

# FACTORS AFFECTING SUCCESS OF BUSINESS PROFESSIONAL TAKRAW MANAGEMENT

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## Abstract

This study investigated the factors affecting success of business professional Takraw management (iproactive governance policies, strategy leadership vision, sport sponsorship budgets, sport image, sportsman reputation, facility management, professional publicity). According to the existing literature, management concept of 4Ms led to success of business professional Takraw management. Based on Contingency Theory it was related to what can be used as appropriate for the situation. The population and samples consisted of 208 executive committee from the Takraw Association of Thailand, team managers, sports coaches, athletes, experts in professional sports, marketing executives, sport business executives, executives from provincial and local administration organizations, and executives from Sports Authority of Thailand. Statistics used were tested by ordinary least squared regression. In addition, response biases were conducted by demographic comparison, factor loading was used for validity and Cronbach Alpha was employed for reliability. The results revealed that proactive governance policies, sport sponsorship budgets, sport image, sportsman reputation, facility management and professional publicity had a significant positive effect on success of business professional Takraw management. On the other hand, strategy leadership vision did not have a significant positive effect on success of business professional Takraw management. The research findings indicated that executives should have business expertise and experience in order to make the vision and goal as the direction in setting management policy or practice and implementing plans for various areas of development to achieve the goal. In addition, strategies should be made to penetrate the Takraw sports fan on online media database.

**Keywords:** success of business professional Takraw management

## Introduction

Sport is important to people and country both in life quality and health promotion (Thaweewsup Khayapakwaen, 2012). Moreover, sports are more popular among Thai people because of the increasing trend of health care. However, the development of sports in Thailand still relies on the government sector because this is not popular enough to make the sports business. This generates much more income to the private sector for investing in sports businesses. Therefore, the development of athletes and sports personnel requires government support. In addition, the government has limited budgets to support sports, both amateur and professional sports, affecting the success of international sporting events (Sports Authority of Thailand, 2006). Thus, it is necessary to continuously develop new athletes. There is a limitation that the recruitment of new athletes can be done only for the particular group and the government does not have enough budgets to enhance the capacity of sports association and sports organizations. Besides, when considering the situation of professional sports, it is found that in many countries, people are encouraged to have sports excellence and career. However, many countries can develop sport into occupations and make the country benefits, such as building reputation and bringing income into the country, etc. Moreover, professional sport is an economic development tool of the country because people have income from it. This is consistent with the 6<sup>th</sup> National Sport Development Plan (2017 - 2012) on the development of professional sports in strategy 3, developing sports for excellence and continuing to success at the professional level.

Professional sports are types of entertainment business. Professional sports development is necessary for athletes to be qualified and capable of international standards. The professional sportsman must be highly capable to receive support from the audience and must have sponsors. Furthermore, the application of market principles together with professional sports development will lead to the success of professional sports and sport excellence. However, the development of professional sports to be sustainable requires a plan for both short and long terms. This is consistent with the national development plan (National Sport Development Plan). These must be continuous for the development of professional sports to meet the goals and four objectives set in the 6<sup>th</sup> National Sport Development Plan (2017 - 2012). Four objectives for the development of sports for career include 1) to promote and develop international sport and some Thai sports to be sustainable professional sport, 2) to develop all sportsmen and sports personnel to be fully integrated in both quality and ethics as well as encouraging the establishment of professional sport production institutions and the integration of members (fans) of professional sports club organizations in both central and regional areas, 3) to develop a system and mechanism for match management of professional sports to international standards with appropriate rules and regulations related to appropriateness and modernity of professional sports, and 4) to develop a professional management system by supporting the allocation of funds for promotion and welfare of professional sports for the protection and

preservation of rights of benefits as well as motivating the private sector to promote professional sports. Thus, in the development of professional sports, it is considered that an important factor in economic and social development can lead to income and reputation of the sportsmen and image of the country. Also, current professional sport is the indicator of the growth in country development.

