**SPORTS MANAGEMENT AND PROMOTION OF BASKETBALL IN UGANDA: A CASE STUDY OF FEDERATION OF UGANDA BASKETBALL ASSOCIATIONS**

**BY**

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# DECLARATION

I **TIMOTHY ODEKE** declare that this dissertation under the topic “Sports management and promotion of basketball in Uganda, basing on a case study of Federation of Uganda Basketball Associations” is my original work and has never been submitted for any award in any higher institution of learning here or elsewhere.

Signature: …………………………..

Timothy Odeke

# APPROVAL

This is to certify that this dissertation has been done under my supervision and guidance and is ready for submission to the University for Examination with my approval.

Signature: ………………………

Assoc. Prof. Mugerwa .E. (Supervisor)

Date:…………………………….

# DEDICATION

I dedicate this dissertation to my dear family and friends who have supported me throughout my academics.

# ACKNOWLEDGEMENTS

I would like to extend my sincere thanks to God Almighty who has kept and sustained me throughout my stay at the University. Heartfelt appreciation goes to my family and all my friends for the support, advice and encouragement.

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# TABLE OF CONTENTS

[DECLARATION i](#_Toc21790518)

[APPROVAL ii](#_Toc21790519)

[DEDICATION iii](#_Toc21790520)

[ACKNOWLEDGEMENTS iv](#_Toc21790521)

[TABLE OF CONTENTS v](#_Toc21790522)

[LIST OF FIGURES xii](#_Toc21790523)

[LIST OF TABLES xiii](#_Toc21790524)

[LIST OF ACRONYMS xv](#_Toc21790525)

[ABSTRACT xvi](#_Toc21790526)

[CHAPTER ONE 1](#_Toc21790527)

[INTRODUCTION 1](#_Toc21790528)

[Background to the study 1](#_Toc21790529)

[Statement of the problem 2](#_Toc21790530)

[Purpose of the study 4](#_Toc21790531)

[Research objectives 4](#_Toc21790532)

[Research questions 5](#_Toc21790533)

[Scope of the study 5](#_Toc21790534)

[Hypotheses of the study 5](#_Toc21790535)

[Significance of the study 6](#_Toc21790536)

[Setting of the study 6](#_Toc21790537)

[Arrangement of the study 8](#_Toc21790538)

[CHAPTER TWO 9](#_Toc21790539)

[STUDY LITERATURE 9](#_Toc21790540)

[Introduction 9](#_Toc21790541)

[Literature survey 9](#_Toc21790542)

[Literature review 11](#_Toc21790543)

[Conceptual framework 25](#_Toc21790544)

[CHAPTER THREE 27](#_Toc21790546)

[METHODOLOGY 27](#_Toc21790547)

[Introduction 27](#_Toc21790548)

[Research design 27](#_Toc21790549)

[Research approach 27](#_Toc21790550)

[Research strategy 27](#_Toc21790551)

[Research duration 28](#_Toc21790552)

[Research classification 28](#_Toc21790553)

[Limitations of the study 28](#_Toc21790554)

[Data collection and management 29](#_Toc21790555)

[Study Population 29](#_Toc21790556)

[Sample size 29](#_Toc21790557)

[Source: Primary data 31](#_Toc21790559)

[Sampling techniques 31](#_Toc21790560)

[Data collection sources 32](#_Toc21790561)

[Data collection methods 32](#_Toc21790562)

[Interview 32](#_Toc21790563)

[Survey questionnaire method 32](#_Toc21790564)

[Data collection instruments 33](#_Toc21790565)

[Self-administered questionnaire 33](#_Toc21790566)

[Interview guide 33](#_Toc21790567)

[Validity of the instruments 34](#_Toc21790568)

[Reliability analysis of the instruments 34](#_Toc21790569)

[Data collection procedure 34](#_Toc21790570)

[Data processing and analysis 34](#_Toc21790571)

[Access to data collection sources 35](#_Toc21790572)

[Ethical issues 35](#_Toc21790573)

[CHAPTER FOUR 36](#_Toc21790574)

[BACKGROUND CHARACTERISTICS OF RESPONDENTS 36](#_Toc21790575)

[Introduction 36](#_Toc21790576)

[Gender of respondents 36](#_Toc21790577)

[Age of respondents 36](#_Toc21790579)

[How long (in years) have you served in FUBA 37](#_Toc21790581)

[Level of education 38](#_Toc21790583)

[CHAPTER FIVE 39](#_Toc21790585)

[FAIR RECRUITMENT AND SELECTION OF PLAYERS AT FUBA 39](#_Toc21790586)

[Introduction 39](#_Toc21790587)

[FUBA has a player selection policy 40](#_Toc21790588)

[The selection policy is well documented for review 40](#_Toc21790590)

[The federation follows the right procedure in player selection 41](#_Toc21790592)

[The selection policy is communicated to all members of the federation 43](#_Toc21790594)

[All selected player records are maintained in the files 43](#_Toc21790596)

[FUBA has no bias in player selection 44](#_Toc21790598)

[Selected players have legal binding contracts 45](#_Toc21790600)

[FUBA player selection serves as an internal control to enhance promotion of sports 46](#_Toc21790602)

[Testing implied hypothesis 1 47](#_Toc21790604)

[Regression analysis 47](#_Toc21790605)

[ANOVA (Analysis of variance) 48](#_Toc21790607)

[CHAPTER SIX 50](#_Toc21790610)

[PLAYER PERFORMANCE EVALUATION AND PROMOTION OF BASKETBALL AT FUBA 50](#_Toc21790611)

[Introduction 50](#_Toc21790612)

[FUBA evaluates player performance regularly 51](#_Toc21790613)

[Effective players are rewarded and recognised 52](#_Toc21790615)

[Procedures are well implemented by assigned personnel 53](#_Toc21790617)

[FUBA provides more training for players with underperformance 54](#_Toc21790619)

[FUBA is committed to the player evaluation procedures 54](#_Toc21790621)

[Player performance evaluation highlights weaknesses and strength of all players 56](#_Toc21790623)

[The evaluation performance procedures are well documented 56](#_Toc21790625)

[All player evaluation reports are well maintained 57](#_Toc21790627)

[Testing implied hypothesis 2 58](#_Toc21790629)

[Regression analysis 59](#_Toc21790630)

[ANOVA (Analysis of variance) 59](#_Toc21790632)

[CHAPTER SEVEN 62](#_Toc21790635)

[MARKETING POLICIES AND PROMOTION OF BASKETBALL IN FUBA 62](#_Toc21790636)

[Introduction 62](#_Toc21790637)

[FUBA incorporates various forms of marketing 63](#_Toc21790638)

[Social media advertising is fully utilised 64](#_Toc21790640)

[FUBA holds strategic meeting to discuss marketing issues 64](#_Toc21790642)

[FUBA collaborates with government in promoting basketball 65](#_Toc21790644)

[The government plays a major role in promoting basketball on an international level 66](#_Toc21790646)

[Players are provided with adequate facilitation to represent internationally 67](#_Toc21790648)

[FUBA collaborates with international federation to promote basketball 68](#_Toc21790650)

[FUBA provides adequate investment in marketing basketball 69](#_Toc21790652)

[Testing implied hypothesis 3 70](#_Toc21790654)

[Regression analysis 70](#_Toc21790655)

[ANOVA (Analysis of variance) 71](#_Toc21790657)

[CHAPTER EIGHT 73](#_Toc21790660)

[TOWARDS HARMONISING SPORTS MANAGEMENT AND PROMOTION OF BASKETBALL IN UGANDA THROUGH FUBA 73](#_Toc21790661)

[Introduction 73](#_Toc21790662)

[Fair player recruitment and selection policy and promotion of basketball 73](#_Toc21790663)

[Procedures of player performance evaluation and promotion of basketball 75](#_Toc21790664)

[Marketing policies and promotion of basketball at FUBA 77](#_Toc21790665)

[SUMMARY AND CONCLUSION 80](#_Toc21790666)

[Introduction 80](#_Toc21790667)

[Summary of findings 80](#_Toc21790668)

[Fair player selection policy and promotion of basketball 80](#_Toc21790669)

[Procedures of player performance evaluation and promotion of sports in FUBA 81](#_Toc21790670)

[Marketing policies and promotion of basketball at FUBA 81](#_Toc21790671)

[Conclusion 82](#_Toc21790672)

[REFERENCES 84](#_Toc21790673)

[APPENDICES 89](#_Toc21790674)

[APPENDIX A: SELF ADMINISTRED QUESTIONAIRE 89](#_Toc21790675)

[APPENDIX B: INTERVIEW GUIDE 94](#_Toc21790676)

# LIST OF FIGURES

[Figure 2.1: A conceptual framework 25](#_Toc21510173)

# LIST OF TABLES

[Table 3.1: Population and sample size distribution 31](#_Toc21510186)

[Table 4.1: Gender 36](#_Toc21510206)

[Table 4.2: Age of respondents 37](#_Toc21510208)

[Table 4.3: How long (in years) served in FUBA 37](#_Toc21510210)

[Table 4.4: Level of education 38](#_Toc21510212)

[Table 5.1: FUBA has a player selection policy 40](#_Toc21510217)

[Table 5.2: The selection policy is well documented for review 41](#_Toc21510219)

[Table 5.3: The federation follows the right procedure in player selection 42](#_Toc21510221)

[Table 5.4: The selection policy is communicated to all members of the federation 43](#_Toc21510223)

[Table 5.5: All selected player records are maintained in the files 44](#_Toc21510225)

[Table 5.6: FUBA has no bias in player selection 45](#_Toc21510227)

[Table 5.7: Selected players have legal binding contracts 46](#_Toc21510229)

[Table 5.8: FUBA player selection serves as internal control to enhance promotion of basketball 47](#_Toc21510231)

[Table 5.9: Model Summary 48](#_Toc21510234)

[Table 5.10: ANOVAa 48](#_Toc21510236)

[Table 5.11: Coefficientsa 49](#_Toc21510237)

[Table 6.1: FUBA evaluates player performance regularly 51](#_Toc21510242)

[Table 6.2: Effective players are rewarded and recognised 52](#_Toc21510244)

[Table 6.3: Procedures are well implemented by assigned personnel 53](#_Toc21510246)

[Table 6.4: FUBA provides more training for players with underperformance 54](#_Toc21510248)

[Table 6.5: FUBA is committed to the player evaluation procedures 55](#_Toc21510250)

[Table 6.6: Player performance evaluation highlights weaknesses and strengths of all players 56](#_Toc21510252)

[Table 6.7: The evaluation performance procedures are well documented 57](#_Toc21510254)

[Table 6.8: All player evaluation reports are well maintained 58](#_Toc21510256)

[Table 6.9: Model Summary 59](#_Toc21510259)

[Table 6.10: ANOVAa 60](#_Toc21510261)

[Table 6.11: Coefficientsa 60](#_Toc21510262)

[Table 7.1: FUBA incorporates various forms of marketing 63](#_Toc21510267)

[Table 7.2: Social media advertising is fully utilised 64](#_Toc21510269)

[Table 7.3: FUBA holds strategic meeting to discuss marketing issues 65](#_Toc21510271)

[Table 7.4: FUBA collaborates with government in promoting Basketball 66](#_Toc21510273)

[Table 7.5: The government plays a major role in promoting basketball on an international level 67](#_Toc21510275)

[Table 7.6: Players are provided with adequate facilitation to represent internationally 68](#_Toc21510277)

[Table 7.7: FUBA collaborates with international federation to promote basketball 69](#_Toc21510279)

[Table 7.8: FUBA provides adequate investment in marketing basketball 70](#_Toc21510281)

[Table 7.9: Model Summary 71](#_Toc21510284)

[Table 7.10 ANOVAa 71](#_Toc21510286)

[Table 7.11: Coefficientsa 72](#_Toc21510287)

# LIST OF ACRONYMS

FUBA : Federation of Uganda Basketball Associations

FIBA: Federation of International Basketball Association

NCS: National Council of Sports

IOC: International Olympic Committee

UOC: Uganda Olympic Committee

MoES: Ministry of Education and Sports

# ABSTRACT

The study examined sports management and promotion of basketball in Uganda. It based on a case study of Federation of Uganda Basketball Associations (FUBA). It was guided by three objectives i) to examine how FUBA recruits and selects players to enhance promotion of basketball in Uganda, ii) to assess FUBA’s procedures for player performance evaluation in the promotion of basketball in Uganda, iii) to examine how FUBA’s marketing policies ensure promotion of basketball in Uganda.

The study adopted a phenomenological design divided in section of research approach, research strategy, research duration and the research classification. The study used a sample size of 57 respondents. The Adjusted R square for player selection process was .664, the Adjusted R square for player for procedures performance evaluation was .825, and the test also revealed that the Adjusted R square for Marketing practices was .519. The tests also revealed that there is a significant relationship between sports management and basketball promotion.

In conclusion, the study notes that the proposed selection procedure algorithm integrates all that body of knowledge and facilitates decision making in team sport games. Also the elements of basketball promotion also known as the sport promotional mix include advertising, sponsorship, public relations, licensing, personal contact, incentives and atmospherics.

In recommendation, the study suggested that the Federation should adopt strict management standards that require selection of talented players who can take the sport to an elevated level. In addition, it was suggested that the Federation should assess performance consistency in training sessions and match games by observing situation-related efficiency and using the method of standard deviation value.

# CHAPTER ONE

# INTRODUCTION

# Background to the study

This study examines sports management and the promotion of basketball in Uganda. It based on a case study of Federation of Uganda Basketball Associations (FUBA).

