

SPORT DEVELOPMENT IN KUWAIT: PERCEPTION OF STAKEHOLDERS ON
THE SIGNIFICANCE AND DELIVERY OF SPORT

DISSERTATION

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By

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ABSTRACT

The current study analyzed the perceptions of 402 stakeholders of Kuwaiti sport regarding the importance of three domains of sport (i.e., mass sport, elite sport, and commercial sport), and the relative emphases to be placed on each of these domains. The respondents were also asked to indicate the organizational forms (public, nonprofit, profit, public-nonprofit combine, and public-profit combine) best suited to deliver related sport services in the country. The stakeholder groups were administrators of federations (n = 57), administrators of clubs (n = 80), administrators of youth centers (n = 50), coaches of clubs (n = 78), coaches of youth centers (n = 57), and elite athletes (n = 70). The gender distribution of the respondents was 355 males and 47 females. They ranged in age from 19 years to 70 years for a mean of 39 years. The statistical procedures included exploratory principal component analysis, computation of Cronbach's alpha, multivariate analyses of variance (MANOVA) followed by univariate analyses (ANOVA), and chi square analyses.

The results provided support for the subscale structure of survey instrument modified from Cuellar (2003). Further analyses indicated that the six groups were almost unanimous in considering elite sport as more critical than the other two domains of sport. However, when forced to allocate relative emphases to be placed on the three domains, the respondents expressed that greater emphases should be placed on mass sport than on either elite sport or commercial sport. The respondents also chose the Public organizations and the Public-Nonprofit Combines as the most suitable to deliver most of the sport related services. Participants favored the Profit organizations in partnership with

Public organizations to build and maintain sport facilities for Elite Sport. These results were interpreted as manifestations of Islamic and Arabic traditions which favored mass sport. Further, the choice of the Public organizations in combination with Nonprofit organizations to deliver most of the services was seen as a reflection of the current practice of Public organizations providing almost all sport related services.

Dedicated to my family
father, mother, siblings,
and my sons.

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CHAPTER 1

INTRODUCTION

The state of Kuwait (Dawlat al-Kuwayt) is situated on the North West end of the Arabian Gulf surrounded by Iraq to the North and Northwest, and the Kingdom of Saudi Arabia to the South and Southwest. Its eastern coastal area extends on the Arabian Gulf to about 290 kilometers. The country is also surrounded by a number of islands namely: Failaka, Miskan, Ummul Maradim, Auha, Kubar, Ummul Naml, Warba, Bubiyan, and Karourah. The area of the country is about 6,880 square miles, which is slightly smaller than the state of New Jersey.

The population of Kuwait in 1999 was 2.274 million with Kuwaitis constituting 35.1% of the total (798,200) and 64.9% were non-Kuwaitis (1.476 million). The population of the country is made up of 80% Arab (Kuwaitis, Egyptians, Syrians, Iraqis and Palestinians, etc) while the rest are mostly Asians (Indians, Chinese, Koreans, Japanese, etc) and Iranians (Ministry of Information, 2002). The country has a workforce of 1.214 million. The capital, Kuwait City, has a population of about 238,000. The population of the country has an annual growth rate of 3.38% (UNDP, 2002). Although Arabic is the official language, English is widely spoken (Information & Public Affairs Dept. 2003).

Political Landscape of Kuwait

The government is a Constitutional Hereditary Emirate with the executive branch headed by the Emir (as head of state); the legislative branch is made up of an elected National Assembly (Majlis al-‘Umma) of 50 members; the judiciary consisting of low courts and a High Court of Appeal. As an Emirate, the Heir Apparent (the Crown Prince) who assumes the role of Prime Minister is appointed by the Emir with the approval of the National Assembly (Ministry of Information, 2002). He is also President of the Supreme Defense Council, the Supreme Petroleum Council, the Civil Service Commission, and the Higher Housing Council. The Crown Prince has the role of nominating the ministers of state for the approval of the Emir. Executive authority is vested in the Council of Ministers and the Prime Minister. The legislative branch is made up of an elected National Assembly (Majlis al-‘Umma) of 50 members who serve a 4-year term. There are no political parties in Kuwait (Behbehani, 1992). The government is highly centralized but has 6 decentralized governorates or districts: Al’Asimah, Hawalli, Al Ahmadi, Al Jahra’, Al Farwaniyah, and Mulbarak Al-Kabir.