"Takraw" is a Thai sport that has been popular for centuries. It can be seen in both countryside and suburbs. Playing Takraw can promote the performance of various organs, making the body strong, helping prevent heart disease, improving blood circulation. It also builds muscle strength and encourages active agility. Importantly, one who plays Takraw is a person who promotes Thai arts and culture. It is regarded as a genuine preservation of national identity. On the other side, Takraw Thailand League, even though, has been declared as a professional sport for 10 years, the development of the Takraw League has not been successful in becoming a professional sport as expected by the Sports Authority of Thailand. One possible cause is that Takraw player in the Thailand League is still working as a main occupation and playing Takraw as a supplementary career. In addition, in the past the Sports Authority of Thailand together with the Takraw Association of Thailand organized 13 tournaments of Takraw Thailand League. It was found that the number of people who visited the competition in each match, both home team and away team, is very small causing each competition uninterested. In addition, competition patterns, which may be caused by non - standard competition management, are also different from other sporting events. Moreover, the popularity of Takraw sports is in minimal, lack of public relations and fan club creation, lack of development of athletes and sports personnel, etc. Therefore, managing the Takraw team to become a strong professional Takraw club, launching business management and benefits to strengthen the club, and strengthening professionalism of professional organizations executives are essential and important.

Therefore, Thailand professional sport is still lacking in the direction of operations, systematic planning and support, seriously making the Takraw sports management of Thailand unsuccessful. In addition, the development is not continuous and problems of the clubs are that they could not earn income to support the club management to be sustainable and have better performance. The researcher therefore aims to study the factors affecting success of business professional Takraw management in order to get a guideline for planning, development, promotion, including the improvement or standardization of professional Takraw management to be a sustainable occupation.

To address this objective, this paper is organized as follows; in the first section the literature reviews about the factors on success of business professional Takraw management are presented (proactive governance policies, strategy leadership vision, sport sponsorship budgets, sport Image, sportsman reputation, facility management, professional publicity) and

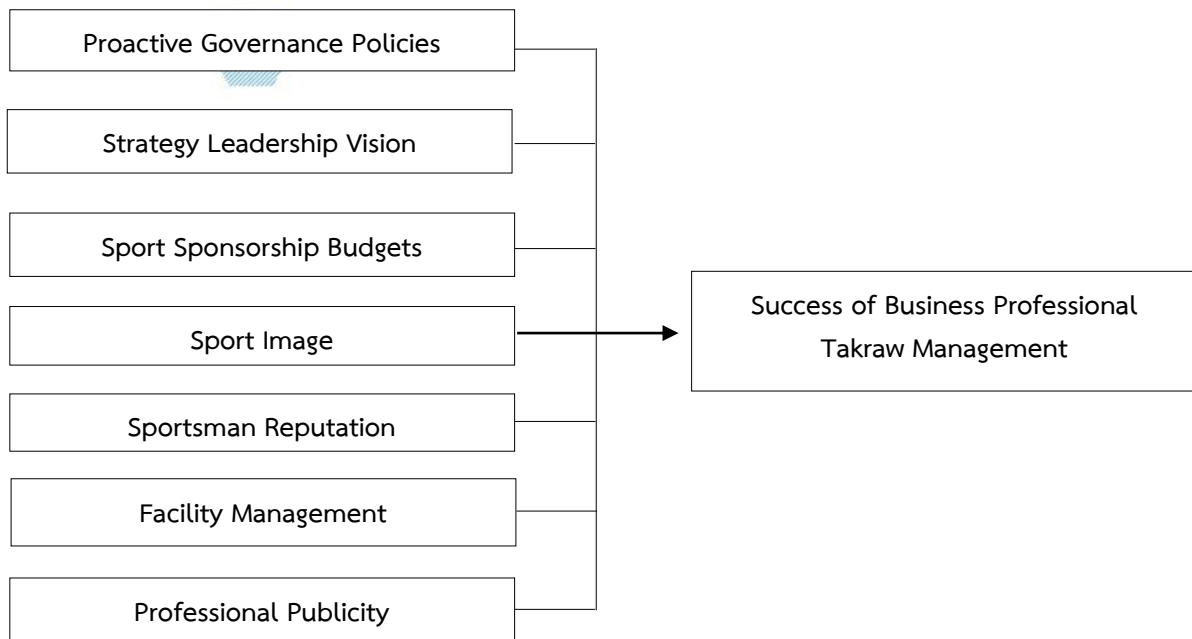
the model and a set of research hypotheses are purposed. Next, the method and results are discussed. Lastly, conclusion, contribution, and future suggestions are presented.