The study is important because it has been observed that the success in promoting basketball depended on various contributing factors, which come from team work, creativity, innovation and higher level of commitment and overall management (North American Society for Sports Management (NASSM, 2010). Furthermore, it has been established that factors determining national and international sporting success have been in the center of interest for 10-15 years. Several comparative studies were undertaken with the participation of states of different sizes. However, no data concerning the situation in small countries in this respect were found in the available literature. Therefore, the objective of this study is to examine the major factors of management influencing promotion of basketball in Uganda.

Kearney (2018) asserts that basketball in Uganda is among the fastest growing sports disciplines engaging tens of thousands of youth of both genders. FUBA has in the recent years worked with music and arts industry to promote the sport by having musicians and comedians perform on game days in a fun based season opening tournament, Friday Night Lights (FNL). This has boosted and attracted both fans and more players into the sport as the youth and fans love to associate with basketball and music icons.

Harries et al (2006), observes that with rising national income, advancements in technology, and growing health awareness, basketball and recreation have become star industries around the world. The sustainable development of the international basketball industry following economic development shows that basketball and recreation have gradually become daily necessities for modern citizens, leading to changes in lifestyle as well as growing health and sport awareness. Skinner and Zakus (2008) indicated that sport-based programmes could be a vehicle to contribute to the development of social capital inclusion and can be made available in target communities.

According to the FUBA constitution, the policy or implementation framework objectives in relation to management include:

1. To ensure fair player recruitment and selection criteria
2. To adopt transparent procedures and practices for player performance evaluation
3. To generate marketing policies which uplift Ugandan basketball
4. To establish contacts, rapport and cooperation with other sports Organizations
5. To identify and recommend talented basketball players for recruitment to enhance basketball performance
6. To produce performance reports and official publications of FUBA

The study therefore examined whether the Federation of Uganda Basketball Associations is achieving its set objectives in promoting basketball.

# Statement of the problem

Lule (2018) points out that in the sustainability and promotion of basketball FUBA has been active in the evaluation and improvement of related affairs in the industry’s development to achieve the objectives of promoting national basketball. However, this endeavour has been faced with several challenges as the level of basketball is still not moving a desired pace.

In a Management Meeting held on 11th August 2018 at Lugogo FUBA offices (Min.4.0/FUBAMGT/11/AUG/2018-Remarks from the chair), it was revealed that FUBA is facing challenges of inadequate support from the Government (Ministry of Sports); the basketball industry lacks a strong foundation and structure of grassroots development; this is accompanied with poor environment conducive to basketball development, the lack of pronounced basketball reputation on the international scene and insufficient quality basketball infrastructure, facilities, equipment and qualified coaches.

In addition, Atidi (2017) contends that most players in the basketball industry of Uganda lack guidance, counseling and incentives for the development and promotion of the sport. This is coupled with poor establishment of preferential financing for the basketball industry.

In a related development, one of the basketball directors complained about poor human resources that is almost affecting the process of basketball development. Inefficiencies in human resource management have delayed the boost capacity of fostering various talents in basketball and recreation industry and as a result the sustainability of basketball development is crippled.

Odong (2016) explained that the FUBA is faced with a challenge of minimum co-operation with the academic sector, there is little effort by education institutions in helping integrate student’s knowledge and real practices yet this could help bridge the gap between the school curriculum and requirements of the job market. But all this is hard to achieve as the implementation of a professional certification system is not in place to guarantee service quality.

Lastly, one other major challenge hindering the promotion of basketball in Uganda is the lack of an effective Coaches’ licensing Board which would ensure high standards in coaching and offer licenses to qualified coaches. As such, there is ineffective professional verification and screening mechanism hence blocking the improvement and promotion of quality basketball for sustainable development.

It is therefore based upon this background that a study about sports management and Promotion of basketball in Uganda was undertaken.

# Purpose of the study

The purpose of the study is to examine sports management and promotion of basketball in Uganda, basing on the Federation of Uganda Basketball Associations as a case study.

# Research objectives

The study was guided by the following research objectives;

1. To examine how FUBA ensures fair recruitment and selection of basketball players in Uganda.
2. To assess how FUBA carries out player performance evaluation to ensure promotion of basketball in Uganda.
3. To examine how FUBA’s marketing policies ensure promotion of basketball in Uganda.

# Research questions

The study was guided by the following research questions;

1. How has FUBA ensured fair recruitment and selection of basketball players in Uganda?
2. How has FUBA player performance evaluation ensured promotion of basketball in Uganda?
3. How has FUBA marketing policies ensured promotion of basketball in Uganda?

# Scope of the study

The study mainly focused on sports management as an independent variable and promotion of basketball as the dependent variable. Sports management was discussed in dimensions of player recruitment and selection, procedures for player performance evaluation and marketing policies. These elements were discussed in relation to how they impact the dependent variable.

# Hypotheses of the study

The study tests the following hypothesis;

H0: There is no significant relationship between sports management and promotion of Basketball in the Federation of Uganda Basketball Associations.

H1: There is a significant relationship between sports management and promotion of basketball in the Federation of Uganda Basketball Association.

# Significance of the study

Stakeholders may benefit from the findings of this study as identified below;

**Management of the Federation of Uganda Basketball Associations**: The study findings and conclusions intend to form a basis upon which the management of FUBA may assess their efforts in promotion of basketball ratio, identify gaps and adopt best practices to improve on their performance.

**To sector ministry Sports:** This study intends to provide relevant information to the sector ministry about the contributing factors to basketball promotion; this may enable the stakeholder to not only understand the aspect but also appreciate the importance of the concept in attainment of organisational objectives and success.

# Setting of the study

**Federation of Uganda Basketball Associations** is the official body charged with the running and development of Basketball activities in Uganda and is duly recognised by the National council of Sports (NCS), Uganda Olympic Committee (UOC), Federation of International Basketball Associations (FIBA) Africa and Zone 5 secretariat in Nairobi Kenya. It is also observed that FUBA runs a total of three National Basketball leagues with 62 teams, which makes it the largest in Africa.

According to the interviews held with various former and current executive committee members, Basketball in Uganda was introduced by American Peace Corps in the early 1970s as their favorite pass time game. Later in the 1990s the Federation of Uganda Basketball was formed with only 4 men’s teams, Makerere University, Charging Rhinos, Sadolin Power and Blue Jackets. The first league later was organised in 1995 with no sponsors and Makerere University won the Championship. Today there are 3 tiers of the National league (the top tier-National Basketball League, second tier-Division 1 and the third tier-Division 2) with 62 teams, 21 of them being ladies’ teams. FUBA boasts of being arguably the largest and most vibrant league in Africa with Basketball being named by NCS as one of the priority sports and the fastest growing in Uganda. The game of Basketball attracts an almost equal number of both genders and is an Olympic Sport. The furthest and highest Uganda has gone in competition in Basketball was in the Africa cup of Nations in the 1970s and recently in 2015 with no record of never having made it out of the group stages to the knock out rounds. However the Gazelles, the women National team were the regional Zone V champion in 2015. Of recent the National team has been making regular international appearances and Basketball in schools is on the rise. It is hoped that with the big pool of recruits from schools and the training of coaches, which has taken root, the game shall increase in both quality and popularity.

The study based on a sample of respondents from Federation of Uganda Basketball Associations. The study mainly focused on all departments within the Federation (that is Executive Committee, Administration/Secretariat, Technical and Competition Councils, Marketing and Publicity Finance, Women Commission, Youth Commission and Medical Commission) with major focus on how these departments collaborate in achieving organisational objectives thus enhancing organisation performance.

The study was carried out at the FUBA headquarters which is located on plot 2-10 Coronation Avenue, Lugogo, Kampala-Uganda, where the Secretariat and general administration is centrally handled.

The study mainly explored data from a time period of three years of operation that is from 2016 up to 2018 because this is the period when Federation of Uganda Basketball Associations experienced Player development problems.

# Arrangement of the study

The study is arranged in chapters as indicated below;

Chapter one presents the introduction to the study. Chapter two presents study literature. It highlights literature survey, literature review and the conceptual framework of analysis. Chapter three presents study methodology. It highlights research design and data collection and management. Chapter four presents demographic characteristics of the respondents. Chapter five presents findings on how FUBA ensures fair recruitment and selection of basketball players in Uganda. Chapter six presents findings on how FUBA carries out player performance evaluation to ensure promotion of basketball. Chapter seven presents’ findings on how FUBA’s marketing policies ensure promotion of basketball in Uganda. Chapter eight links the findings to the literature review and suggests the way forward for sports management and promotion of basketball in FUBA. Chapter nine presents the summary, conclusion and recommendations of the study.

# CHAPTER TWO

# STUDY LITERATURE

# Introduction

This chapter presents the study literature. It is made up of three sections comprising of the literature survey, literature review and conceptual framework.

# Literature survey

No scholarly study, such as the one being undertaken, has so far been done on FUBA in the field of sports management. However, there are similar related studies in other areas. Below are the reviewed major ones.

Lakony (2017) carried out a study about sports management (as a factor) and sports performance in chartered private universities in Uganda and based on a case study of Nkumba University. His study was guided by three objectives, i) to examine how recruitment of athletes and coaches has ensured sports performance at Nkumba University, ii) To examine how retention of top athletes and coaches has ensured sports performance at Nkumba University and iii) to establish how the internal sports management structure has ensured sports Performance in Nkumba University. Lakony’s study revealed that management of sport means above all planning, leadership and control of business processes as well as the management of all key resources that are important for achieving the goals of chartered Universities. “Sport actually has never been just a private good, or either only a public good, as it has been defended by certain social systems. Since it is increasingly becoming a complex and sensitive social and economic category, there is never enough knowledge of how to manage a sports organization. It was also revealed that sports management differs from the general concept of management. Those differences are a result of a number of peculiarities inherent in sport, such as organizational structure (associations, federations of associations, associations of federations, companies. However, the study did not mention how effective player recruitment ensures promotion of a sport; it is therefore upon this current study to fill this identified gap in the literature review.

Mubiru (2014) carried out a study about the effects of management participation on sports performance of athletes in Universities focusing on a case study of Busitema University. His studies revealed that sports appear to be an attractive aspect of the university experience to many students. The study further found that there were positive effects of sport participation on grades, self-concept, locus of control, and educational aspirations in addition to a negative effect on discipline problems. Further, the study indicated that athletic participation was not distributed equally across gender or socioeconomic groups. Specifically, the authors noted that there were certain groups that were more likely to participate in university competitive sports. However his study failed to mention how procedures for player performance evaluation enhance promotion of sports and this current study intends to fill this gap.

Lastly, Kigonya (2011) carried out a study about the player development and promotion of sports in secondary schools in Uganda. The results for the study revealed that sport is in a continuous and rapid development and at the same time can state an increasing growth of the various industries involved in this field accordingly. By its nature and the stake that it represents, sport needs to develop a comprehensive strategy, coherent and completed by a report of various purposes, as well as by products that can promote it, and all this in a specific manner, to preserve autonomy. Management process carries on and develops in an internal and external environment of federations, on stages that include: diagnosis of the situation, planning and taking decisions, organizing, coordinating activities, monitoring and evaluation of results. It has a universal character, the result of human thought and practice, with the main aim to achieve the objectives of development and welfare. However, Kigonya’s study did not discuss how Marketing policies can ensure promotion of sports in the country. It is the aim of this current study to fill the gap.

# Literature review

Issues relating to sports management and promotion are not unique to FUBA in particular or Uganda in general. There have been subjects of study by scholars in similar setting elsewhere outside FUBA setting. Models have been generated from those studies and these may enhance our understanding of the issues involved in FUBA. Below are such reviewed studies with a view of deriving a model or a conceptual framework within which to study and understand issues involved in sports/basketball management and promotion by FUBA.

Parks et al. (2002) adds a social dimension and state that sports management comprises four key areas: “sports marketing, sports federations funding, management of human resources and the impact of sport as a social category.” In their definitions, they put forward both the direct and indirect power of sport, not only in economic terms but also in social and other non-economic areas. Thus, sports managers can either have a positive or negative influence on these impacts of sport in society. Kolar et al (2013: 6) interpret the concept of sports management from a functional point of view and determine it “as an organizational function and process of planning, promotion and control of the organization and functioning.”

The impact of factors on Player recruitment and development has been a topic of many researches done by academics and practitioners for the previous years (Jones et al, 2008). The main likely reason for this attentiveness is the belief that teams can affect the performance of federations. The work of a team is deliberated by some researchers to be particularly important in achieving organizational goals and in evoking performance among subordinates. Several reasons indicate that there should be a relationship between teamwork and performance. Scholars and practitioners suggest that effective team behaviors can facilitate the improvement of performance when federations face new challenges. Understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving force for improving a firm’s performance (Jones et al, 2008).

Plastovski (2012) in his study notes that the leading staff in the sports clubs coordinate work, manage, plan, acquire and transfer information, make decisions, communicate, control, dispose of tangible and intangible resources, motivate, represent the club, introduce innovations and act enterprisingly. He further notes that there are no differences between the competences of Slovenian sports managers working in profit or non-profit sports organisations, although some experts (Plastovski (2012) believe that the differences in management exist both in terms of size, purpose, as well as the type of sports organisations. Plastovski describes the concept of a sport manager as the synergy of features and functions of a manager in his narrow definition of a planner, organizer and supervisor of the work processes, as well as the leader in the capacity of a catalyst and motivator of employees in the sports organization.

Retar (2011) notes that management of sport means above all planning, leadership and control of business processes as well as the management of all key resources that are important for achieving the goals of sports federations. Sport actually has never been just a private good, or either only a public good, as it has been defended by certain social systems. Since it is increasingly becoming a complex and sensitive social and economic category, there is never enough knowledge of how to manage a sports organization. Of course, it is necessary to mention that sport is an integral part of the culture and traditions - both for the individual and society, and it is thus even more important to know the motives and attitudes of individuals entering the sports organization as well as the society that affects it.