Sport in Kuwait

Some of the social rites that have stood the test of time include traditional Kuwaiti food, sports, and family life. While certain aspects of society, such as national dress, have changed little over time, others, such as society’s leisure activities, seem to change with each generation. To most Kuwaitis who support tradition, modern sport activities do not represent a diverse and independently legitimized system from a cultural point of view. To them, the social structures inherent in sport do not exist independently of general social circumstances.

For example, in Kuwaiti culture, traditional sport activities such as horse racing and falconry are important features of the sport landscape. Riding, shooting, swimming, hunting, fencing, running, and wrestling are some of the several physical activities reflected in the Koran and Hadith (Anabar, Becker, & Messing, 1992) are popular sports in Kuwait even today. These activities have been regarded primarily as means of both pre-military training and for the maintenance of good health.

Currently, sport has taken its rightful place in Kuwaiti society. Under the auspices of the Public Authority for Youth and Sports and the semi-autonomous Kuwait Olympic Committee (KOC) provision has been made for the establishment of a wide range of sporting activities and facilities throughout the country. Several opportunities have also been created for participation of clubs and sportspersons in international competitions.

Current sporting activities in the country include: (a) Indoor Sports: Ice-skating, Bowling, Darts, Table Tennis, and Martial Arts; (b) Outdoor Sports: Water Sports, Diving, Athletics, Team Sports, Golf, Tennis, Motor Racing and Horse Racing. Swimming, Sailing, and Scuba Diving are also practiced. Horse-riding clubs flourish in the winter. The popularity of soccer sport in Kuwait and the unlimited official support for it has led to outstanding successes internationally. The National Soccer Team has achieved remarkable success at 1 international level and Arab countries. Equestrian sport has also achieved impressive overseas successes where Kuwait's show-jumpers have captured several gold, silver, and bronze medals in Asian Games, and at Arab Equestrian Championships.

Administration of Sport in Kuwait - A Historical Perspective

In 1952, the Kuwaiti Sport Union (called Etihad el Riadi) was formed, as was the first public authority to supervise sport and the different sport championships for youth. At that time Kuwait supported sport with funds from the Department of Social Affairs and Labor (Behbehani, 1992). Subsequently, foreign trainers were brought in to train the Kuwaiti athletes, and the youth were encouraged to participate in international competitions. During this period, the “Al Maaref” Department (currently known as the Ministry of Education) took charge of supporting the “Etihad el Riadi” financially and physically through the provision of technical expertise until the Labor and Social Affairs Department was established and all sports federations became part of it. This was the organizational form for the sport federations until they were separated to form an independent organization in 1957 under the Ministry of Social Affairs and Labor. Beginning in 1961, however, there was a pressing need for laws to regulate public sport activity with regard to the foundation, management, and funding of club activities. This led to the inclusion of sport activities as part of school curricula (Hashem, 1997). Youth centers were established, sport teams were formed and national clubs were granted financial and spiritual support by the government.

Certain political and social trends in the Arabian peninsula and the world in general had an impact in the psychosocial development of sport in Kuwait. Most Kuwaiti sport federations began to be affiliated to international sport federations (beginning with soccer in 1961), the Asian Sport Federation (in 1964), and the Arab Sport Federation (in 1974). A new Eithad el Riadi was established, receiving legal backing in 1969 and being confirmed by parliamentary approval through a decree (Law 42 of 1978, Number 79/95

dated on 10/12/97) (Hashem, 1997). The Kuwaiti government has since been eager to support all sport institutions by (a) providing subsidies or grants for the purposes of maintaining sport institutions, rewarding trainers, and giving out prizes; (b) providing grants for sport missions and funds for participation in international sport events; (c) establishing sport institutions for all sports, and (d) encouraging Kuwaiti women to practice some sport and participate in championships (Information & Publication Affairs Department, 2003). To provide more autonomy to the sport organizational structure, the government in 1992 placed sports under the auspices of the Public Authority for Youth and Sport which is concerned with the physical and psychological development of youth in the country (Hashem, 1997). This authority has been charged with the development, support, and spread of sport in Kuwait according to the principles of the International Olympic Committee (IOC) such as:

1. Sport Movement Development
2. Establishment of Sport Clubs and Youth Centers
3. Participation in International Competitions

The Establishment of Clubs and Youth Centers

The state's interest in youth has greatly contributed to the increase in the number of sport clubs and youth centers. The number of sport clubs increased from 8 in 1956 to 23 in 2003 (see Appendix A) including one for women (Al-Fatat Sport Club).