### **Relevant Literature and Research Hypotheses**

This study attempts to investigate the factors affecting success of business professional Takraw management. Interestingly, Contingency Theory is considered as an appropriate theory in explaining the chosen solution to administrative problems which are not the best way, but it can determine what management should be used in those situations. This is consistent with Chapman (1977) saying that the situation management focuses on adjusting the management behavior to the organization's situation. The main success of the administration is determined by the situation without the only management strategy that can be applied to every situation. According to the Chenhall (2003), the success of the organization depends on the variables that are the bases of the situation and may be best if the corresponding models are relevant to the situation. This study is related to what can be used as appropriate for the situation. In addition, Drazin, & Van de Ven (1985) said that different viewpoints of how to reach the destination had three different methods according to the suitability of the chosen to use, such as selection, reaction and organization systems.

Therefore, from the basic of contingency theory, it is likely to be related to factors on success of business professional Takraw management (proactive governance policies, strategy leadership vision, sport sponsorship budgets, sport Image, sportsman reputation, facility management, professional publicity). These are related to the internal and external environments, that are, focusing on long-term goals leading to successful results of business professional Takraw management under the situation-oriented conceptual framework.

Thus, the research relationships of these variables are discussed and hypothesized. The conceptual model presents the aforementioned relationships, as shown in Figure 1.



**Figure 1** Model of Factors Affecting Success of Business Professional Takraw Management

### 1. Proactive Governance Policies

Proactive governance policies refer to the government agency which has a policy to set goals for promoting professional Takraw. These directly affect the budget allocation in promoting and supporting proactive sporting Takraw management, such as creating competitive management activities, improving the laws relating to professional Takraw including setting a tax reduction policy for traders or supporters in Takraw. Ong - Arj Kosinkar (2005) suggests that an important role in the budget allocation of the government expenditure is to support the management in accordance with the policy. Government policies are the results that drive the power to make the operation successful according to the goal. Furthermore, government policies must be clear in promoting and developing professional sports systematically, focusing on the development of government agencies and personnel for quality. The government agencies must invest in sports together with overseeing the club's management to be honest, transparent, and able to verify. It can help achieve the correct management system leading to the success of the business professional Takraw management.

Ronnarit Suwaja (2009) said that the support from the government would make professional sports in Thailand developed and have a positive effect on management. Ong - Arj Kosinkar (2005) found that factors affecting the success of sports management to occupation system are political factor and budget support. Nanchai Santibut (2008) also found that the government's promotion policy is the main factor that leads to the success of professional sports. This leads to the hypothesis posited as below:



***Hypothesis 1: Proactive governance policies will have a positive effect on success of business professional Takraw management.***

## **2. Strategy Leadership Vision**

Strategy leadership vision refers to the leaders who can anticipate the future, access to work at all levels, communicate with others effectively, access existing resources and systematic management system with a strategy driven. Vision is something that leaders need to lead the organization to the desired destination. This creates a true and successful vision. The organization should have leaders who use strategic management principles. Chuta Tingsaphat (2006) said that the heart of business professional sports development, namely leaders must have a strategic vision, professional management, quality personnel, referees and coaches having quality and professionalism, competition standards conforming to international systems. The leaders must keep creating popular trends in Takraw in order to get a large number and a variety of sports fans. Furthermore, Suthep Maythaisong et al (2011) who studied the development of causal models for sports excellence management found that the vision of the leaders had a positive direct influence on sports excellence. Therefore, executives must have effective leader and clear goals for sports such as creating opportunities to develop sports for athletes, allocating sufficient resources to sports support, directing and monitoring performance and encouragement to athletes. Moreover, Trakarn Punthumlerdruee (2013) also said that the confidence and expectations of the management team were part of the support for the team to succeed. Burapha University (2008) discussed that important factors affecting the success of professional sports development included unified management system, planning in short and long terms and the continuum of monitoring and evaluation. Hence, the main relationship can be proposed as below:

***Hypothesis 2: Strategy leadership vision will have a positive effect on success of business professional Takraw management.***

## **3. Sport Sponsorship Budgets**

Sport sponsorship budgets are defined as obtaining a budget from the sponsors and supporters in order to ensure that the operation of the professional Takraw conducted efficiently and successfully. The budgets of sport sponsorship are one of important factors for sport administration to be successful (Thaweewat Khayapakwaen, 2012). Sports sponsors are funding, resources and services to executives of organization that offer certain benefits to use as links to commercial interests. For a new management system for professional sports management in order to be successful, the organization must manage business and management styles from many sectors in the organization. Not only focusing on sports, the most important thing is that they must have high capital for administration (Sanguan Jirakraisothorn, 2012). Based on the literature review, Rapeepat Duenphensri (2010) found that fundamental factor for success in

professional sports management was due to the cooperation and support from sponsors or sport sponsorship budgets. Therefore, sport budget sponsors are important things in the business professional sports management. The sport sponsorship budget is an important factor for management to help achieve the objectives of the sports organization. It is consistent with Ong - Arj Kosinkar (2005) saying that if the sport organization receives support budget from the main sponsor, that sport organization can enter the full marketing operation. There is a principle to fair benefits share between sponsors and match management and can lead to the effective operation and goal achievement. Therefore, it leads to the hypothesis posited as below:

***Hypothesis 3: Sport Sponsorship budgets will have a positive effect on success of business professional Takraw management.***

#### **4. Sport Image**

Sport Image refers to creating an impression in Takraw in order to have attitudes and sense towards Takraw which causes information presented to create a good image including behaving consistently with information presented and results in evaluation of the Takraw image in a good way. Charoenwit Thitiwararak (2001) said that image of the sports was something that had been created with planning and visualizing within the mind for the person to have a sense of sports. These may be derived from both direct and indirect experience of their own leading to clear acceptance and concrete. The image will only occur when the recipient or the consumer is aware of the information. Such information must be clear; there are a large number of channels continuously and consistently, resulting in consumer understanding about that sport. If there is good communication, the image will become clearer until confident and emerged as an image. Therefore, the image requires effective data communication and long enough for repeated communication and multi-media (Duangporn Khamnunwat, & Wasana Chansawang, 1993). Furthermore, sport image is an important part of making sports more progressive and successful. Sports marketers will realize and create a sport image to be consistent with image for the needs of sports consumers (Chittima Charayaphan, 1996). Besides, Chayut Witayapetai (2007) found that the development of sports to professional sports must go through the process of creating a strong sports team based on 4Ps principle; product which refers to the sport image on quality and creating loyalty of customers or sports fans. However, Sasiprapa Chaiprasit (2013) said that sports image could be created by cultivation of popularity in sports activities and the audience would feel that watching sports was an entertainment activity for society and family (Sports Authority of Thailand, 2006) This leads to the hypothesis posited as below:

***Hypothesis 4: Sport image will have a positive effect on success of business professional Takraw management.***

### 5. Sportsman Reputation

Sportsman reputation is defined as popularity of athletes in public through multimedia to disseminate stories about their ability and other matters, whether behavior, real life, personal matters or portfolio from showing talent through the media and point of interest for public. The sportsman reputation creates believes and popularity of visitors to see the ability of athletes. These have long-term plans for development of star athlete to replace continuing professional sports in order to have a strong fan club leading to stability for the club. In addition, if athletes have a reputation, they must be able to be advanced in international standards and to be believed and trusted by the sports audience. Professional sports are entertainment activities or challenging the ability of high-level sports that can attract viewers to see interest, have fun, be excited, reach the exciting and emotional part with sports activities (Sports Authority of Thailand, 2006). Moreover, the key to the development of business professional Takraw is creating sports popularity and creating an athlete's reputation in order to have various fans (Juta Tingsaphat, 2006). This is also consistent with the study of Ong - Arj Kosinkar (2005) saying that athlete's factor affects the success of sports management and Gerrard (2005) found that performance of most sport management depended on the athlete and especially the talented athletes and fans who support them. These abilities or the reputation of the athlete lead to generating profit, increasing the revenue of the team, determination of expense and wages. And hence, it leads to the hypothesis posited as below:

***Hypothesis 5: Sportsman reputation will have a positive effect on success of business professional Takraw management.***

### 6. Facility Management

Facility management refers to planning preparation for sufficient facility to international standards; for instance, the sports match places are suitable, standard, convenient, clean and comfortable. In addition, sports match places should serve good transportation and sport watching chair must be comfortable, clean and with good air ventilation. Facilities including a building is an important factor for success of business professional Takraw management. It is a real management and most benefit. The match places must meet international standards, be convenient to travel for the competition, have good care, cleanliness and safety for athletes and visitors (Sports Authority of Thailand, 2006). However, the approach to development of professional sports according to 4Ps principle; place means the location of the stadium which must be in good atmosphere that can give happiness to sports fans, such as the place is near the city with convenient transportation (Chayut Witayapetai, 2007). In accordance with Rapeepat Duanpemsri (2010), the fundamental factors for success in professional sports management are sports fields and effective sports equipment. Shank (2009) said that factors influencing the physical characteristics of the competition field consisted of



1) area of the competition field environment, 2) entry and exit from the competition field, 3) modernization of facilities, 4) quality of scoreboard, 5) crowd recognition, 6) comfortable seats, 7) entrance plan of the competition field, and 8) service of physical characteristics of the competition field. These factors can bring about emotional responses or perception of happiness in the competition field, expressive behavior of viewer, and efficiency of the sport match management. Undoubtedly, the new management for professional sports to achieve success caused creating the standard competition field and advantage of the competition field area leading to more revenue generation (Sanguan Jirakraisothorn, 2012). Thus, this leads to the hypothesis posited as below:

***Hypothesis 6: Facility management will have a positive effect on success of business professional Takraw management.***

### **7. Professional Publicity**

The professional publicity refers to presentation of information for the people to recognize news and detailed information of Takraw. There is a variety of forms such as print media, televisions, radio, internet, computer network systems. Moreover, publicity use media as symbol of competition, such as lucky animals and slogan of competition, which should be much publicized and most effective. The publicity is very important to the success in all sports activities because it has a great influence on the public awareness and interest (Sports Authority of Thailand, 2006). Furthermore, the development approach to becoming professional sports according to 4Ps principle in the promotion section can lead to the success of professional Takraw management. There must be sales promotion to motivate customers or sports fans, such as service of sending and receiving sports fans in the vesting match and catching a prize from the tail of the card (Chayut Witayapetai, 2007). Moreover, professional publicity increases awareness and interest of the public, depending on the media owner in support of the first phase. Anywise, when such activities are known and appreciated by public, all media receive returns as they should. Therefore, new management for success of business professional sport management requires marketing strategies to create or expand sports fan bases and activity management to publicity for sustainability (Sanguan Jirakraisothorn, 2012). The publicity strategies used include: 1) various media strategies, 2) special event management strategies, 3) image building strategies, and 4) recognition strategies (Uthen Keawkanhadechakun, 2011). In addition, Ong - Arj Kosinkar (2005) found that publicity factors are influential to the success of business professional Takraw management. Rapeepat Duenphensri (2010) said that fundamental factor for success in managing a professional football club in Singapore was to receive support from publicity media. Therefore, the hypothesis is posited as below:

***Hypothesis 7: Professional publicity will have a positive effect on success of business professional Takraw management.***

## Research Method

### 1. Sample Selection and Data Collection Procedure

Population and samples were 225, including 15 Executive Committee of Takraw Sports Association of Thailand, 100 team managers, sports coaches and athletes under the Takraw professional club, 30 experts in professional Takraw management or other related sports, 30 experts in professional Takraw or other related sports, and 50 external experts including marketing executives, sport business executives, executives from provincial and local administration organizations and Sports Authority of Thailand. A mail survey was used for data collection through a research tool of questionnaire in July, 2018. After four weeks, 138 questionnaires returned. In addition, the questionnaires were collected by the researcher at professional Takraw clubs and 70 of them returned. Thus, 208 questionnaires were received and usable making a response rate of 92.44 percent. According to Aaker et al (2001) the response rate for a mail survey, without an appropriate follow-up procedure, is not less than 20 percent. Therefore, the response rate of this study is considered acceptable.

### 2. Method

The ordinary least squared (OLS) regression analysis was used to assess all hypotheses in this study. Factor analysis was utilized for construct validity first. The factor analyses managed were done separately on each set of the items describing a specific scale due to limited observations. Employing a varimax, orthogonal rotation, the results showed the principal components factor analysis revealed seven-factor solution. With respect to the confirmatory factor analysis, this analysis had a high potential to expand the component loadings. Hence, a cut-off .40 was adopted (Nunnally, & Bernstein, 1994). Finally, all factor loadings were greater than the .40 cut-off and were statistically significant.

The reliability of the measurements in this study was evaluated by Cronbach alpha coefficients. In the scale reliability, Cronbach alpha coefficients were greater than 0.70 (Nunnally, & Bernstein, 1994). The scales of all measures appeared to produce internally consistent results; thus, these measures were deemed appropriate for future analysis because they expressed an accepted validity and reliability in this study. Table 1 shows the results for both factor loadings and Cronbach alpha for multiple - item scales used in this study.

Finally, the non-response bias was tested for independent two samples. A comparison of first wave and second wave data was recommended by Rogelberg, & Stanton (2007). The test showed that statistics for respondent characteristics (i.e. gender, age, marital status, education level, position, income, and work experience) had no significant differences between the first wave (early) and the second (late) respondents. Therefore, non - response bias was not significant.

**Table 1** Results of Measure Validation

Items	Factor Loadings	Cronbach Alpha
Proactive Governance Polices (PGP)	.540 - .883	.842
Strategy Leadership Vision (SLV)	.824 - .928	.933
Sport Sponsorship Budgets (SSB)	.790 - .917	.903
Sport Image (SI)	.869 - .948	.943
Sportsman Reputation (SR)	.774 - .930	.914
Facility Management (FM)	.844 - .948	.946
Professional Publicity (PP)	.921 - .974	.975
Success of Business Professional Takraw Management (SBT)	.833 - .947	.931

### 3. Questionnaire Development and Variable Measurement

To examine the factors on success of business professional Takraw management mentioned earlier, a questionnaire was developed to assess seven factors (proactive governance policies, strategy leadership vision, sport sponsorship budgets, sport Image, sportsman reputation, facility management, professional publicity).

All items were measured on a 5-point scale ranging from '1= strongly disagree' to '5=strongly agree'. Success of business of Takraw management refers to performance of operation in business professional Takraw management such as good image, reputation, background, working and creative news which had been planned and implemented using management and marketing strategies, including the commitment of the management, the participation of the working group to achieve the desired results (proactive governance policies, strategy leadership vision, sport sponsorship budgets, sport Image, sportsman reputation, facility management, professional publicity). A 5 - item scale was developed to measure success of business professional Takraw management. The executive committee, team managers, sports coaches and athletes, experts, professional, marketing executives, sport business executives, executives from provincial and local administration organizations, who were familiar with the work behavior indicating how the outcome of each item was rating. All items were new scales. The factors on success of business professional Takraw management included proactive governance policies (5 items), strategy leadership vision (5 items), sport sponsorship budgets (5 items), sport Image (5 items), sportsman reputation (5 items), facility management (5 items) and professional publicity (5 items). Finally, scales were created to assess success of business professional Takraw management by 5 items.