A sport organization can be effective if it has a positive report on the results proposed. A sports team’s effectiveness is measured by the number of games won in a given period (championship), it may well improve if the players understand their roles and accept them. Clarifying roles can be achieved through effective program of targeting and clear communication of expectations of the coach for each team member according to Flher et.al (2011). For the manager, effectiveness is measured not only by won games, but also by the money that the team has won.

Permanent (continuous/regular) competition against other teams can be quantified by points, wins, failure and provides a measure of success meeting goals. Sports team can win only if all members use their capability in a coordinated effort of all members of the team work. Planning sports activity requires consideration of the forecasting. It varies according to sports and correlates directly with the competitive calendar. An annual basketball cycle contains preparatory steps, pre-competition stages, competitive stages and phases of recovery and rehabilitation. Recovery is occurring against fatigue during exercise, fatigue that reduces sports performance. Sports nutrition is designed to cover the effort required by the sport energy needs, providing biological support essential for maintaining health, sports performance and achieving recovery from exercise. Indispensable prerequisite to living a game to play is motivation. For the development of playing capacity, the cognitive and social dimensions are crucial (Serban, 2009).

Sports management consists of coordinating sports federations / actions, processes, situations, problems and quota issues arising from the administration of the existing of financial, material, human and information resources in order to achieve the objectives proposed for different operational intervals according to Kearney (2009). These performances, whatever sport, are pursued at all levels, from parents to manager, from director to governmental forums and give the essence, purpose, satisfaction and generate new sports policy.

Streamlining and standardising the training facilities are measures of methodical process undertaken under the training and competitions objectification (Special Olympics 2012). Sports information is the basis for inspiration and comparison to identify moments where performance is achieved and which provides benchmarks for defining the route of the athlete training. Sport performance requires athlete's/ trainer's consideration of all information of physical, technical or tactical nature about the potential opponent. Knowing the number of hours of training and work and restoration program, technical and tactical exercises in which the opponent is excellent represent starting points for living arrangements and training of the athlete.

Competition is real testing ground to prepare athletes. During the competition athletes can test their level at a certain given time, can consolidate a technique and verify direct tactics against opponents. In the same time they learn how to use energy efficiently and to improve psychological traits, such as the will and perseverance. The main objective of sport competition is training coaches and athletes in the ability to apply principles, methods and sports training facilities in concrete situations. (Roman 2004).

The performance of sports federations is based on the highly motivated, high quality professional work of the staff and/or volunteers who work in sport. Their work is planned, organized, led and controlled by experts in professional sports management, that is sports managers who have, in addition to their capabilities, skills, knowledge and motivation, a number of other competencies ranging from managerial and technical to social. Especially in times of crisis, it is important that competent sports managers, who are very familiar with sports management, establish themselves.

It is first necessary to confront issues related to athlete recruitment. How is it that athletes become involved in a given sport? In many cases, an athlete’s initial interest occurs through “sponsored recruitment” (Stevenson, 2002) whereby significant others support and encourage the athlete’s involvement. Stevenson (1990) found that although athletes’ introductions to their sport are indeed “sponsored” by significant others, it is the new relationships and role identities the sport can provide that are influential in the decision to enter a given sport. Interestingly, new relationships might also be important to significant others. For example, Green (2007) found that relationships with likeminded others were identified as a salient factor in parents’ decisions to enroll their children in particular youth sport programs.

Green (2007) points out that the undermining theory suggests that a relatively high ratio of opportunities to participate will increase athlete commitment (via the same social–psychological forces that generated initial recruitment). In particular the likelihood of becoming a “starter” or making some other significant contribution to the team is enhanced if there are several relatively small programs, rather than if those programs are amalgamated into a single large program. This suggests that, if the concern is to optimize recruitment and initial commitment to a sport, program planners should weigh the psychological disadvantages of seeking economic returns from increasing scale.

It seems advantageous to introduce potential athletes to sports early in their athletic careers. Mere introduction to sport is, in and of itself, insufficient to obtain participation, as our high rates of nonparticipation and withdrawal show (Braddock, et al, 2005). Opportunities to participate play a significant role in generating participation. At the commonsense level, it is not surprising that some infrastructure is necessary if people are to participate. The significance of infrastructure, however, goes beyond mere opportunity. The key point is that programs themselves create a demand for participants and thereby increase the rate of participation.

Similarly, the importance of both the participant’s relationship with the sponsor and the sponsor’s valuation of associated role identities play a critical role in the involvement decision. New relationships and role identities, however, can be insufficient in and of themselves to bring athletes into a sport because other forces (for example work, social life and other activities) pull athletes away. Research has shown that these conflicts increase as the athlete enters adolescence (Barker et.al, 2006). Olympic Solidarity (2007) gives an elaborate discussion on the political, social-cultural, economic and legal factors that influence Olympic Sport Organisations (OSOs), some of which are parents’ attitude reflecting preference for academic work and therefore participation in sport is encouraged only as long as it does not interfere with studies; most involvement in sport is voluntary and that demands from family and career get in the way of participation; some volunteers leave sport because of too much politics and poor administration. Much of this friction can be avoided, or at least minimized, by recruiting young athletes and developing commitment to a sport before adolescence. Sports such as soccer, swimming, and baseball have pursued this strategy, forming leagues for children as young as 4 years. By the time an athlete reaches junior high school, he or she might have become committed to one or more familiar sport.

The concept of supply-driven demand has been somewhat controversial in classical economic theory. The social–psychological forces generating demand for program participants are well understood, however, and have been extensively documented by ecological psychologists (Wicker, 2009). Programs require a minimum number of participants if they are to function adequately. Consequently, each participant or beneficiary encourages others to join, at least until the program is adequately manned. The likelihood that a community (for example school, church, and neighborhood) member will join a program increases as the ratio of potential participants to programs requiring participants goes down. Ecological psychologists call this phenomenon “undermining.”

The effects of undermining can be amplified by increasing the social incentives and rewards for participating. Stone (2008) shows that sports teams often become significant as representatives of a community or social reference group: Anderson, (2001) showed that a representation can cause community members to behave in ways that increase the salience and value of team membership. This suggests the utility of affiliating teams with established social-reference groups such as neighborhoods, churches, unions, or schools. The consequent sense of communal representation might enhance both recruitment and socialization. Although there is a long history of research highlighting the effects of sport on national identities (Caldwell, 2002), more research is needed to clarify the effects of community representation on sport participation and commitment.

Joining a sport program does not guarantee that an athlete will continue with the sport. For the athlete to continue, one must find value in participation. Sport psychologists have identified a number of significant motives for sport participation, including exhilaration, social interaction, skill development, team affiliation, and fitness (Cox, 2002). Conspicuously less significant are such extrinsic rewards as winning and prizes.

In terms of the multiple motives for participation, it is suggested that programs focus on social interaction, fitness, skill development, and play, particularly when those programs are targeted at children. Multiple motivations, however, suggest something more fundamental: The programs must cater for range of markets rather than to any “average competitor.” For example, Chalip (2011) identified 20 categories of perceived value in team membership on a team of fewer than 50 families.

Sports federations have been developing ever since the appearance of modern sport along with the modern Olympics Games, and their work has been coordinated with the development of sport. Professionalisation in sport in the middle of the last century affected professionalisation in the related business structure and vice versa. The extent of business activities has grown in correspondence with the nature and the level of responsibility of human resources catering for the needs of sport and its consumers.

Although at the present level of development sport has its own autonomy, according to Tomic (2000), it has become so inextricably intertwined with social events that the effects of their mutual relations can be reflected by developing and emphasising sometimes an instrumental role of sport in achieving socially valued goals. On the one hand, certain goals are achieved through direct participation in sport, while on the other hand, sports activities serve as an instrument for attaining socially valuable goals that are not in direct causal connection with the activities themselves; rather, it is their functional connection that is essential.

Jagodic, (2010) asserts that contemporary sport is run by a managerial system based on scientific developments and knowledge deriving from scientific studies that strive to be universally valid, as opposed to an intuitive management model. Unlike other industries, sport has certain distinctive characteristics which render the implementation of the management process unique in many respects.

These distinctions are perhaps best described by Stuart and Smith (2009), with respect to the application of specific management techniques in sports organisations. Management is therefore a formal process that occurs within the sports organisations that direct and organise resources to meet the stated goals of sports organisations.

The internal organisational structure must, according to (McLean, 2006), be coordinated by “the type of external environment”, that is by placing sports organisations within the system of sports governance at the national level. As a positive example in developing countries, Slovenia incorporated its national programs in sports, particularly in relation to the importance of sustainable technical knowledge and management practices (Jasemi, 2012). For competitive sports organisations it is very important to perform a comprehensive analysis of the current situation on which to base the changes and further courses of action. Following the substantial period of transition, the research in the present state of management in sports organisations, concerning the determination of the managerial system structure, financial resource allocation, ownership issues, human resources in sports management, primary and complementary professions, has yielded certain indications as to the parameters according to which sports organisations perform their business and sport activities.

Allocation of financial resources is diversified, considering the fact that there are a large number of business and sports functions that the organisations perform. The costs in almost all variables have been lowered with differing level of significance. Considerable cost reductions refer to the variable costs for sports competitions, the preparation of athletes, salaries, running business costs and other costs.

Compared to what Noll and Zimbalist (2007) concluded about the period of entering the transition process, when the state withdrew substantial financial support to sports organisations, the replenishment of funds in sports organisations has undergone significant changes in certain revenue variables. An equal percentage value can be found in private business initiative. The early adjustments of sports organisations to the circumstances in which funding by the state ceased were largely followed by the period of grey economy and political instability. This in fact was the period of very low legal sensitivity, which was reflected in the entire socio-political and economic sphere of the period. The present study also identified the effects of various, especially economic, factors, resulting not only in lower percentage values of variables but also in the change of direction concerning the utilisation of sport resources.

In the majority of the sport organisations included in the research by Mintzberg (2009), the management teams were extended with the additions of the sports director, the marketing director and the finance director. The management teams were led by either the general manager or the secretary general. The present study shows that not all sports organizations have complete management teams but also that the situation from the starting period of transition has changed. Compared to Covell (2003), a slight percentage growth is noticeable in 2 variables: the general manager and the secretary general.

Ogden (2005) studied Leveraging knowledge for improved sport club performance management, He used a sample of 46 respondents and employed a cross sectional design. The findings of the study revealed that in the university sport, marketing campaigns are inherently connected with the beginning of each semester. Students are simply hungry for sporting after summer holidays or winter exam period. The simplest but powerful management rule for sport organisations is to maximise the amount and satisfaction of customers, as well as the quality and capacity of services within the balanced budget. To be more precise, existence of widely understandable and sufficiently expressive knowledge-based framework for sport club performance identification and management can help decision makers establish and maintain appropriate and customisable internal structures and processes, maximising both overall profit and sportsmen’s satisfaction.

However, Uganda’s sport performance especially in Basketball at the international scene has for long been wanting. Taking most Ugandan citizens as the consumers of sport performance as leisure, recreation, and work or occupation activity, under performance could be attributed to basketball management supervision practices. The mandate to manage sports in Uganda belongs to Uganda Ministry of Education and Sport (MoES); National Council of Sports (NCS) and Uganda Olympic Committee (UOC). They work through National Sports Federations who in turn work through sports clubs.

Although concerns about the rate of sport participation are conceptually distinct from concerns about competitive standards, participation and competitive standard are linked by the endeavor to create a deep pool of athletes from which corps of elite competitors can develop, as written by Abbot and Collins (2002). From this standpoint, the objective is to recruit people (particularly children and adolescents) into sports and then to develop a percentage of them (presumably those with talent) into high caliber performers. This is the origin of the often noted but rarely analysed pyramid analogy. According to that analogy, high-performance peaks are supported by a broad base of participation. It is a measure of the analogy’s cultural power that it is common parlance among sport administrators and policymakers but lacks any sustained empirical or conceptual integrity.

Governments, international federations, and national federations have long been concerned about formulating policies that will promote the development of sport. In recent years, this concern has prompted substantial research interest. Some studies have examined the social, political, and economic forces that have shaped particular sport systems. This emerging body of scholarship has demonstrated that sport development has become a dominant concern of sport policymakers and sport managers worldwide. As a result, they have increasingly turned to researchers and the research literature to strengthen the quality of sport policy deliberations according to Munayi (2000).

It is nonetheless reasonable to imagine a high-performance sport system in which the athletes are identified and recruited for their performance potential (that is a system built via selection and conscription). Although in a pool of experienced athletes to examine as potential recruits is desirable, it is conceivable that talent identification could occur early enough in the athlete’s development to obviate the need for any system of broad participation. Research suggests, however, that performance potential in the long-term (that is several years hence) is neither readily nor accurately assessed as suggested by Bennett, Aston & Colquhoun (2000). Effective systems for training, motivating, and supporting athletes are better predictors of success than are any measures intended to identify talent (Brodkin et.al, 1990).

It is possible to imagine ways of building high-level competition systems without relying on a broad participation base. Some winter sports in the United States, for example, primarily on recruitment of athletes initially developed from other sports. For example, the United States Bobsled team has been built substantially from elite athletes in other sports whose physical skills and physiques lend themselves to the event according to Gordon & Lavallee (2004). Thus, sport that depends on expensive and scarce facilities, like Bobsledding, might not build their competitive excellence from a broad foundation of participation. Nevertheless, that sport might require a broad foundation of participation in other sports to develop the bases of skill and conditioning that are prerequisites to excellence.