Most of these club centers contain an Olympic swimming pool, a multipurpose indoor sports hall, tennis and squash courts, and grounds for other sports. Similarly, the number of sport unions or federations reached 15 in 1998 (see Appendix B).

Youth centers allow their members to participate in all sport, social, and cultural activities through their programs. These programs include competitions and meetings that encourage the youth to practice their hobbies and gain leadership experience. The government supplies these centers with technical, structural, and managerial assistance (Information & Publication Affairs Department, 2003). The number of youth centers has increased from two in 1963 to 15 in 2003 (see Appendix C) with over 13,500 members (Information & Publication Affairs Department, 2003). In addition to youth centers, there are 8 women's centers (see Appendix D) specifically designed to serve more than 9,000 women a month. The youth centers for women offer the practice of almost all sports for females and encourage them to participate in sport activities. There are also 12 public parks with facilities for sport (see Appendix E) which allow for non-gender bias usage. In 1994, the Kuwait Disabled Sport Club was founded, and its membership reached 923 in 1998 (Information & Publication Affairs Department, 2003). In comparison to other sporting clubs, the Kuwait Disabled Sport Club receives its highest financial support from individuals and companies rather than from the government.

Participation in Foreign Championships

The country's first participation in an international tournament was in the first Arab Sports Tournament held in Alexandria in 1953 (Behbehani, 1992; Hashem, 1997). The first tournament ever organized by Kuwait was the First Arab Schools Tournament in 1963. In 1980, the Kuwait National Soccer Team won the Asia Cup after qualifying in two previous tournaments in 1972 and 1976. In 1981, the Judo national team won four medals in Asia Judo Championship. Kuwait has achieved many sport victories and

landmarks since this period, the most notable being the qualification of the national soccer team to the prestigious World Cup Championships in 1982 (Ministry of Information, 2002). Between 1970 and 1998, the Kuwait National Soccer Team dominated the bi-annual Gulf Cup championship in soccer by winning the cup a record 9 times. Three third place finishes were obtained in soccer in the Arab Cup in 1964, 1992, and 1998. Success in soccer was again obtained in the Asian Games in India (1982) and Thailand (1998) with the silver medals while in South Korea (1986) and Japan (1994) Kuwait won the bronze medals. At the West Asian Games in Kuwait in 2002, the national soccer team won the gold medal.

The government has made a conscious effort to provide several facilities for relaxation and entertainment for the populace by establishing the Tourism Enterprise Company (Ministry of Information, 2002), which has been charged with providing and managing recreational enterprises along with various hotels and resorts. Two ice-skating rinks, the first in the Gulf and the Middle East regions, provide opportunities for those who love to skate year round. Several recreational activities have become a common passion for the youth especially who have created a lifestyle, generated by the trappings of relative wealth that allows sport to be mixed lavishly and spiced with Kuwaiti culture.

Organizational Structure

The improvement of the administrative structures in Kuwait has been closely related to the country's historical development as well as international socio-political and economic development trends. When the country was established, its administrative system was simple and traditional as the ruler would run the country through direct

contact with the people during daily council meetings. The discovery of oil brought in a new era of administrative restructuring in all spheres of governance beginning with the establishment of the Supreme Executive Commission in July 1954. This Commission was tasked to reconsider the governmental structure by looking at global political and administrative trends and make recommendations for change. Through the commission's recommendations, administrative structures were expanded to include three distinct administrative units: major executive administrative authority (Ministries), technical administrative support units, and consultative authority (planning, organizing and consultative bodies) (Ministry of Information, 2002). This structure has become evident in all administrative bodies in Kuwait including those responsible for the promotion and development of sport. The restructuring of the sport sector in the 1990's was apparently influenced by the trends identified by Wagner (1990). For instance, Wagner identified a number of trends occurring simultaneously in international sport such as (a) globalization; (b) the generation of worldwide interest; (c) growing awareness of the political importance of sport; (d) the rise and power of the mass media; and (e) the growth of hitherto unknown forces in the competitive environment (e.g., Turkey, Cameroon, and Senegal in world championship soccer; Thailand in Olympic Games boxing.) as having an impact in the development of sport worldwide.

