competing options available to fans from various sectors. Leadership style will therefore remain a key driver for performance of premier league football clubs in Kenya.

### **5.4.2 Financial management and performance of Premier league football clubs**

The research recommends that financial reporting be given a major role in ensuring accountability of football clubs. The reports generated help in financial decision making and allocation of resources which is key in driving performance. Football clubs should ensure that financial reporting is enhanced at all times. Qualified staff with competitive salary packages should be employed to ensure credibility of financial reports. The management should be in a position to analyse the financial reports for better financial decision making. More so, management of the Premier League clubs need to diversify their sources of funding so as to avail adequate financial resources to meet their needs. There is need for partnerships between clubs

and community agencies such as schools, colleges and Universities so that they can share facilities.

#### **5.4.3 Fan behaviour and performance of Premier league football clubs**

It is recommended that football clubs establish a conversation with their fans to educate them on the impact their behaviour has on the clubs performance. A hands-off approach over the past decades has led to a negative impact on revenues and results caused by bad behaviour on the part of fans.

The Ministry of Sports, Culture and Arts should establish training programmes and facilitate the training of personnel for football clubs so as to enhance their performance in Kenya Premier League. This should go to the extent of providing programmes for fans to direct their emotions into activities that enhance harmony and branding for the clubs.

#### **5.5 Suggestion for Further Study**

A study should be conducted to find out the criteria used to appoint team managers/coaches and also how their performance is appraised /evaluated. This study focused on soccer teams but other studies can be conducted on other team sports such as rugby, volleyball, basketball, handball, cricket, netball and hockey. A study should be conducted on role of the community in enhancing resources for the clubs. A study should be carried on the considerations for sponsorship for the corporate world/sector.

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## **APPENDICES**

### **Appendix I: Introduction Letter**

Dear Respondent

The current study seeks information on **“THE RELATIONSHIP OF LEADERSHIP STYLES, FINANCIAL MANAGEMENT, FOOTBALL HOOLIGANISM AND PERFORMANCE OF PREMIER LEAGUE FOOTBALL CLUBS IN KENYA.** Any information will be treated with confidentiality and used for academic purpose only.

Thank You

Yours Truly,

**RONALD NAMAI**

**MML/9/00104/1/2017**

**The Management University of Africa**

## Appendix II: Questionnaires

### SECTION A: BASIC INFORMATION

1. Indicated your gender?

Female [ ] Male [ ]

2. What is your age bracket?

18years - 23years [ ] 24years - 29years [ ]

30years – 35years [ ] 36years -41years [ ]

above 42 years [ ]

3. Indicate your education level?

Primary [ ] Secondary [ ]

College [ ] Undergraduate [ ]

Post Graduate [ ] Doctorate [ ]

4. Your current position held in the firm .....

### SECTION B: MAIN STUDY QUESTIONS

#### Part A: Leadership Styles and Performance

1. Kindly indicate the extent to which the following leadership styles aspects have affected performance of premier league football club. Use a scale of 1-5, where (1- Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)

| Statements                                                                                       | 1 | 2 | 3 | 4 | 5 |
|--------------------------------------------------------------------------------------------------|---|---|---|---|---|
| To what extent do you think democratic leadership style enhance the performance of football team |   |   |   |   |   |
| To what extent does transformational leadership style                                            |   |   |   |   |   |

|                                                                                                               |  |  |  |  |  |
|---------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| affect performance of football clubs in Kenya                                                                 |  |  |  |  |  |
| To what extent does laissez fair leadership style affect performance of football clubs in Kenya               |  |  |  |  |  |
| To what extent does autocratic leadership style affect performance of football clubs in Kenya                 |  |  |  |  |  |
| To what extent does transactional leadership style affect performance of football clubs in Kenya              |  |  |  |  |  |
| Do agree that footballs clubs in Kenya are managed by qualified board members or officials                    |  |  |  |  |  |
| My supervisor offers collateral oversight to workers whereas she or he maintains mutual working relationship. |  |  |  |  |  |
| The supervisor gives timely feedback that is correctional that determines and affects performance             |  |  |  |  |  |
| Is FKF doing enough to promote performance of football clubs in Kenya                                         |  |  |  |  |  |