On the other hand, social science data suggest the value of pyramid-based approaches to sport development. For example, Chambliss (2009) studied competitive swimming programs and found that the competitive standards attained by swimmers were substantially determined by the swimmers’ social environments and the cultures of their teams. It is useful, therefore, to scrutinize the pyramid model of player recruitment and development more closely. Sport development policies based on a pyramid model must address at least three key matters: athlete entrance, athlete retention, and athlete advancement.

The resulting efforts have provided significant insight but have been ad hoc in so much as sport development has so far lacked a theoretical framework. This lack of theory has also impeded the progress of sport development research. Two overarching concerns manifest themselves when governments and sport governing bodies contemplate sports policies. One concern is to enhance the rate of sport participation; the other is to enhance the competitive standards that sport participants attain. The concern to enhance sport participation has been supported by three key legitimations: (a) health promotion, (b) economic benefits of enhanced fitness (Wang, et.al 2004), and (c) enlargement of the nation’s pool of athletes who can be developed into international competitors (Abbott et.al, 2002).

There are, of course, physical requirements for performance in many sports that are substantially determined by genetics, such as the need for height in basketball or the need for a high percentage of white muscle fibers in sprint events. Any system of sport built from early identification of talent, however, would have to predict more than size, physiology, and some type. It would be necessary to predict long-range skill potential. We do not have the requisite technologies to predict skill levels or potentials over long spans of time (Heyes, 2008). The limitations of our technologies for long-range forecasting of individual potentials counsel against an elite performance system based solely on early talent identification and conscription.

# Conceptual framework

# Figure 2.1: A conceptual framework

**Independent variable** **Dependent variable**

**Promotion of basketball**

* Right and iconic players
* Increased international performance /victories
* Increased quality and efficient players
* Increased fan base
* Increased corporate support (sponsorship)

**Sports management**

* Fair player recruitment and selection
* Player performance evaluation
* Marketing policies

Intervening variables

* Government support
* FUBA resources and facilities/infrastructure
* Quality of managers/coaches and training

**Source: Adopted from Reagan (2018), and modified by the researcher**

The conceptual framework reflects two variables namely sports management as the independent variable and promotion of basketball as the dependent variable. In other words, it’s conceptualised that promotion of basketball depends on sports management. In this study, the indicators of sports management namely, player recruitment and selection criteria, player performance evaluation procedures and marketing policies can lead to a direct impact on promotion of basketball by affecting performance indicators such as increased international performance and victories, increased quality and efficient players, increased number and a following of fans as well as sponsorship from the corporate world. However, despite the relationship between the independent variable and dependent variable, other intervening variables exist and can affect both variables. For instance, undertaking acceptable procedures and practices in player selection and performance evaluation can lead to increased international performance and victories under basketball promotion; however, limited FUBA resources, poor quality of managers/coaches and training given to players as well as inadequate government support can hinder promotion of basketball in Uganda.

# CHAPTER THREE

# METHODOLOGY

# Introduction

This chapter presents issues relating to the research design adopted for the study; highlighting the study population, sample size as well as the sampling procedure or techniques. The methods and tools that are used for data collection, procedures to be followed during the collection of data and data analysis techniques are also discussed in this chapter.

# Research design

According to Owen (1996) a research design involves identifying, describing and justifying each of the following for the study:

# Research approach

The research approach is important because it can be used to test the validity of the research hypothesis. In the research approach the researcher used a phenomenological approach which enables the researcher understand how respondents experience sports management and promotion of basketball.

# Research strategy

A research strategy helps the researcher to investigate the research issue. The study adopted a case study as the research strategy. This involved an up-close in depth and detailed examination of sports management issues faced by FUBA.

# Research duration

The study adopted a longitudinal approach. It looked at both data and events covering a period the researcher is convinced is long enough to bring out the major issues involved in the study.

# Research classification

Gossa (2016) explains that this means understanding the specific type of research to be used, it is important because it explains the purpose of carrying out the research. The study used quantitative and qualitative techniques. Quantitative data involves collecting and converting data into numerical form hence use of statistical calculations in computing the responses from respondents under the questionnaire instrument and also computing the hypothesis where conclusions are drawn.

# Limitations of the study

This section identifies the challenges the researcher faced while carrying out the study.

**Time**: The researcher face a problem of inadequate time required for the research study. Comprehensive research study involves a great deal of collecting, analyzing and processing hence requires a lot of time which was not be enough for the researcher. However the researcher overcame this limitation by designing a work plan or timeframe which served as a guide in time management.

**Financial:** The researcher also faced a problem of inadequate funds to cater for transport and stationery. The researcher overcame this challenge by borrowing money from family and friends to finance the expenses.

# Data collection and management

# Study Population

According to Koffi (2002), this is the total number of respondents from which the sample size is derived. The study population targeted 67 people. These included the Executive Committee, Secretariat/Administration, Technical and Competition Councils, Finance Council, Juridical and Appeals Council, Marketing and Publicity, Women Commission, Youth Commission, ardent fans, Medical Commission, Coaches, Referees, and Players’ Associations. These were chosen because they were expected to have enough knowledge required in understanding the possible factors that influence the sports management under FUBA since their responsibilities and roles directly affect basketball performance.

# Sample size

This is the act of choosing the number of observations or replicates to include in a statistical sample. In this study therefore, a sample size of 57 respondents was selected for the study and Cluster sampling was used. This method was used because it provided an equal chance of selection of respondents in order to get accurate results.

The sample size was determined using the following formula by Yamane (1967, p.886).

n = N

**Where**

n = Sample size

N= Population size

e = margin of error at 95% confidence level

e = Margin of error/0.05

 1 + N (e2)

n= 67

 1 + 67 (0.052)

n= 67

 1 + 67 (0.0025)

n= 57 respondents

# Table 3.1: Population and sample size distribution

|  |  |  |  |
| --- | --- | --- | --- |
| **Respondents**  | **Population**  | **Sample size** | **Sampling method** |
| Executive Committee | 7 | 7 | Census |
| Administration/Secretariat | 4 | 3 | Purposive sampling |
| Marketing and publicity  | 5 | 4 | Simple random sampling |
| Finance | 5 | 4 | Simple random sampling |
| Competitions Council | 5 | 5 | Census |
| Technical Council | 4 | 3 | Simple random sampling |
| Juridical & Appeals Council (Tribunal) | 5 | 4 | Simple random sampling |
| Youth Commission | 5 | 4 | Purposive sampling |
| Medical Commission | 5 | 4 | Simple random sampling |
| Women Commission | 4 | 4 | Census |
| Coaches Association | 4 | 4 | Census |
| Referee Commission | 5 | 4 | Purposive sampling |
| Player Association  | 5 | 4 | Simple random sampling |
| Fans/Spectators | 4 | 3 | Convenience sampling |
| **Total**  | **67** | **57** |  |

# Source: Primary data

# Sampling techniques

The researcher used purposive method of sampling. This was dictated by the nature of the study which aimed at getting information from administration and youth commission.

Convenience sampling was also used by the researcher for convenience purposes in case the selected respondents from the management department are not available at the time of the interview. In this study, this method was used to select respondents from department.

Simple random sampling was used to select respondents. In this study these two categories of respondents were randomly selected to eliminate elements of bias in the research process by giving almost all respondents an equal chance to participate in the study.

# Data collection sources

Primary data was used to collect data about the study. The study therefore used face to face interviews in order to save time and the primary data was collected by using structured questionnaires that were self-administered by the respondents.

Secondary data was collected through document reviews and other sources such as textbooks, business reports/ manuals, journals so as to get enough relevant information about the research topic.

# Data collection methods

# Interview

Andrea (2014) states that interview method of data collection are a verbal conversation between two people with the objective of collecting relevant information for the purpose of research. The purposes of the interview is to explore the views, experiences, beliefs and/or motivations of individuals on specific matters and are particularly appropriate for exploring issues where participants may not want to talk about such issues in a group environment.

# Survey questionnaire method

A survey questionnaire is a set of questions used in a survey (Andrea, 2014). The survey questionnaire is a type of data gathering method that is utilized to collect, analyze and interpret the different views of a group of people from a particular population. The method was used because data can be collected relatively quickly since the researcher does no need to be present when the questionnaires are being completed.

# Data collection instruments

# Self-administered questionnaire

The researcher used a semi-structured questionnaire with closed ended questions. These closed-ended questions contained predetermined alternative answers for the respondent to choose from in the process of responding to the question. The questions in the questionnaire were constructed in the simplest language possible to enable participants respond to them with ease. The questionnaire were designed in such a way that each besides the socio-demographic questions, specific questions were asked for each specific objective of the study. The questionnaire was applied to field workers and support staff in order to save time since it would consume more time to interview all of them.

A Likert scale or more accurately a Likert-type scale, is a psychometric scale commonly used in questionnaires, and was used in this research. When responding to a Likert questionnaire item, respondents specified their level of agreement or disagreement on a symmetric agrees-disagree scale for a series of statements. Thus, the scale captured the intensity of their feelings. The format of a typical five-level Likert item was: 1. strongly disagree; 2. Disagree; 3. Not sure; 4. Agree and 5. Strongly agree.

# Interview guide

Face to face interviews were conducted alongside self administered questionnaires so as to enhance response to questions generally regarded as sensitive. The researcher used structured and face to face interviews because they provide first-hand information; data was collected because it is less costly and has the ability to clarify questions. In this method, interview guides were drafted and questions were asked and then note results corresponding the asked questions.

# Validity of the instruments

A pre-test of the research instrument to establish its validity was done. The instrument was given to two experts who provided their opinions on the relevance of the questions using a 5- point scale of relevant to not relevant. It was further pre-tested by administering it to probable respondents (n=10) and tested their understandability of the items. Items that were found not to be relevant were then eliminated and those found not to be understood were adjusted for understandability for the final research instrument that was used.

# Reliability analysis of the instruments

Reliability of the questionnaire items was tested using the Cronbach’s alpha coefficient. Reliability of this study’s instruments was ascertained by pre-testing the questionnaires and interview guide in the field. The researcher established the reliability of the questionnaire by using pre-testing. The researcher established the reliability of the questionnaire using correlation coefficient r value which was represented by r<0.70 by using pretesting. The researcher gave questionnaire and interview guides to the same groups of respondents twice, but at different times, thus re-testing was done.

# Data collection procedure

Data collection is a process of gathering and measuring information on variables of interest. The data was collected in a systematic way that enabled the researcher to answer stated research questions and as well test the hypothesis and evaluate the outcomes.

# Data processing and analysis

Data analysis refers to the way the study findings are analysed and presented for systematic understanding by the researcher (Collins 1998). Data was analysed after making reference to the available literature so as to compare and contrast opinions presented to statistical analysis to generate descriptive statistics in order to draw conclusions and make recommendations. According to Hosley (2005) descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. The data collected was presented and used in explaining the relationship between the two variables of the research study; sports management and promotion of basketball. The researcher then presented the findings qualitatively in a research report.

# Access to data collection sources

In order to collect required data from FUBA, the researcher obtained an introductory letter from the Dean of School of Business Administration of Nkumba University. The letter was delivered to FUBA to seek permission to conduct the research in their organisation. Data was collected from the study respondents on how sports management influences promotion of basketball

# Ethical issues

The researcher ensured voluntary participation of the respondents and avoided the use of offensive, discriminatory, or other unacceptable language in the formulation of data collection instruments. In addition, the researcher maintained the highest level of objectivity in discussions and analysis throughout the research.

# CHAPTER FOUR

# BACKGROUND CHARACTERISTICS OF RESPONDENTS

# Introduction

In this chapter, respondents were asked to provide their background information and their Results are summarised in Tables below:

# Gender of respondents

Respondents were asked to identify the gender they belonged to. The results to this question are summarised in table 4.1

|  |
| --- |
| Table 4.1: Gender |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male |  43 |  75.4 |  75.4 |  75.4 |
| Female |  14 |  24.6 |  24.6 |  100.0 |
| Total |  57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Results in Table 4.1 indicate that 75.4% of the respondents were of the male gender while 24.6% of the respondents were female. This can be implied to mean that most of the activities and roles in FUBA are majorly performed by the males and thus most of the information was gathered from males.

# Age of respondents

Respondents were asked to identify the age group in which they belonged. The results to this question are summarised in table 4.2

|  |
| --- |
| Table 4.2: Age of respondents |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 20-30 years |  16 |  28.1 |  28.1 |  28.1 |
| 31-40 years |  25 |  43.9 |  43.9 |  71.9 |
| 41-50 years |  9 |  15.8 |  15.8 |  87.7 |
| Above 50 years |  7 |  12.3 |  12.3 |  100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Results in Table 4.2 indicate that 43.9% of the respondents were aged between 31-40 years, 28.1% were aged between 20-30 years, and 15.8% belonged to 41-50 years while 12.3% were aged above 50 years. This can be implied to mean that most of the respondents were mature adults, the researcher presumed this to mean that these were knowledgeable about the study variables, and as such provided relevant and reliable information.

# How long (in years) have you served in FUBA

Respondents were asked to state the number of years that they had served in the Federation. The results to this question are summarised in table 4.3

|  |
| --- |
| Table 4.3: How long (in years) served in FUBA |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Less than a year |  5 |  8.8 |  8.8 |  8.8 |
| 1-5 years |  17 |  29.8 |  29.8 |  38.6 |
| 5-7 years |  6 |  10.5 |  10.5 |  49.1 |
| Above 7 years |  29 |  50.9 |  50.9 |  100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Results in Table 4.3 indicate that 50.9% of the respondents had served in the Federation for more than seven years, 29.8% had served for a period between 1-5 years, and 10.5% had served for a period of 5-7 years. The results can be implied to mean that generally most respondents had served in the Federation to acquire experience about the dynamics of the duties that are performed in promotion of basketball in Uganda, hence provided valid and reliable data for the study.