Public Authority for Youth and Sport (PAYS)

The Public Authority for Youth and Sport was founded on August 10, 1992 through Decree No. 43 of 1992 (Hashem, 1997) which describes "the role and powers of the PAYS" (p. 169). The purpose of this department is as follows:

(1) to implement public policies in the fields of youth and sport, and to direct or

- supervise plans and projects with intent to developing a national sport culture in these fields that reflect the aspirations of the people of Kuwait;
- (2) to infuse the national culture into all aspects of youth and sport development and to promote the PAYS locally and internationally;
 - (3) to develop the youth according to the religious and behavioral values of the community;
 - (4) to prepare and train the youth to share in different public services that benefit their nation as well as develop their youthful capacities and talents;
 - (5) to develop sports programs and activities, and provide the necessary infrastructure appropriate to individual capacities and according to public policy;
 - (6) to provide adequate opportunities to develop good citizenship necessary to inculcate good character development, patriotism and loyalty to the country to be manifested in domestic and international competitions in the fields of youth and sport;
 - (7) to organize festivals, sport demonstrations and championships to enforce competitive spirit among the youth while providing rewards to motivate and encourage good moral values in the fields of youth and sport;
 - (8) to encourage and promote research and studies that would promote and develop the youth and sport at all levels as well as international relations in these fields.

Developing Relations with the Youth of the World

The Public Authority for Youth and Sports is charged with the development and promotion of the youth of Kuwait and sporting relations with the youth of other countries in order to boost political relations and friendship among the youth of the world.

It is also tasked to help the youth exchange and acquire life and sporting experiences. The Authority executes its policies through (a) entering into mutual cooperation agreements to execute social, cultural and sport programs and activities, (b) exchanging youth visits among the membership of youth centers and providing opportunities for the youth to meet and interact, (c) sharing in international work through youth camps and festivals, and (d) participating in youth and sports conferences and meetings.

Despite the advances that have been made in programs and administration of them, Kuwait's performances in international sport competitions, although encouraging, do not reflect the overabundance of sport facilities and the financial and physical investment put into sport development and promotion in the country. One reason attributed to this inadequacy is that most sport activities remain more as recreational and leisure activities than as competitive (except for soccer, equestrian sport, and swimming) or commercial entities. Another reason is that current organizational structure of sport in the country is politically controlled. The current framework provides many opportunities for politicians to use sport as a stepping stone to higher levels in politics and public life. Since sport is financed primarily by public sources, political actors strive to satisfy their political agendas by providing funds for most sport activities only to advance their political ambitions. Under such conditions, there seems to be an overemphasis on Mass Sport, inadequate emphasis on Elite Sport, and a disregard of Commercial Sport. This condition has favored those sport organizations with political clout and vested interest in maintaining the status quo. Thus, the management of several sport federations and sports clubs have been undermined and made to surrender their own independence to the whims and caprice of their member politicians. Any transformation of the sport system in

Kuwait must begin with research analyzing the perceptions and preferences of significant stakeholder groups. The current study analyzes the perception of individual actors within Kuwaiti sport such as administrators of sport federations, coaches, and athletes concerning the role of sport and the organizational forms best suited to deliver given sport services in the country.

Issues in Kuwaiti Sport

The organizational structure of sport in Kuwait does not seem to reflect any meaningful long-term perspective for development especially when political leaders use the organizational structures within the industry to satisfy their own political agendas. It appears some sport organizations and sport clubs have lost their independence by succumbing to political manipulations and personal aggrandizement of some sport leaders. There appears to be subversion by powerful individuals who subjugate themselves to royal authority in order to gain some political influences and power.

An important phenomenon in Kuwaiti sport is that the institutional structure that has emerged over time has a history, which has a profound influence on the perception of most stakeholders of sport. Sport leaders have developed managerial habits, traditions, or cultures that cause them to be resistant to any changes in organizational and administrative structures and/or processes. For example, the over-reliance on government grants alone for the development and promotion of sport in the country has probably created a culture that is resistant to professional and business-like management practices, and the institutionalization of these practices in the established organizational and administrative structures. As a result, current organizational and administrative structures have been adopted and defended as political strategies, as taken-for-granted, or

as a means of promoting unquestioned loyalty to the government and implicitly to the royal household. Another example is that the dependence of sport organizations entirely on the government has led to circumstances where explicit government policy is linked to its financial contribution to sport. The resultant organizational bureaucracy has, therefore, become resistant to any organizational change and antagonistic to professionalization of the management process. Therefore, any structural changes to the organizational and administrative processes must take into account an understanding of the current structure that is based on past practices and conventional cultural wisdom.