OLS is an appropriate method for examining the hypothesized relationship. In this study, the models of the aforementioned relationships are as follows.

$$\text{Equation 1: } SBT = \beta_0 + \beta_1 PGP + \beta_2 SLV + \beta_3 SSB + \beta_4 SI + \beta_5 SR + \beta_6 FM + \beta_7 PP + \varepsilon_1$$

Where, PGP is Proactive Governance Polices; SLV is Strategy Leadership Vision; SSB is Sport Sponsorship Budgets; SI is Sport Image; SR is Sportsman Reputation; FM is Facility Management; PP is Professional Publicity; SBT success of business professional Takraw management.

## Results

**Table 2** Descriptive Statistics and Correlation Matrix

Variables	PGP	SLV	SSB	SI	SR	FM	PP	SBT	VIF
Mean	3.64	3.91	3.81	4.01	3.99	3.98	3.81	3.82	
S.D.	.68	.71	.68	.86	.77	.87	.85	.75	
PGP	1	.615**	.697**	.469**	.584**	.670**	.769**	.743**	3.87
SLV		1	.745**	.696**	.729**	.723**	.768**	.656**	2.62
SSB			1	.890**	.852**	.869**	.907**	.786**	8.50
SI				1	.881**	.861**	.833**	.658**	9.70
SR					1	.912**	.871**	.764**	7.83
FM						1	.921**	.807**	7.00
PP							1	.850**	9.88
SBT								1	

\*  $p < .05$ , \*\*  $p < .01$

In summary, statistics and correlations for all variables are reported in Table 2. It is the descriptive statistics and correlation matrix for all variables. In terms of multicollinearity testing, the resulting variance inflation factors (VIF) are ranged from 2.62 to 9.88, well below the cut-off value of 10 the level as suggested by Mason, & Perreault (1991) to signal detrimental multicollinearity. Thus, there are no substantial multicollinearity problems encountered.

**Table 3** Results of OLS Regression Analysis<sup>a</sup>

Independent Variables	Dependent Variable			
	Success of Business Occupation Takraw Sport Management			
	B	Std.	t	p-value
Proactive Governance Polices (PGP)	.130	.067	1.935	.054*
Strategy Leadership Vision (SLV)	-.019	.055	-.339	.735
Sport Sponsorship Budgets (SSB)	.261	.108	2.410	.017**
Sport Image (SI)	-.382	.107	-3.578	.000***
Sportsman Reputation (SR)	.237	.095	2.482	.014**
Facility Management (FM)	.201	.109	1.844	.067*
Professional Publicity (PP)	.455	.121	3.767	.000***
F = 94.246 p = 0.000 AdjR <sup>2</sup> = 0.759				

<sup>a</sup> Beta coefficients with standard errors in parenthesis, \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