### **Part B: Financial Management and Performance**

2. Kindly indicate the extent to which the following financial management aspects have affected performance of the premier league football club. Use a scale of 1-5, where (1- Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)

| <b>Statements</b> | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|-------------------|----------|----------|----------|----------|----------|
|-------------------|----------|----------|----------|----------|----------|

|                                                                                                           |  |  |  |  |  |
|-----------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| How important is the generation of revenue to the performance of the football clubs                       |  |  |  |  |  |
| To what extent does management of sponsors fund enhance performance of football clubs in Kenya            |  |  |  |  |  |
| To what extent does revenue sharing among the stakeholders enhance performance of football clubs in Kenya |  |  |  |  |  |
| To what extent does equal allocation of television rights enhance performance of football clubs in Kenya  |  |  |  |  |  |
| How does auditing account exposure enhance performance of football clubs in Kenya                         |  |  |  |  |  |
| Use of annual budgets to manage cost                                                                      |  |  |  |  |  |
| Timely payments of Staff and officials                                                                    |  |  |  |  |  |
| Frequently Auditing financial statements by external Auditor                                              |  |  |  |  |  |
| Out sourcing of none core activities                                                                      |  |  |  |  |  |

### **Part C: Fan behaviour and Performance**

3. Kindly indicate the extent to which the following fan behaviours aspects have affected performance of premier league football club. Use a scale of 1-5, where (1- Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)

| <b>Statements</b>                                                                                   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|-----------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| To what extent does fan behaviour affect the overall result of matches in the Kenyan Premier League |          |          |          |          |          |

|                                                                                                                    |  |  |  |  |  |
|--------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| To what extent does intimidation of opponents by fans affect performance of Kenyan football clubs                  |  |  |  |  |  |
| To what extent does intimidation of match officials by fans affect performance of Kenyan football clubs            |  |  |  |  |  |
| To what extent does intimidation of fans affect match attendance in the Kenyan Premier League                      |  |  |  |  |  |
| How has use of indecent language by fan affects the performance of the club                                        |  |  |  |  |  |
| How does fan behaviour affects ability of clubs to attract corporate sponsorships                                  |  |  |  |  |  |
| How has fan behaviour affected the ability of football clubs in regard to the ability to generate gate collections |  |  |  |  |  |
| To what extent the behavior of fans destroying stadium facilities affects the performance of the club              |  |  |  |  |  |
| How has fan behaviour affected performance of football club in regard to popularity of the sport?                  |  |  |  |  |  |

#### **PART D: Performance of Premier League Football clubs**

- Kindly indicate the extent to which the following indicators for performance of premier league football clubs have been realized. Use a scale of 1-5, where (1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent).

| Statement                               | 1 | 2 | 3 | 4 | 5 |
|-----------------------------------------|---|---|---|---|---|
| Trophy awarded                          |   |   |   |   |   |
| Previous games won                      |   |   |   |   |   |
| Skills of players                       |   |   |   |   |   |
| Points gained by team                   |   |   |   |   |   |
| Sustainability of players and officials |   |   |   |   |   |
| Injury rates                            |   |   |   |   |   |
| Team final league position              |   |   |   |   |   |

5. What would you recommend to be done to improve performance of premier league football clubs?

.....

.....

.....

**THANK YOU FOR YOUR PARTICIPATION**

### **Appendix III: Informed Consent Form**

I ..... of .....

Do hereby consent to participate in the research study being conducted by **RONALD NAMAI** In relation to the research study topic on **THE RELATIONSHIP OF LEADERSHIP STYLES, FINANCIAL MANAGEMENT, FAN BEHAVIOUR AND PERFORMANCE OF PREMIER LEAGUE FOOTBALL CLUBS IN KENYA** and I understand the purpose of this research and I will give views.

#### **I acknowledge that**

- a) Upon submission of my filled questionnaire and interview the information shall be coded
- b) Any information that I will provide and give will not be made public in any form that could reveal my identity to other party and it shall remain anonymous.
- c) The result of this study will be used for academic purpose and maybe reported in academic and management journals.
- d) Results obtain after the study shall not be given to any person or body without my request.
- e) That I am free to withdraw my consent any time during the study in which my participation in the research study will cease immediately and any information that I had provided will not be used.