With the influence of politicians, the government, and the royal household, the decision making process has become an entrenched bureaucratic system impervious to change. In the current bureaucratic structure, authority resides, not in the position in the organization but in the person who occupies it. The structure resembles a “traditional authority based on customs and precedence” where those within the top hierarchy of authority hold absolute power which they use to recruit people for the organizations under their control based on social ties rather than on technical competence, for the sake of political expediency. As a result, the government and politicians do not seem to induce constructive contributions from other stakeholders of Kuwaiti sport.

Vision of Sport in Kuwait

As noted earlier, there is a need to articulate a clear vision for sport in Kuwait and to identify the activities and/or programs to achieve that vision. This is the essential feature of strategic management. To paraphrase previous researchers (Pierce & Dunham, 1990, p. 170; Megginson et al., 1992; p. 197), strategic planning in the present context

would be aimed at achieving an overall integration of a nation's internal organizational units and integrating their efforts and programs to achieve the national vision for sport.

Strategic planning includes defining the national vision for sport, setting the objectives, and developing strategies to achieve those objectives. It also involves capitalizing on the opportunities and overcoming the obstacles. This research would assess the selected of stakeholders visions for sport in Kuwait (i.e., their perception of the directions that sport in Kuwait could take), and their perceptions of the appropriate organizational forms that could facilitate the achievement of that vision.

Literature abounds with studies of sport in many countries. Most of them, unfortunately, are focused on large and/or industrialized nations that have done very well in international competitions (e.g., the U.S.A. the former Soviet Union, United Kingdom, and former East Germany). Studies of sport in small nations are rather limited. A notable exception is that of Cuellar (2003) who studied sport development in Belize. Cuellar studied the perceptions of significant stakeholders regarding two significant directions that the development of sport in Belize could take. The first issue was on the relative emphasis to be placed on the three domains of (a) Mass sport (i.e., facilitating the participation of the public in sport), (b) Elite sport (i.e., the promotion of excellence in various forms of sport), and (c) Commercial sport (i.e., commercialization of excellence as entertainment to spectators). The second area was concerned with the delivery of services related to the three domains of sport. More specifically, Cuellar asked her respondents to indicate which organizational form would be best suited to deliver the services related to each of the three domains of sport. She found that the respondents perceived Mass and Elite Sport to be more critical than Commercial Sport. They also

avored the public-nonprofit combine form of organization to deliver Mass Sport services, private for-profit organization to deliver Elite Sport services, and private for-profit to deliver Commercial Sport services. The proposed study is, in fact, a replication of Cuellar's research in the Kuwaiti context, and it addresses similar questions.

Role of Sport in Society

The efforts to develop sport in a country should first consider the functions of sport, and decide on the relative emphasis to be placed on those functions. The positive effects of sport and physical activity in terms of psychomotor development, knowledge of sports skills, affective development, health and well being, and appreciation for sport had been well documented. It has been shown that regular participation in sport and physical activity improves the health and well being of individuals. Chelladurai (1994) based his effort to define the field of sport management on the various motives of participants in sport and the various functions that sport serves. These motives and functions are served by the various services offered by sport organizations. Thus, in his view, the field of sport management can be described in terms of the production and marketing of those services. Accordingly, he categorized the services into those that reflect the pursuits of pleasure, skills, excellence, and health and fitness.

While these services are collectively labeled participant services, Chelladurai noted that the pursuit of excellence (known also as elite sport or top sport) leads to what he calls spectator services. That is, while excellence in any activity is highly valued, excellence in some sports is more attractive to watch than others in a given context (e.g., football in the United States and soccer in the rest of the world). This spectator appeal makes excellence in such sports susceptible to commercialization (where a fee is charged

for watching the competition in the sport). Chelladurai called the services in this regard as spectator services. The classification of participant services, elite services, and spectator services parallel the distinctions made variously among mass sport, elite sport or top sport, and spectator sport or commercial sport. Cuellar (2003) used these three labels to refer to the functions of sport in a society.