# Level of education

Respondents were also asked to identify the highest level of education qualification that they had. The results to this question are summarised in table 4.4

|  |
| --- |
| Table 4.4: Level of education |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Certificate |  2 |  3.5 |  3.5 |  3.5 |
| Diploma |  4 |  7.0 |  7.0 |  10.5 |
| Bachelor |  32 |  56.1 |  56.1 |  66.7 |
| Master |  17 |  29.8 |  29.8 |  96.5 |
| Other, specify |  2 |  3.5 |  3.5 |  100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

Results in Table 4.4 indicate that 56.1% had Bachelor’s degree, 29.8% had Master’s degree, 7% had Diploma, 3.5% had certificate and 3.5% specified that they had academic qualifications in Postgraduate Diplomas. However this was in fields not directly linked to sports. The results in table 4.4 can be implied to mean that majority of the respondents had prior knowledge and a clear understanding about how the Federation has been active in promoting Basketball in Uganda.

# CHAPTER FIVE

# FAIR RECRUITMENT AND SELECTION OF PLAYERS AT FUBA

# Introduction

This chapter deals with the first objective of the study. The chapter presents the analysis and interpretations of the findings in respect to the first objective of the study; how FUBA has ensured fair player selection for the promotion of basketball in Uganda. This chapter aims at critically examining whether player selection was exercised in a way that directs to promotion of basketball in Uganda.

It is stated that when making a choice to select an athlete who has an imbalance of physical ability over non-physical (they have enormous ‘physical talent’ but are lacking in the intangibles such as game intellect, communication, team work, resilience, leadership), this is a good decision only if you are prepared to support and coach the athlete into developing their non-physical strength and skills. This takes time and effort and must be a deliberate choice.

Player selection is often one of the most difficult tasks for a coach and there can at times be decisions made, the reasons for which are not immediately obvious to players.

The study aimed at exploring whether player selection process in FUBA is effective in promoting basketball in Uganda, and 57 respondents were asked questions to which responses are presented in the following tables of this chapter.

# FUBA has a player selection policy

Respondents were asked whether the federation has a player selection policy and responses to the question are shown in table 5.1

|  |
| --- |
| Table 5.1: FUBA has a player selection policy |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not sure | 5 | 8.8 | 8.8 | 8.8 |
| Agree | 24 | 42.1 | 42.1 | 50.9 |
| Strongly agree | 28 | 49.1 | 49.1 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.1, results indicate that majority of the respondents generally agreed to the statement that FUBA has a player selection policy, this was presented by 49.1% who strongly agreed and 42.1% who agreed respectively. This can be implied to mean that the Federation has an official statement on the credentials or requirements of players selected for the teams. Respondents stated that FUBA has an outline of its preferred player qualities and performance levels. It was also stated that absence of a player selection policy would pose challenges in management especially in terms of trying to find balance between placing players in the best teams for their ongoing Basketball development and other considerations, and as such the player selection policy is the guide that ensures effective players on the team.

# The selection policy is well documented for review

Respondents were asked whether the selection policy for players is well documented for review and responses to this question are shown in table 5.2

|  |
| --- |
| Table 5.2: The selection policy is well documented for review |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 5 | 8.8 | 8.8 | 8.8 |
| Disagree | 7 | 12.3 | 12.3 | 21.1 |
| Not sure | 4 | 7.0 | 7.0 | 28.1 |
| Agree | 19 | 33.3 | 33.3 | 61.4 |
| Strongly agree | 22 | 38.6 | 38.6 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.2, results indicate that majority of the respondents generally agreed to the statement, this was presented by 38.6% who strongly agreed and 33.3% who agreed respectively; this can be implied to mean that all members and players under FUBA can access information regarding the selection policy. Respondents stated that all players in all various teams are well documented after successfully being recruited through the selection policy. Respondents stated that the mandatory implementation of the player selection policy enables the Federation to have clear description for positions held which outlines the key outcomes and activities to be undertaken.

# The federation follows the right procedure in player selection

Respondents were asked whether the federation follows the right procedure in player selection and responses to this question are shown in table 5.3

|  |
| --- |
| Table 5.3: The federation follows the right procedure in player selection |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 18 | 31.6 | 31.6 | 31.6 |
| Disagree | 21 | 36.8 | 36.8 | 68.4 |
| Not sure | 7 | 12.3 | 12.3 | 80.7 |
| Agree | 9 | 15.8 | 15.8 | 96.5 |
| Strongly agree | 2 | 3.5 | 3.5 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.3, results indicate that majority of respondents generally disagreed, this was presented by a combined response of 68.4% of respondents who disagreed, 12.3% were not sure while 15.8% agreed and 3.5% strongly agreed. The results can be implied to mean that the Federation is missing some important factors required when selecting players for Basketball. Respondents from management stated;

*“There are various circumstances of favoritism while selecting players this in most cases diverts management’s role and responsibility of selecting individuals who only meet the stipulated requirements and skills needed for consideration. Also players have enormous talent but lack in the intangibles such as game intellect, communication, team work, resilience, leadership and without the appropriate recruitment and selection procedures, such elements are neglected in various cases yet they affect a player’s performance which can lead to poor results hence posing difficulty for international qualifications which are a great foundation for promoting Basketball of Uganda”.*

This means that the Federation does not consider all requirements needed from an individual to meet the standards needed to be part of the team in FUBA.

# The selection policy is communicated to all members of the federation

Respondents were asked whether the selection policy is communicated to all members of the federation and responses to this question are shown in table 5.4

|  |
| --- |
| Table 5.4: The selection policy is communicated to all members of the federation |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 8 | 14.0 | 14.0 | 14.0 |
| Disagree | 5 | 8.8 | 8.8 | 22.8 |
| Not sure | 7 | 12.3 | 12.3 | 35.1 |
| Agree | 23 | 40.4 | 40.4 | 75.4 |
| Strongly agree | 14 | 24.6 | 24.6 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.4, results indicate that majority of respondents generally agreed to the statement, 40.4% agreed while 24.6% strongly agreed, 12.3% who were not sure stated that their roles are not directly linked with the communication line of the selection policy. Since majority of the respondents generally agreed, it can be implied to mean that the various stakeholders are informed about the selection policies and procedures. Respondents state that this makes it easy for persons like coaches to have legally binding contracts with the Federation and as such FUBA is seen as striving in its duty to inform players of their legal obligations.

# All selected player records are maintained in the files

Respondents were asked whether selected player records are well maintained in files and responses to the question are shown in table 5.5

|  |
| --- |
| Table 5.5: All selected player records are maintained in the files |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 7 | 12.3 | 12.3 | 12.3 |
| Disagree | 9 | 15.8 | 15.8 | 28.1 |
| Not sure | 5 | 8.8 | 8.8 | 36.8 |
| Agree | 21 | 36.8 | 36.8 | 73.7 |
| Strongly agree | 15 | 26.3 | 26.3 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.5, results indicate that 26.3% of the respondents strongly agreed while 36.8% agreed to the statement respectively. Since this is the majority response it can be implied to mean that all initial stage records of an individual before and after consideration of becoming a player are well maintained. Respondents stated that at initiation, the Federation maintains player’s records ranging from background information, academic qualification, medical reports and regular sports performance reports. These reports are regularly reviewed for further player consideration. This means that the Federation has a clear insight on how players can be directed in order to ensure promotion of Basketball in Uganda.

# FUBA has no bias in player selection

Respondents were asked whether the federation does not have any bias in player selection. Responses to this question are shown in table 5.6

|  |
| --- |
| Table 5.6: FUBA has no bias in player selection |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 14 | 24.6 | 24.6 | 24.6 |
| Disagree | 22 | 38.6 | 38.6 | 63.2 |
| Not sure | 3 | 5.3 | 5.3 | 68.4 |
| Agree | 7 | 12.3 | 12.3 | 80.7 |
| Strongly agree | 11 | 19.3 | 19.3 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.6, results indicate that majority of the respondents that is 24.6% strongly disagreed and 38.6% disagreed to the statement respectively; this can be implied to mean that FUBA lacks transparency in their player selection process.

*“In most cases the federation has had players who complained about lack of transparency and fairness when it comes to selection of national team players as there is a bias in consideration of players to perform. Whenever trials are made, at times they are not done on open basis and the main reason players are not seen as more prominently at trials is because those players were not the best candidates to be considered as being part of the Basketball teams, such players are usually selected out of favor or influence and this proves that the selection process in FUBA is to some extent biased”.*

This can be implied to mean that not all players under FUBA are effective in performance which has an influence on basketball promotion.

# Selected players have legal binding contracts

Respondents were also asked whether the selected players under the federation have legal binding contracts and responses to the question are shown in table 5.7

|  |
| --- |
| Table 5.7: Selected players have legal binding contracts |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 7.0 | 7.0 | 7.0 |
| Disagree | 8 | 14.0 | 14.0 | 21.1 |
| Not sure | 9 | 15.8 | 15.8 | 36.8 |
| Agree | 20 | 35.1 | 35.1 | 71.9 |
| Strongly agree | 16 | 28.1 | 28.1 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.7, results indicate that majority of the respondents represented by 28.1% and 35.1% strongly agreed and agreed respectively. Since majority of respondents generally agreed, it can be implied to mean that all players in Basketball teams under FUBA have legal binding contracts. Respondents stated that the contracts indicate elements such as contractual duration, payment among others. However it was also stated that players who were on probation period or trials do not have any contractual agreement with the Federation, this can only be achieved if the players are successful through the selection process, hence meet the desired qualities and characteristic standards as per FUBA.

# FUBA player selection serves as an internal control to enhance promotion of sports

Respondents were also asked whether FUBA player selection serves as an internal control element used to promote sports and responses to the question are shown in table 5.7

|  |
| --- |
| Table 5.8: FUBA player selection serves as internal control to enhance promotion of basketball |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 5 | 8.8 | 8.8 | 8.8 |
| Disagree | 11 | 19.3 | 19.3 | 28.1 |
| Not sure | 2 | 3.5 | 3.5 | 31.6 |
| Agree | 18 | 31.6 | 31.6 | 63.2 |
| Strongly agree | 21 | 36.8 | 36.8 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 5.8, results indicate that 8.8% strongly disagreed, 19.3% disagreed, 3.5% were not sure, 31.6% agreed while 36.8% strongly agreed. Results indicate that 68.4% of the respondents generally agreed, this can be implied to mean that the performance and success of players in FUBA depends on the Federation’s effort to select most active and productive individuals. Respondents expressed that the Federation endeavors to boost National teams by selecting Ugandan players who play in the diaspora especially the United States of America.

# Testing implied hypothesis 1

There is no significant relationship between player selection process and promotion of basketball in Uganda.

# Regression analysis

Multiple regression analysis was performed in order to establish the extent to which player selection process explained the degree of variance in promotion of sports. The result obtained is presented in the model summary table 5.9

|  |
| --- |
| Table 5.9: Model Summary |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .818a | .670 | .664 | .77588 |
| a. Predictors: (Constant), player recruitment and selection  |

Results in Table 5.9 show that the adjusted R square, which is the variability in the dependent variable (promotion of Basketball), explained by the regression, is 0.664 or 66.4%; this means that 66.4% of the variability in promotion of Basketball in Uganda is explained by the independent player recruitment and selection. The remaining 33.6% is explained by other factors outside the scope of the current study. The R value from the summary model is 0.818 which is the correlation coefficient.

# ANOVA (Analysis of variance)

ANOVA analysis was performed to test the equivalent hypothesis that there is significant relationship between player selection process and promotion of Basketball in Uganda. The results are summarized in table 5.10

|  |
| --- |
| Table 5.10: ANOVAa |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 67.101 | 1 | 67.101 | 111.465 | .000b |
| Residual | 33.109 | 55 | .602 |  |  |
| Total | 100.211 | 56 |  |  |  |
| a. Dependent Variable: Promotion of Basketball |
| b. Predictors: (Constant), Player recruitment and selection  |

F=111.465, p<000, means that the positive hypothesis that there is a significant relationship between player selection process and promotion of basketball is accepted, hence rejecting the implied null hypothesis. This means that positive change in the player selection process explains variability in the changes under the dependent variable of promotion of Basketball.

The regression coefficient is not zero and therefore improved effectiveness in player selection process will lead to improvement in promoting Basketball in Uganda.

|  |
| --- |
| Table 5.11: Coefficientsa |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -3.880 | .709 |  | -5.473 | .000 |
| Player recruitment and selection | 1.682 | .159 | .818 | 10.558 | .000 |
| a. Dependent Variable: Promotion of Basketball |

The regression matrix table 5.11 tests which independent variable is more important to the dependent variable. The results show that; Player recruitment and selection [β=0.818, p<0.05, t-statistic=10.558, p<0.000] influences promotion of Basketball in Uganda by 81.8%. It is also noted that any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

# CHAPTER SIX

# PLAYER PERFORMANCE EVALUATION AND PROMOTION OF BASKETBALL AT FUBA

# Introduction

This chapter deals with the second objective of the study. The chapter presents the analysis and interpretations of the findings in respect to the second objective of the study; how FUBA procedures for player performance evaluation enhance promotion of basketball in Uganda. This chapter aims at critically examining whether procedures of player performance evaluation have been effective in a way that directs to promotion of basketball in Uganda.

Several stages are necessary to analyse the technical performance of players in a pertinent manner. In most Basketball teams, the starting point for player evaluation is to categorise technical skills employed by players in various areas of the games played. These techniques have been selected and assembled in such a way that, when aggregated at team level, they positively correlate to the results.