The results of OLS regression analysis of the factors on success of business professional Takraw management (proactive governance policies strategy leadership vision, sport sponsorship budgets, sport Image, sportsman reputation, facility management, professional publicity) are presented in Tables 3. Proactive governance policies have a significant positive effect on success of business professional Takraw sport management ( $b_1 = .054$ ,  $p < 0.10$ ). This is similar to the study of Ong - Arj Kosinkar (2005) indicating that government policies are factors influencing management to be successful. The government sector plays an important role in allocation of budget expenditures for country. Therefore, the government's policy will push or drive the power to make that operation achieve concrete goals. Thus, **hypotheses 1 is supported**. In addition, the sport sponsorship budgets have a significant positive effect on success of business professional Takraw management ( $b_3 = .017$ ,  $p < 0.05$ ). This is in accordance with the study of Rapeepat Duenphensri (2010) indicating that success in professional sports management was due to the cooperation and support from sponsors or sport sponsorship budgets. Hence, **a hypothesis 3 is supported**. Moreover, the sport image has a significant positive effect on success of business professional Takraw management ( $b_4 = .000$ ,  $p < 0.01$ ). This is consistent with Chittima Charayaphan (1996) saying that sport image is an important part of making sports more progressive and successful. Therefore, **hypothesis 4 is supported**. Besides, the sportsman reputation has a significant positive effect on success of business professional Takraw management ( $b_5 = .014$ ,  $p < 0.05$ ). It is similar to the study of Ong - Arj Kosinkar (2005) saying that athlete's factor affects the success of sports management. Hence, **a hypothesis 5 is supported**. Furthermore, the facility management has a significant positive effect on success of business professional Takraw management ( $b_6 = .067$ ,  $p < 0.10$ ). This is consistent with the study of Shank (2009) concluding that modernization of facilities factors influences the physical characteristics of the competition field. Thus, **a hypothesis 6 is supported**. In addition, the professional publicity has a significant positive effect on success of business professional Takraw management ( $b_7 = .000$ ,  $p < 0.01$ ). Hence, **a hypothesis 7 is supported**. Surprisingly, the strategy leadership vision has no significant positive effect on success of business professional Takraw management ( $b_2 = .735$ ,  $p > 0.10$ ). This is because strategy leadership vision cannot implement the direction, mission and operational strategy into action to achieve the success of business professional Takraw management. Hence, **a hypothesis 2 is not supported**.

## Discussion

The finding revealed that sport image and professional publicity were the factors that had the most influence on success of business professional Takraw management. From research hypothesis four and seven, the results showed that the clubs created a trend for fans by athlete and famous coach recruitment which was accepted to develop standards for playing and team managing. Moreover, the clubs had communication and use of various public



media such as television, print, poster, radio, internet, website, billboard, etc. In addition, the research hypothesis three and five, the results showed that sport sponsorship budgets and sportsman reputation were important. The club should have a source of income to support the budget from the fans and sponsors. Furthermore, the research hypothesis one and six, the results showed that proactive governance policies and facility management were clear in promoting and developing sports systematically by agency development and quality personnel of state. Also, the clubs had standard equipment, strong security protection and modern facilities. However, the research hypotheses two, the results showed that the club administrators were lack of leadership and did not focus on developing a participatory management team.

### **Contribution and Future Suggestions for Research**

This study showed the results of factors on success of business professional Takraw management (proactive governance policies, strategy leadership vision, sport sponsorship budgets, sport Image, sportsman reputation, facility management, professional publicity). It provided important theoretical contributions and modification on previous knowledge. The factors on success of business professional Takraw management were defined and employed the contingency theory and management concepts. Contingency theory, the success of the organization depends on the variables which are the basis of situation. The problem solving is not best way, but it depends on situation in determining the decision and appropriate management style. So, executives must try to analyze the situation to the best, which is a combination of concepts and accepting the principles of system relationship. In addition, a management concept of 4Ms consisting of man, money, management and material should be adapted to study the factors on success of business professional Takraw management. Future research for success of business professional Takraw management may be as follows 1) the comparative study of professional sport management style with other popular sports, such as football, volleyball and basketball etc. and 2) the study of factor on success of business professional sport management to find out the most appropriate factor.

### **Conclusion**

This study attempts to determine factors on success of business professional Takraw management. It also focuses on proactive governance policies, sport sponsorship budgets, sport Image, sportsman reputation, facility management and professional publicity leading to success of business professional Takraw management. This study aims at investigating the factors on success of business professional Takraw management. It can be concluded that the proactive governance policies, strategy leadership vision, sport sponsorship budgets, sport Image, sportsman reputation, facility management, professional publicity have a positive effect on success of business professional Takraw management. On the other hand, strategy leadership vision is not clear because of policy and management method of club

administrators. This study contributes significantly toward understanding how success of business professional Takraw management of the club is.

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Received: February, 19, 2021

Revised: May, 14, 2021

Accepted: May, 18, 2021