Mass Sport: As noted, mass sport relates to the arena where facilities and opportunities are offered for the public to participate extensively in some form of sport and physical activity. Nonprofit organizations such as the schools and universities and municipal recreation departments may provide the facilities and organize programs to facilitate such participation. Such programs may be aimed at training the participants in the skills and tactics of the sport, educating the teachers and coaches, and recruiting and organizing officials for the competitions. It is also necessary to encourage the public to engage in sport and physical activity. The promotion of participation in sport is the major thrust of programs like the “Sport for All” movement of the United Nations, and participation program of the Government of Canada (Cuellar, 2003).

Elite Sport: As noted, those who attain excellence in sport are elevated to the elite status. Elite sport (i.e., pursuit of excellence) is characterized by a devotion, dedication, and sacrifice, and extraordinary expenditure of effort, time, and resources (Chelladurai, 1994). Organized competitions become a necessity in elite sport because excellence can be demonstrated only through winning in orderly competitions against worthy opponents. Further, varying levels of these competitions would reflect the varying levels of excellence achieved (e.g., high school competitions versus Olympic competitions).

Chalip (1996) has noted that demonstration of excellence through victories in international sport competitions is a source of national pride and prestige, and national solidarity.

The promotion of elite sport takes several forms. In the United States, elite sport or pursuit of excellence in sport is fostered largely by athletic departments in high schools and universities. There are some sports (e.g., boxing) that are developed by private clubs. Ultimately, it is the national sport governing bodies that represent a sport in the international arena as required by the International Federations and the International Olympic Committee. The national sport governing bodies in other countries are mainly responsible for promoting excellence in their respective sports in several countries. In these countries scholastic and collegiate sport have not taken roots in those countries as is the case in the United States. Unlike in the United States, the governments of these countries (e.g., Australia, Canada, Cuba) are actively involved in promoting Elite Sport (Cuellar, 2003).

Commercial Sport: While excellence in all forms of sport is exciting to watch, only some sports in specific contexts have the potential to be commercialized (Chelladurai, 1994). That is, the public would be willing to pay for the opportunity to watch excellence in selected sports. For example, cricket is commercialized in former colonies of the British empire while it does not have a following in the United States either as a participant sport or spectator sport. As noted, soccer is the most popular sport in Kuwait and it is also a spectator sport. Commercial sport requires that a specific number of teams form a league, and arrange orderly and lengthy schedule of competitions among themselves. Further, there must be quality stadiums and arenas to accommodate

the spectators; efficient management of the events (i.e., competitions); and promotion of the events (Cuellar, 2003). It must be noted that while profit-oriented professional sport franchises are most involved in commercialized sport in several countries, nonprofit organizations may also engage in commercializing the excellence they produce.

Intercollegiate athletics in the U.S. is a glorious example. Till recently, private nonprofit soccer clubs in Europe have been successfully running commercialized soccer. The international sport governing bodies and the International Olympic Committee are other examples of nonprofit organizations generating money through commercializing the sports under their jurisdiction.

Relative Significance of the Domains of Sport: As noted by Cuellar (2003) formulating a strategic vision for sport in a country like Kuwait requires that the relative importance attached to the three domains of sport attached by significant stakeholders be explored. This proposed study will address the issue and seek the opinions of key stakeholders in Kuwaiti sport about the relative importance to be placed on the three domains of sport - mass sport, elite sport, and commercial sport.

Organizational Forms: Equally important in formulating a strategic plan for national sport is the consideration of the organizational forms that are best suited to promote each domain of sport and offer the services appropriate to each. The organizational forms can be classified as (a) public or government agencies such as Sport Canada, (b) private- profit organizations such as commercial fitness clubs and professional sport franchises, and (c) private nonprofit organizations such as the athletic departments in American universities, sports clubs, and sport governing bodies. It is

customary to distinguish between public sector organizations (i.e., government agencies) and private sector organizations (nongovernmental organizations whether profit oriented or not). There is also the emergence of the third sector organizations where the government subsidizes existing or newly created private sector organizations for providing much needed products for the community in question (Chelladurai, 2001). The Canadian government through its agency Sport Canada funds the Canadian national sport governing bodies so that they will promote the pursuit of excellence. These efforts have been copied in United Kingdom and Australia. Cuellar (2003) used the label For Profit-PublicCombine to denote the arrangement where the government would finance a private profit-oriented organization to carry out some functions to promote one or more of the three domains of sport. She called those instances where the government subsidizes the private nonprofit organization as Nonprofit-Public Combine. The present study would follow this format and elicit the perceptions of key stakeholders in Kuwaiti sport on the suitability of these organizational forms to deliver the services associated with each domain of sport.