In order to gain even more relevance, the technical skills carried out are analysed in the wider context of the rapport of collective strength between teams. It is also necessary to go beyond the technical aspects so as to highlight the players whose presence on the court allows the team to surpass itself.

The study aimed at exploring whether procedure for player performance evaluation in FUBA is effective in promoting basketball in Uganda, respondents were asked questions, and responses to these questions are presented in the following tables of this chapter

# FUBA evaluates player performance regularly

Respondents were asked whether the federation performs regular evaluation of players and responses are shown in table 6.1

|  |
| --- |
| Table 6.1: FUBA evaluates player performance regularly |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 5 | 8.8 | 8.8 | 8.8 |
| Disagree | 6 | 10.5 | 10.5 | 19.3 |
| Not sure | 1 | 1.8 | 1.8 | 21.1 |
| Agree | 17 | 29.8 | 29.8 | 50.9 |
| Strongly agree | 28 | 49.1 | 49.1 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.1, results indicate that majority of the respondents generally agreed and strongly agreed, represented by 29.8% and 49.1% respectively. Since this is the majority response, it can be implied to mean that the Federation has performance indicators according to the area of play. During an interview session, one respondent from coaches association expressed that;

*“The Uganda Coaches Basketball Association has a duty to identify and teach the technical skills that players must learn to compete effectively. The composite indicators that are developed are perfectly comparable both on the spatial and temporal levels. Also, in order to maximize the relevance of the performance evaluation indicators, coaches are responsible to combine as much as possible the volume of actions carried out which are productivity and their outcomes which are efficiency”.*

This means that the performance indicators highlight players who are able to effectively and efficiently create impact for their teams against opposing teams.

# Effective players are rewarded and recognised

Respondents were also asked whether effective players are rewarded and recognised and the responses are shown in table 6.2

|  |
| --- |
| Table 6.2: Effective players are rewarded and recognised |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 8 | 14.0 | 14.0 | 14.0 |
| Disagree | 5 | 8.8 | 8.8 | 22.8 |
| Not sure | 5 | 8.8 | 8.8 | 31.6 |
| Agree | 21 | 36.8 | 36.8 | 68.4 |
| Strongly agree | 18 | 31.6 | 31.6 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.2, results indicate that majority of respondents generally agreed, this was represented by 31.6% who strongly agreed and 36.8% who agreed respectively. This was the majority response and it can be implied to mean that players who excel in performance are recognised and rewarded. This is a good practice as it motivates Basketball players to make an extra effort to play well as they expect recognition. Respondents revealed that management developed a clear system to recognise outstanding players by providing medals, trophies and cash to best performing individuals and teams at the end of every month and year.

# Procedures are well implemented by assigned personnel

Respondents were also asked whether evaluation procedures of players’ performance are well implemented by assigned personnel at the federation and responses are shown in table 6.3

|  |
| --- |
| Table 6.3: Procedures are well implemented by assigned personnel |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 15 | 26.3 | 26.3 | 26.3 |
| Disagree | 23 | 40.4 | 40.4 | 66.7 |
| Not sure | 4 | 7.0 | 7.0 | 73.7 |
| Agree | 8 | 14.0 | 14.0 | 87.7 |
| Strongly agree | 7 | 12.3 | 12.3 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.3, results in table 6.3, results indicate that majority of respondents generally disagreed; this was represented by 26.3% and 40.4% who strongly disagreed and disagreed respectively. This can be implied to mean that assigned personnel are reluctant in discussing with players how to adapt to the target performance behaviour. Respondents expressed that both assigned personnel and players should collaborate and have a sit down while conducting the evaluation reports, this is because players are supposed to have a clear insight on their strengths and weaknesses, but this is not implemented. In addition, performance evaluation should be performed after every game but this is also not consistent. This means that players have a vague idea on how they perform yet this could help enhance their performance to international level, hence promoting basketball

# FUBA provides more training for players with underperformance

Respondents were also asked whether FUBA provides further training for players with underperformance and responses to the question are shown in table 6.4

|  |
| --- |
| Table 6.4: FUBA provides more training for players with underperformance |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 8 | 14.0 | 14.0 | 14.0 |
| Disagree | 7 | 12.3 | 12.3 | 26.3 |
| Not sure | 3 | 5.3 | 5.3 | 31.6 |
| Agree | 20 | 35.1 | 35.1 | 66.7 |
| Strongly agree | 19 | 33.3 | 33.3 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.4, results indicate that majority of respondents generally agreed to the statement, this was represented by 33.3% and 35.1% who strongly agreed and agreed respectively. This can be implied to mean that coaches in FUBA monitor player training response, where underperforming players are taken through more training sessions. Respondents stated that underperforming players are provided with motivational, confidence and fundamental drills, and are helped to improve on relationships with other teammates within or outside the team. The respondents also noted that players are taken through rigorous and intense training to enable them compete favourably

# FUBA is committed to the player evaluation procedures

Respondents were also asked whether FUBA is committed to the player evaluation procedures and responses to the question are shown in table 6.5

|  |
| --- |
| Table 6.5: FUBA is committed to the player evaluation procedures |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 10 | 17.5 | 17.5 | 17.5 |
| Disagree | 4 | 7.0 | 7.0 | 24.6 |
| Not sure | 4 | 7.0 | 7.0 | 31.6 |
| Agree | 18 | 31.6 | 31.6 | 63.2 |
| Strongly agree | 21 | 36.8 | 36.8 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.5, results indicate that majority of the respondents generally agreed with the statement, this was represented by 36.8% and 31.6% who strongly agreed and agreed respectively. This can be implied to mean that the Federation emphasises adherence to the procedures stipulated in the evaluation process. During an interview session, one respondent expressed that;

*“Here at FUBA, the management ensures that all member teams dedicate their time and efforts to upholding the standards of the Federation, this includes very various duties and responsibilities, in this case the procedures of player performance evaluation, this is emphasised to be performed with integrity and commitment. The success of the players or any sport highly depends on how players are evaluated in all aspects of the games because evaluation process is a high indicator in making proper judgment on a player’s performance and development”.*

This means that the Federation adheres to the procedures of player performance evaluation and is significant in determining the promotion of sports in Uganda.

# Player performance evaluation highlights weaknesses and strength of all players

Respondents were asked whether player performance evaluation highlights weaknesses and strengths of all players and responses to this question are shown in table 6.6

|  |
| --- |
| Table 6.6: Player performance evaluation highlights weaknesses and strengths of all players |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 8 | 14.0 | 14.0 | 14.0 |
| Disagree | 7 | 12.3 | 12.3 | 26.3 |
| Agree | 22 | 38.6 | 38.6 | 64.9 |
| Strongly agree | 20 | 35.1 | 35.1 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.6, results indicate that majority of respondents generally agreed to the statement, this was represented by 35.1% who strongly agreed and 38.6% who agreed respectively. This can be implied to mean that coaches are able to empirically know the current form of the players. Respondents stated that the performance indicators in the form of game statistics uploaded on the FUBA website are used to understand the strengths and weaknesses of each player, this is because the performance evaluation process requires preparation and compiling of information which can be assessed by coaches to effectively make decisions and formulate game strategies.

# The evaluation performance procedures are well documented

Respondents were asked whether the evaluation performance procedures are well documented and responses to the question are shown in table 6.7

|  |
| --- |
| Table 6.7: The evaluation performance procedures are well documented |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 7.0 | 7.0 | 7.0 |
| Disagree | 8 | 14.0 | 14.0 | 21.1 |
| Not sure | 2 | 3.5 | 3.5 | 24.6 |
| Agree | 21 | 36.8 | 36.8 | 61.4 |
| Strongly agree | 22 | 38.6 | 38.6 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.7, results indicate that majority of respondents, represented by 38.6% and 36.8%, strongly agreed and agreed respectively. This shows that majority of the respondents generally agreed, which can be implied to mean that the Federation has records clearly reflecting the procedures to be followed in player performance evaluation. Respondents indicated that the player evaluation procedures are well documented and uploaded on the Federation website and shared on social media too to ensure that inefficiencies are identified and amended if necessary. The documentation of evaluation performance procedures provides a description for player positions and responsibilities.

# All player evaluation reports are well maintained

Respondents were asked whether all player evaluation reports are well maintained and responses to the question are shown in table 6.8

|  |
| --- |
| Table 6.8: All player evaluation reports are well maintained |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 21 | 36.8 | 36.8 | 36.8 |
| Disagree | 20 | 35.1 | 35.1 | 71.9 |
| Not sure | 5 | 8.8 | 8.8 | 80.7 |
| Agree | 9 | 15.8 | 15.8 | 96.5 |
| Strongly agree | 2 | 3.5 | 3.5 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 6.8, results indicate that majority of respondents generally disagreed to the statement; this was represented by 36.8% and 35.1% who strongly disagreed and disagreed respectively. This can be implied to mean that the Federation faces challenges in reviewing and assessing previous player performance evaluation reports, hence difficulty in making decisions. Respondents stated that the Federation lacks a properly defined record keeping system, in the previous years all records were in paper work and some were destroyed or misplaced during the relocation process into the new headquarters premises. It was stated that the Federation now stores its information in a computer system but lack of history records makes evaluation process more tiresome and time consuming.

# Testing implied hypothesis 2

There is no significant relationship between procedures for player performance evaluation and promotion of basketball in Uganda.

# Regression analysis

Multiple regression analysis was performed in order to establish the extent to which procedures for player performance evaluation explained the degree of variance in promotion of basketball. The result obtained is presented in the model summary table 6.9

|  |
| --- |
| Table 6.9: Model Summary |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .910a | .828 | .825 | .59495 |
| a. Predictors: (Constant), Player performance evaluation |

Results in Table 6.9 show that the adjusted R square, which is the variability in the dependent variable (promotion of basketball), explained by the regression, is 0.825 or 82.5%; this means that 82.5% of the variability in promotion of basketball in FUBA is explained by the independent procedures for player performance evaluation. The remaining 17.5 % is explained by other factors outside the scope of the current study. The R value from the summary model is 0.910 which is the correlation coefficient.

# ANOVA (Analysis of variance)

ANOVA analysis was performed to test the equivalent hypothesis that there is significant relationship between procedures for player performance evaluation and promotion of basketball in FUBA. The results are summarized in table 6.10

|  |
| --- |
| Table 6.10: ANOVAa |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 94.041 | 1 | 94.041 | 265.680 | .000b |
| Residual | 19.468 | 55 | .354 |  |  |
| Total | 113.509 | 56 |  |  |  |
| a. Dependent Variable: Promotion of basketball |
| b. Predictors: (Constant), Player performance evaluation |

F= 265.680, p<000, means that the positive hypothesis that there is a significant relationship between procedures for player performance evaluation and promotion of basketball is accepted, hence rejecting the implied null hypothesis. This means that positive change in procedures for player performance evaluation explains variability in the changes under the dependent variable of promotion of basketball.

Improved player performance evaluation will lead to improvement in promoting basketball in Uganda through improved player performance; this is justified by the regression coefficient which is not zero.

|  |
| --- |
| Table 6.11: Coefficientsa |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -.304 | .253 |  | -1.203 | .234 |
| Player performance evaluation | .980 | .060 | .910 | 16.300 | .000 |
| a. Dependent Variable: Promotion of basketball |

The regression matrix table 6.11 tests which independent variable is more important to the dependent variable. The results show that; player performance evaluation [β=0.910, p<0.000, t-statistic=16.300, p<0.000] influences promotion of basketball in FUBA by 91.0%. It is also noted that any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

In conclusion, it can be noted that FUBA has effectively promoted basketball through effective procedures for player performance evaluation.

# CHAPTER SEVEN

# MARKETING POLICIES AND PROMOTION OF BASKETBALL IN FUBA

# Introduction

This chapter deals with the third objective of the study. The chapter presents the analysis and interpretations of the findings in respect to the third objective of the study; how FUBA’s marketing policies ensure promotion of basketball in Uganda. This chapter aims at critically examining whether the Marketing policies applied by FUBA have been effective in a way that directs to promotion of basketball in Uganda.

After a sport organisation has divided the total market into subgroups, chosen a segment(s) and identified a positioning strategy for that segment, they must then develop a Marketing mix for each segment. The Marketing mix is a set of strategies and activities that cover product, price, promotion and place (distribution). These are commonly referred to as ‘The Four Ps’. The fact that these four elements are grouped into a set, or a ‘mix’, is important, because they should be coordinated together in an integrated fashion.

At the heart of the decision making process regarding your mix are the research and knowledge gained about the consumer, the competition, the company, and the climate. All factors must be given careful attention. If the sport marketer ignores one or the other, this increases the chances of making wrong decisions.

The study aimed at exploring whether marketing policies in FUBA are effective in promoting basketball in Uganda, respondents were asked questions, and responses to these questions are presented in tables in the following section of the chapter.

# FUBA incorporates various forms of marketing

Respondents were asked whether the federation incorporates various forms of marketing in their marketing mix plan and responses to the question are shown in table 7.1

|  |
| --- |
| Table 7.1: FUBA incorporates various forms of marketing |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 18 | 31.6 | 31.6 | 31.6 |
| Disagree | 20 | 35.1 | 35.1 | 66.7 |
| Not sure | 4 | 7.0 | 7.0 | 73.7 |
| Agree | 8 | 14.0 | 14.0 | 87.7 |
| Strongly agree | 7 | 12.3 | 12.3 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.1, results indicate that majority of the respondents generally disagreed to the statement; this was presented by 31.6% who strongly disagreed and 35.1% who disagreed respectively. This can be implied to mean that the Federation does not make adequate investment in promoting Basketball in Uganda. Respondents stated that the marketing forms such as social media platforms that range from Facebook, YouTube, Twitter and blogs are not thoroughly utilized yet these have a wider coverage in regards to promoting Basketball. It was noted that the Federation often uses event marketing which calls upon supporters and fans of Basketball games between the various teams to attend games. But even on local or national perspective it has not met the desired target for promotion of Basketball.