Statement of the Problem

The primary purpose of the study is to assess the relative importance attached to the three domains of sport - mass sport, elite sport, and commercial sport - by key stakeholders in Kuwaiti sport - administrators, coaches, and athletes. In addition, the study will also elicit respondents' perceptions of the appropriateness of specific

organizational forms (i.e., public, private for profit, private nonprofit, profit-public combine, and nonprofit-public combine) in promoting one or more of the three domains of sport.

Research Questions

The following research questions are advanced to guide the present study:

1. What are the perceptions of Kuwaiti sport leaders and athletes regarding relative significance of Mass, Elite, and Commercial sport in the country?
2. What are their perceptions of the relative emphases to be placed on the three domains of sport in the country?
3. What organizational structures or organizational forms are perceived to be best suited for the promotion of the three sport domains?

Limitation of the Study

The limitation of this study is the use of only sport leaders (administrators and coaches) and performance-oriented athletes as respondents. As such, the results of the study would not reflect the views of the general Kuwaiti population.

Definition of Terms

The following terms are defined in the way that they are used in this study:

Mass Sport: Refers to those sport opportunities and facilities offered for the public to participate extensively in some form of sport and physical activity. It is the major focus of such programs dubbed “Sport for All” (Cuellar, 2003).

Elite Sport: Often referred to as sport for the pursuit of excellence (Chelladurai, 1994), the term is used to describe those activities where excellence is pursued and demonstrated in organized competitions and where winning are emphasized amongst skilled opponents, (Cuellar, 2003).

Commercial Sport: It refers to those sport activities which require spectators to pay for the opportunity to watch excellence in competitions in a sport. This requires that the competitions or activities be organized in quality sport arenas to accommodate spectators, be efficiently managed, and be well promoted (Chelladurai, 2001; Cuellar, 2003).

Public organization: National, provincial or state governments or their agencies “that provide services to the public” (Cuellar, 2003: p. 22).

Private for-profit organization: An organization owned and operated by private owners or shareholders engaging in commercial activities for the purpose of making profit for the shareholders (Cuellar, 2003“ p.22).

Private nonprofit organization: An organization “owned and operated by members providing services for the benefit of members and/or clients” (Cuellar, 2003: p. 22).

Public- Profit Combine: An arrangement where “a private for-profit organization is funded by the [national or state] government to provide specific services to the public” (Chelladurai, 2001; Cuellar, 2003: p. 22).

Public- Nonprofit Combine: An arrangement where “a private nonprofit organization is funded by [the national or state] government to provide specified services to the public” (Cuellar, 2003: p. 22).

Organizational form best suited to serve mass, elite, and commercial sport services: This is defined as “the frequency with which each of the five organizational forms [public, private for-profit, private nonprofit, combination of public for-profit, and combination of public nonprofit] is selected [by research participants] as best suited to deliver the listed services” in the research instrument (Cuellar, 2003: p. 21).

CHAPTER 2

LITERATURE REVIEW

This chapter reviews current literature relevant to the study. It examines past trends and directions of emphasis of sport in Kuwait. Secondly it examines how current sport structures have changed in the past and may change in the future. Thirdly, it identifies and categorizes the country's current organizational strengths and weaknesses as well as its opportunities and threats. It is assumed that a classification of current organizational strengths will allow Kuwaiti sport bodies to identify and reinforce their sense of competence in managing their weaknesses and threats. It will also stimulate the search for opportunities that can be exploited to draw new strategies for accelerated sport development. Lastly, since the operating environments of sport organizations are complex, the section will review the political, financial, and cultural implications of sport organizational restructuring. It is assumed that organizational, stakeholder, and resource analysis may help clarify the roles expected of each in any structural reforms.

Historical Development of Sport in Kuwait

Kuwait's sports movement is relatively young. A culture of sports and physical activities had existed before independence with pearl diving, falconry, and camel riding as major recreational activities. Physical activities and strength and endurance activities

were essential to the early settlers for individual and group survival. They learned at an early age how to ride camels and horses as well as how to fight and hunt to insure survival, protection, and socialize the individual into the dominant social value system. Their primary leisure activities consisted of breeding and racing camels and horses, hunting, sword fighting, folk dancing, folk music, folk poetry, and story telling.