# Social media advertising is fully utilised

Respondents were asked whether social media advertising is fully utilised and responses to the question are shown in table 7.2

|  |
| --- |
| Table 7.2: Social media advertising is fully utilised |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 5 | 8.8 | 8.8 | 8.8 |
| Disagree | 7 | 12.3 | 12.3 | 21.1 |
| Not sure | 4 | 7.0 | 7.0 | 28.1 |
| Agree | 19 | 33.3 | 33.3 | 61.4 |
| Strongly agree | 22 | 38.6 | 38.6 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.2, results indicate that majority of respondents, represented by 38.6% and 33.3% agreed and strongly agreed respectively. Since majority of the respondents generally agreed, it can be implied to mean that the Federation posts Basketball information and events on many of the social media platforms. It was suggested that the Federation mostly used Facebook since majority of individuals are subscribers. In any case the fact that the Federation uses social media marketing has for over the years made marketing communication and most importantly promotion of basketball, easy to achieve.

# FUBA holds strategic meeting to discuss marketing issues

Respondents were asked whether the federation holds strategic meetings to discuss marketing issues and responses are presented in table 7.3

|  |
| --- |
| Table 7.3: FUBA holds strategic meeting to discuss marketing issues |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 2 | 3.5 | 3.5 | 3.5 |
| Disagree | 8 | 14.0 | 14.0 | 17.5 |
| Not sure | 5 | 8.8 | 8.8 | 26.3 |
| Agree | 23 | 40.4 | 40.4 | 66.7 |
| Strongly agree | 19 | 33.3 | 33.3 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen table 7.3, results indicate that majority of respondents generally agreed to the statement, this was presented by 33.3% and 40.4% who strongly agreed and agreed respectively. This can be implied to mean that the Federation makes time for strategic conversation with teams and marketing department to raise strategic agenda items that can be used to promote sports. During an interview session, one respondent expressed that;

*“The Federation takes great caution in ignoring key topics of conversation to discuss marketing issues. The management discusses the coverage of marketing achieved in the various plat forms and how to achieve short term and long term marketing goals. The Federation also aims at achieving great coverage success of promoting Basketball on an international level, this is done by ensuring players perform excellently to achieve desired level of performance”.*

# FUBA collaborates with government in promoting basketball

Respondents were asked whether FUBA collaborates with government in promoting Basketball and responses to the question are shown in table 7.4

|  |
| --- |
| Table 7.4: FUBA collaborates with government in promoting Basketball |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not sure | 5 | 8.8 | 8.8 | 8.8 |
| Agree | 24 | 42.1 | 42.1 | 50.9 |
| Strongly agree | 28 | 49.1 | 49.1 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.4, results indicate that majority of the respondents generally agreed to the statement, this was presented by 49.1% and 42.1% who strongly agreed and agreed respectively. This can be implied to mean that the Government of Uganda makes investments in Basketball. Respondents stated that the President of Uganda in collaboration with the Ministry of sports expressed government’s intention of promoting sporting activities including Basketball in Uganda. Respondents also stated that Basketball was listed by Government as one of the priority sports because it is one of the fastest growing sports in the country, engaging many youths of both gender.

# The government plays a major role in promoting basketball on an international level

Respondents were asked whether the government plays a role in promoting national sports on an international level and responses are shown in table 7.5

|  |
| --- |
| Table 7.5: The government plays a major role in promoting basketball on an international level |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 7.0 | 7.0 | 7.0 |
| Disagree | 3 | 5.3 | 5.3 | 12.3 |
| Not sure | 8 | 14.0 | 14.0 | 26.3 |
| Agree | 17 | 29.8 | 29.8 | 56.1 |
| Strongly agree | 25 | 43.9 | 43.9 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.5, results indicate that majority of respondents generally agreed, this was presented by 43.9% who strongly agreed and 29.8% who agreed to the statement respectively. Since this is the majority response it can be implied to mean that the government has taken an endeavor to promote Uganda basketball on the international scene. Respondents stated that the Government of Uganda has increased allocation of sports funds (and therefore basketball allocation) in the National budget from 1 billion to over 20 billion shillings recently. The government is also interested in Ugandan teams performing in the Olympics, qualifying for Africa and World cup championships

# Players are provided with adequate facilitation to represent internationally

Respondents were also asked whether players are provided with adequate facilitation to represent internationally and responses are shown in table 7.6

|  |
| --- |
| Table 7.6: Players are provided with adequate facilitation to represent internationally |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 21 | 36.8 | 36.8 | 36.8 |
| Disagree | 24 | 42.1 | 42.1 | 78.9 |
| Not sure | 3 | 5.3 | 5.3 | 84.2 |
| Agree | 4 | 7.0 | 7.0 | 91.2 |
| Strongly agree | 5 | 8.8 | 8.8 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.6, results indicate that majority of the respondents generally disagreed to the statement; this was presented by 42.1% and 36.8% who strongly disagreed and disagreed respectively. Since this was the majority response it can be implied to mean that most of the players lack incentives and facilitation. Respondents stated that most players feel they are not provided with enough financial aid or payment to carter for facilitation, this has forced them into compromising situations of seeking for alternative sources of income to make ends meet, however, this leads to another challenge of difficulty in balancing studies, family, work and basketball life. It was also stated that the inadequate facilitation is due to various factors such as small allocation of funds from NCS/government, misuse of limited Federation funds and few or sometimes no corporate sponsors. This greatly hinders players to perform at their best hence lessening chances in performing well which could improve basketball promotion.

# FUBA collaborates with international federation to promote basketball

Respondents were also asked whether the federation collaborates with international federations to promote sports and responses to the question are shown in table 7.7

|  |
| --- |
| Table 7.7: FUBA collaborates with international federation to promote basketball |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 7.0 | 7.0 | 7.0 |
| Disagree | 3 | 5.3 | 5.3 | 12.3 |
| Not sure | 12 | 21.1 | 21.1 | 33.3 |
| Agree | 15 | 26.3 | 26.3 | 59.6 |
| Strongly agree | 23 | 40.4 | 40.4 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.7, results indicate that majority of respondents generally agreed to the statement, this was presented with 40.4% who strongly agreed and 26.3% who agreed respectively. Since this was the majority it can be implied to mean that the Federation is working hand in hand with international federations to promote Ugandan Basketball. Respondents revealed that the Federation has been in more collaboration with the Federation of International Basketball Association (FIBA) and International Olympic Committee (IOC) in solidarity with UOC which have helped improve the governance and technical arms of the Federation in terms of grass root development, referees and coaches training and development. FIBA has also supported FUBA’s product of 3 on 3 Basketball. This means that Federation has achieved a platform for Basketball on an international level.

# FUBA provides adequate investment in marketing basketball

Respondents were asked whether the federation provides adequate investment in marketing basketball in Uganda and the responses are shown in table 7.8

|  |
| --- |
| Table 7.8: FUBA provides adequate investment in marketing basketball |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 7.0 | 7.0 | 7.0 |
| Disagree | 5 | 8.8 | 8.8 | 15.8 |
| Not sure | 7 | 12.3 | 12.3 | 28.1 |
| Agree | 18 | 31.6 | 31.6 | 59.6 |
| Strongly agree | 23 | 40.4 | 40.4 | 100.0 |
| Total | 57 | 100.0 | 100.0 |  |

**Source: Primary data (2019)**

As seen in table 7.8, results indicate that majority of the respondents that is 40.4% and 31.6% generally agreed to the statement; since this was the majority response it can be interpreted to mean that the promotion of basketball is a priority of the Federation. Respondents stated that the Federation’s website has information about Ugandan Basketball that can be accessed. Respondents stated that the Federation announces Basketball games mainly on radios, newspapers, website and social media platforms of FUBA.

# Testing implied hypothesis 3

There is no significant relationship between marketing policies and promotion of basketball in FUBA.

# Regression analysis

Multiple regression analysis was performed in order to establish the extent to which marketing policies explained the degree of variance in promotion of basketball. The result obtained is presented in the model summary table 7.9

|  |
| --- |
| Table 7.9: Model Summary |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .726a | .528 | .519 | .45131 |
| a. Predictors: (Constant), Marketing policies |

Results in Table 7.9 show that the adjusted R square, which is the variability in the dependent variable (promotion of basketball), explained by the regression, is 0.519 or 51.9%; this means that 51.9% of the variability in promotion of basketball in FUBA is explained by the independent variable marketing policies. The remaining 48.1% is explained by other factors outside the scope of the current study. The R value from the summary model is 0.726 which is the correlation coefficient.

# ANOVA (Analysis of variance)

ANOVA analysis was performed to test the equivalent hypothesis that there is significant relationship between marketing policies and promotion of basketball in Uganda. The results are summarized in table 7.10

|  |
| --- |
| Table 7.10 ANOVAa |
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 12.517 | 1 | 12.517 | 61.453 | .000b |
| Residual | 11.202 | 55 | .204 |  |  |
| Total | 23.719 | 56 |  |  |  |
| a. Dependent Variable: Promotion of sports |
| b. Predictors: (Constant), Marketing policies |

According to results in table 7.10, it is indicated that F= 61.453, p<000, means the positive hypothesis that there is a significant relationship between marketing policies and promotion of basketball is accepted, hence rejecting the implied null hypothesis. This means that positive change in marketing policies explains variability in the changes under the dependent variable of promotion of basketball.

Effective marketing policies will lead to improvement in promoting basketball in Uganda through coverage; this is justified by the regression coefficient which is not zero.

|  |
| --- |
| Table 7.11: Coefficientsa |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 3.584 | .120 |  | 29.769 | .000 |
| Marketing policies | .341 | .043 | .726 | 7.839 | .000 |
| a. Dependent Variable: Promotion of basketball |

The regression matrix table 7.11 tests which independent variable is more important to the dependent variable. The results show that; marketing mix [β=0.726, p<0.000, t-statistic=29.769, p<0.000] influences promotion of basketball in FUBA by 72.6%. It is also noted that any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

In conclusion, it can be noted that FUBA has moderately promoted basketball through effective use of marketing policies.

# CHAPTER EIGHT

# TOWARDS HARMONISING SPORTS MANAGEMENT AND PROMOTION OF BASKETBALL IN UGANDA THROUGH FUBA

# Introduction

This chapter sets out to link study findings to the literature review by discussing the findings in relationship with literature review, and then suggest a way forward. Implications are deduced from the findings, discussed and interpreted basing on the research hypotheses of the study.

# Fair player recruitment and selection policy and promotion of basketball

On the question of whether player selection policy enhances promotion of sports, 49.1% strongly agreed and 42.1% agreed that the Federation has a player selection policy, 38.6% strongly agreed and 33.3% agreed that all members and players under FUBA can access information regarding the selection policy. A combined response of 68.4% of respondents disagreed that the Federation follows the right procedure in player selection, 40.4% agreed while 24.6% strongly agreed that the selection policy is communicated to all members of the Federation. Furthermore, 26.3% of the respondents strongly agreed while 36.8% agreed that all selected player records are maintained in the files. It was also revealed that 24.6% strongly disagreed and 38.6% disagreed to the statement that FUBA has no bias in player selection, 28.1% and 35.1% strongly agreed and agreed respectively that the selected players have legal binding contracts, 31.6% agreed while 36.8% strongly agreed that FUBA player selection serves as internal control to enhance promotion of sports.

Cox (2005) points out that modern team sports impose ever greater requirements on players' potential, sport selection and sports preparation is a general conclusion of many scientific research studies and expert knowledge and experience of top level coaches. Evaluation of overall potential and actual quality of players, as well as team and play concept selection is a never-ending, organised process, the purpose of which is the insurance of high performance of players and sports achievement. In top-level professional sport teams, the leader of the process is the principal coach together with his/her team of experts and external associates.

In addition, Nikolic (2013) expressed that work with athletes of various sports and of relevant features and abilities developed above average includes four procedures that indispensably require multidisciplinary scientific and high expert approach: detection and recognition of player's potential, orientation and selection of players and the development of actual player's quality. Detection is a process of spotting, singling out potential young athletes, whereas recognition is the identification of players during the process of sport preparation who have the potential for team sports.

Dizdar (2012) mentioned that orientation and selection regards continuous evaluation of players' potential and their actual quality across all the development periods. It includes the selection of the most suitable player or the group of players who are able to solve the assigned play tasks and roles. It is extremely important in team sports. The development of actual quality of players evolves during their entire sports career driven by training programs of gradual acquisition, adoption and mastering of technical-tactical knowledge, skills and habits. The target is to enhance the overall performance of players which is determined by the technical-tactical, physical, psychosocial, theoretical and competition preparedness.

The study suggests that the Federation should adopt strict player selection standards that require selection of not only physically endowed players but also highly skilled Basketball players who can take the sport to an elevated level.

The study suggests the use of Abbot and Collins (2002) pyramid model of recruitment and development of players. According to the analogy, high performance peaks are supported by a broad base of participation. The objective is to recruit many people, especially children and adolescents into Basketball and then identify those with talent and develop them into high caliber performers.

# Procedures of player performance evaluation and promotion of basketball

On the question of whether procedures of player performance evaluation enhance promotion of sports, 29.8% and 49.1% agreed and strongly agreed respectively that FUBA evaluates player performance regularly. 31.6% strongly agreed and 36.8% agreed respectively that effective players are rewarded and recognised, 26.3% and 40.4% who strongly disagreed and disagreed that procedures are well implemented by assigned personnel, 33.3% and 35.1% strongly agreed and agreed respectively that FUBA provides more training for players with underperformance. In addition, it was also indicated that 36.8% and 31.6% strongly agreed and agreed that FUBA is committed to the player evaluation procedures, 35.1% strongly agreed and 38.6% agreed that player performance evaluation highlights weaknesses and strengths of all players.

Gabriel (2014) asserts that attention is focused on the fact that talent identification, players' potential determination, selection of players for certain teams, as well as a design and application of developmental training programmes, aimed at the improvement of actual play quality, are the most important coach's duties which simultaneously determine the development of a particular sport game on a global level. Since players are the carriers of play concepts and the producers of competition achievements, their selection is a fundamental goal of professional work in sports clubs.

Ramaphosa et.al (2015) states that the assumed future development of sports games will probably erase the strict differences among the basic play positions, but roles and tasks will remain crucial components of technical-tactical activities players are bound to perform when playing a particular post. Due to their obligation to take over the responsibility to play various roles in different phases of the game, the players must adopt and perfect universal technical-tactical skills and knowledge (polyvalence). Play roles are dynamic, probably growing even ever more dynamic. They depend on the momentary position of the ball, on the position of the team-mates and the opponents on the court, and on the play phase and concepts of play.

The goal of the coaching expert staff in top-level sports teams is to find out both the position and the role most suitable for a particular player, whereas the goal of the player selection process for a particular team is to choose the most suitable player for a particular play position and role (Dizdar, 2001). The model of player selection for a particular play position implies nine steps. These nine steps are building elements of the respective expert system. The detection and recognition of player's potential and the aim is to determine relevant abilities and characteristics due to their nature of being the crucial precondition for the orientation of players into team sports as well as for training programmes aimed at player's proficiency enhancement for particular tasks and roles in the game. Namely, the classification of play tasks enables the definition of the required profile of players.

Furthermore, Abaasi (2016) points out that in the selection of players the application of objective, scientifically founded methods is indispensable. Unfortunately, contemporary developmental level of kinesiology does not allow entirely objective exploration of players as biological, psychological and sociological entities. Therefore, it is necessary to analytically dissolve the sport potential of a player (the basic and specific anthropological characteristics) and his/her actual play quality into a series of measurable and non-measurable components. Introduction of Modern team sport impose ever greater requirements on players' potential, sport selection and sports preparation is a general conclusion of many scientific research studies and expert knowledge and experience of top level coaches.

The study suggests that the Federation should assess performance consistency in training sessions and match games by observing situation-related efficiency and using the method of standard deviation value. In addition, the study suggests that the Federation should compare the player's potential to his/her overall actual quality, archive the results in order to continuously monitor performance / situation-related efficiency

# Marketing policies and promotion of basketball at FUBA

On the question of whether Marketing practices in the Federation has enhanced promotion basketball, 31.6% strongly disagreed and 35.1% disagreed that FUBA incorporates various forms of marketing, 38.6% and 33.3% agreed and strongly agreed that social media advertising is fully utilised by the Federation, 33.3% and 40.4% strongly agreed and agreed that FUBA holds strategic meeting to discuss marketing issues, 49.1% and 42.1% strongly agreed and agreed that FUBA collaborates with government in promoting Uganda’s sports, 43.9% strongly agreed and 29.8% agreed respectively that the government plays a major role in promoting national sports on an international level. It was also indicated that 42.1% and 36.8% strongly disagreed and disagreed that players are provided with adequate facilitation to compete internationally. In addition, 40.4% strongly agreed and 26.3% agreed that FUBA collaborates with international federation to promote basketball.

Piits (2007) notes that, sport marketing is the application of marketing concepts to adopt products and services, and the marketing of non-sport products through an association to sport. Sport marketing therefore has two key features, the application of general marketing practices to sport related products and services. Sport marketing is a subdivision of [marketing](https://en.wikipedia.org/wiki/Marketing) which focuses both on the promotion of sports events and teams as well as the promotion of other products and services through sporting events and sports teams. It is a service in which the element promoted can be a physical product or a brand name.

Smith (2008) asserts that the goal of sport marketing is to provide the client with strategies to promote sports or to promote some other product, service, business or cause through sports. Sport marketing is also designed to meet the needs and wants of the consumers through exchange processes. These strategies follow the traditional four "P"'s of general [marketing](https://en.wikipedia.org/wiki/Marketing) Product, Price, Promotion and Place; other four "P"s are added to sports marketing, relating to the fact that sport is considered to be a service. The additional 4 P’s are: Planning, Packaging, Positioning and Perception. The addition of the four extra elements is called the “sports [marketing](https://en.wikipedia.org/wiki/Marketing_mix) mix.”

All the marketing elements are manipulated by the sport marketer for two reasons, to stay in business and second to be successful and the only way to achieve this is to offer products that sell, at a price that will be paid, offered through a place where they can be bought and be made attractive to consumers such as the Basketball games, and merchandise like branded team t-shirts, shoes, etc. The sports marketer needs to develop the right product at the right price offered at the right place and promise it with the right methods.

The study suggests that the Federation should come up with strategies and design activities to attract attention, stimulate the interest and awareness all over the country.

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**CHAPTER NINE**

# SUMMARY AND CONCLUSION

# Introduction

This chapter comprises of summary of findings and conclusion of the study according to the study objectives. The conclusions are on a basis of the findings and relate to advice and the interventions that the researcher feels should be brought to the attention of FUBA to improve on basketball promotion in Uganda. The study ends by presenting the areas that the researcher considers vital for further studies

# Summary of findings

# Fair player selection policy and promotion of basketball

The study findings revealed that FUBA has an outline of its preferred player qualities and performance levels. The results in Table 5.2 showed that all players in all various teams are well documented after successfully being recruited through the selection policy. It was also revealed that the Federation is missing some important factors required when selecting players for Basketball. The findings also showed that various stakeholders are informed about the selection policies and procedures. Results also indicated that at initiation, the Federation maintains players’ records ranging from background information, medical reports and regular basketball performance statistics. Respondents stated that the contracts indicate the elements such as performance period, payment among others, however it was also stated that players who were on probation period or trials do not have any contractual agreement with the Federation. It was also indicated that the performance and success of players in FUBA depends on the Federation’s effort to select most active and productive individuals.

# Procedures of player performance evaluation and promotion of sports in FUBA

The findings revealed that the Federation has performance indicators according to the area of play. Respondents revealed that management developed a clear system to recognise exclusive players by providing monthly and annual awards and cash. It was also revealed that players have a vague idea of how they perform yet this could help enhance their performance to international level hence promoting sports. Results also showed that players are taken through fundamental and intense training to enhance their performance so as to come up with the required results. Also the results showed that the Federation emphasises adherence to the procedures stipulated in the evaluation process. Respondents stated that the performance indicators are used to understand the strengths and weaknesses of each player. Results revealed that the Federation lacks a properly defined record keeping system; in the previous years all records were in paper work.

# Marketing policies and promotion of basketball at FUBA

The findings on this question indicated that the Federation often uses event marketing which calls upon fans and supporters to Basketball games between the various teams even on local or national perspective. The fact that the Federation uses social media marketing has for over the years made marketing communication and most importantly promotion of basketball easy to achieve. Results also showed that the Federation makes time for strategic conversation with teams and marketing department to raise strategic agenda items that can be used to promote basketball. Findings also showed that the intention of promoting Basketball in Uganda is to make efforts of making the sport one of the pillars of the country’s economy. Furthermore, the results showed that the inadequate facilitation is due to various factors such as small government allocation of funds, few or no corporate sponsors and misuse of limited Federation funds.

# Conclusion

The study concludes that team sports impose ever greater requirements on players' potential, sport selection and sports preparation. The proposed selection procedure algorithm integrates all that body of knowledge and facilitates decision making in team sports. It is assumed that the future sports management will need more and more versatile players, that is, players who can satisfy performance criteria on two or even more play positions so as to create a comprehensive quality player with a brand image that attracts huge fan following and corporate sponsorship. For players' overall quality it is only important what and how many tasks they can perform, not what is their primary positions. Long term fundamental skilling from a tender young age shall therefore be of importance.

It can also be concluded that in recent years there has been establishment of modernised and computerised evaluation systems and software designed for coaches for both male and female athletes when evaluating an athlete performing in a Basketball game. In such programs, coaches perform an assessment according to shots, points scored, dribbling skills, free throws, turnovers, rebounds, and overall athletic ability. As assistant coaches, use all this data to strengthen your Basketball program and team performance through evaluating current team members and recruiting rising athletes.

The elements of sport promotions also known as the sport promotional mix include advertising, sponsorship, public relations, licensing, personal contact, incentives and atmospherics. Advertising involves paid, non-personal communications about a sport product or service through the print, broadcast, or electronic media that are designed to attract public attention and subsequent purchase. In sport marketing, advertising may include broadcast commercials, direct mailings, facility signage and manufactured media. Sponsorship refers to the relationship between a corporation and a sport organisation as a tool to develop brand image and customer loyalty as a result of the association. Public relations is the collection of activities, communications, and media coverage that convey who the sport organisation is and what they have to offer, all in the effort to enhance their image and prestige.

The study proposes the following areas for further research; player development and promotion of sports (Basketball); Player motivation and promotion of sports (Basketball); Player retention and promotion of sports (Basketball).

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# APPENDICES

# APPENDIX A: SELF ADMINISTRED QUESTIONAIRE

Dear respondent,

I am TIMOTHY ODEKE, a student of Nkumba University pursuing a Master of Business Administration (MBA) and currently undertaking my research. I am conducting a study about “Sports management and promotion of Basketball in Uganda, focusing on a case study of the Federation of Uganda Basketball Associations (FUBA)”. I am therefore kindly requesting you to fill this questionnaire honestly and to the best of your knowledge and ability. The information given will be kept confidential and strictly used for academic purposes only.

**SECTION A: BACKGROUND INFORMATION OF RESPONDENTS**

**(“Please tick where applicable”)**

1. What is your gender?

1. Male
2. Female

2. Age of respondent

1. 20-30
2. 31-40
3. 41-50
4. 50 and above

3. For how long have you served in FUBA?

1. Less than one year
2. 1-5 years
3. 5-7 years
4. 7 years and above

4) Level of education

1. Certificate
2. Diploma
3. Degree
4. Masters
5. Others, specify

**Under this section B-D, you are required to tick the alternative that best describes your answer based on the 5 Likert scale below.**

**1. Strongly disagree (SD) 2. Disagree (D) 3. Not sure (NS) 4. Agree (A) 5. Strongly agree (SA)**

**SECTION B:** How FUBA ensures fair player selection for promotion of Basketball in Uganda

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **SD** | **D** | **NS** | **A** | **SA** |
| 1. FUBA has a player selection policy |  |  |  |  |  |
| 2. The selection policy is well documented for review |  |  |  |  |  |
| 3. The federation follows the right procedure in player selection |  |  |  |  |  |
| 4. The selection policy is communicated to all members of the federation |  |  |  |  |  |
| 5. All selected player records are maintained in the files |  |  |  |  |  |
| 6. FUBA has no bias in player selection |  |  |  |  |  |
| 7. Selected players have legal binding contracts |  |  |  |  |  |
| 8. FUBA player selection serves as internal control to enhance promotion of basketball |  |  |  |  |  |

**SECTION C:** How FUBA procedures for player performance evaluation enhance promotion of basketball in Uganda

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **SD** | **D** | **NS** | **A** | **SA** |
| 1. FUBA evaluates player performance regularly |  |  |  |  |  |
| 2. Effective players are rewarded and recognised |  |  |  |  |  |
| 3. Procedures are well implemented by assigned personnel |  |  |  |  |  |
| 4. FUBA provides more training for players with underperformance |  |  |  |  |  |
| 5. FUBA is committed to the player evaluation procedures |  |  |  |  |  |
| 6. Player performance evaluation highlights weaknesses and strength of all players |  |  |  |  |  |
| 7. The evaluation performance procedures are well documented |  |  |  |  |  |
| 8. All player evaluation reports are well maintained  |  |  |  |  |  |

**SECTION D:** How FUBA Marketing practices ensure promotion of basketball in Uganda.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **SD** | **D** | **NS** | **A** | **SA** |
| 1. FUBA incorporates various forms of marketing |  |  |  |  |  |
| 2. Social media advertising is fully utilised |  |  |  |  |  |
| 3. FUBA holds strategic meeting to discuss marketing issues |  |  |  |  |  |
| 4. FUBA collaborates with government in promoting Uganda’s sports |  |  |  |  |  |
| 5. The government plays a major role in promoting national sports on an international level |  |  |  |  |  |
| 6. Players are provided with adequate facilitation to represent internationally |  |  |  |  |  |
| 7. FUBA collaborates with international federation to promote basketball |  |  |  |  |  |
| 8. FUBA provides adequate investment in marketing basketball |  |  |  |  |  |

# APPENDIX B: INTERVIEW GUIDE

Question:

1. Introduce myself, research topic, purpose of the study, purpose of the visit and request respondents to spare some time for the interviewer

2. What is your designation in FUBA and for how long have you been working in the federation?

3. When did FUBA formulate player selection policy and when was the policy last reviewed?

4. Has the policy been clearly communicated to those concerned with its implementation?

5. Who are concerned with its implementation?

6. Who usually participates in the preparation of player evaluation performance procedures?

7. Is the preparation of marketing practices based on the Federation’s priorities as those for the players?

8. How is marketing used to enhance promotion of Basketball in FUBA?

9. Does FUBA employ Basketball scouts to ensure fair player selection?

10. Does FUBA collaborate with any agency or entity to ensure promotion of Basketball in Uganda?