The historical tradition of Kuwaiti sport mirrors both the geographic location and the topography of the country. Its positions in the Arabian Gulf stimulated people to earn their living from the sea (diving for pearls) and learn to swim and to dive; while the desert condition of the interior was conducive to riding, hunting and shooting. These traditional pursuits preceded the discovery of oil. However, the specific origin of sport in Kuwait remains largely unknown (Behbehani, 1992). More organized forms of sport, however, has been categorized in literature into a historical time framework as follows: Pre-Independence era (1930-1960) (Behbehani, 1992; Shetlh & Abdul-Majeed, 1983), Post-Independence (1961-1990) (Behbehani, 1992), eras beginning with the arrival in the early 1930's of the British, and the Present (1991-2000) (Ministry of Information, 2002).

Pre-Independence Sport (1930-1960)

This period marked the introduction of soccer into Kuwait by early employees of British companies and British naval personnel. Played usually at the beach and in open spaces near oil fields, this game was an immediate attraction to Kuwaiti youth who had hitherto been restricted to the “traditional sea and desert pursuits and relay type running contests” (Behbehani, 1992:79). An ad hoc soccer team was formed by Al-Sedrawa in 1932 after a visit to India where he was impressed after watching some games played by British army personnel stationed there. With the exposure of the game to some Kuwaitis

who played with British company teams, the game rapidly gained prominence in the country (Behbehani, 1992; Shetlh and Abdul-Majeed, 1983). After the introduction of formal western education system in Kuwait, in 1936, sport was introduced into the school curriculum, because scholars and teachers realized the importance of sport and physical activities in the total development of Kuwaiti students. The sport movement witnessed more expansion in schools in the 1940s under the supervision of Sheikh Abdulah Al Jaber Al Sabah, who showed a passion for sport promotion as the Director of the Department of Education. He devoted time and resources to recruit several qualified physical education personnel from neighboring Arab States to help promote his agenda. The most notable of those recruited was Mohammed Al-Magrabee who is credited with the introduction of several sport activities to students at Al-Mubarakiiyya School as a complement to the physical exercises and calisthenics practiced as part of the regular physical education program (Behbehani, 1992; G.C.C. 1985). The period also marked the establishment of a “scout group” with the principal objective of identifying youthful talents and providing them with adequate training to participate in competitive activities.

The first club in Kuwait, “Al-Adabe Club”, was established in 1938 with Sheikh Abdulah-AlJaber as the Chairman. This club was first designed and established as a literary club but later infused sports into its programs while encouraging its members to participate in sport and to form teams to compete with those established within the British-managed foreign companies. Shetlh and Abdul-Majeed (1983) identified the competitive league system for all sport clubs in Alahmadi City which was sponsored by the Oil Company in 1950 as the first officially organized competitive system in Kuwait. The success of this competition influenced the establishment of a National Federation, at

the close of 1950, that was mandated to administer all sporting activities, organize competitive league systems and solve all relevant problems associated with its new function. The Education Department under whose umbrella sport was organized and administered initially provided financial support to the new Kuwait Sport Federation which had the following objectives:

1. To coordinate the activities of all sport organizations, and to provide them with assistance in finding solutions to any problems or obstacles they encounter.
2. To infuse modern concepts into the development of sports.
3. To draw up the rules and regulations for all sport activities in the country.
4. To organize national sport leagues and encourage international participation.
5. To encourage affiliation of national sport associations with international sport federations.
6. To foster fraternal sporting relations between Kuwait and other countries, especially with other Arab countries (see Behbehani, 1992: 80-81; Saber & Jbarh, 1976: 395-396).

The first sport club to be founded (in the 1940's) was called "Alahle". However, it was not well organized before the establishment of the Kuwait Sport Federation. From its initial base in a member's house, operating with small membership fees and a single field as the playing area, the club soon expanded and began to organize itself along modern lines with an organizational "structure of responsibility" (Behbehani, 1992: 81). Other clubs established in the 1950s in Kuwait; included: Al-Orubh, Al-Shargee, Al-Tawen (1950), Al-Jazerh (1953), Al-Khleej (1953), and Al-Nhatha (1953) (Behbehani, 1992; G.C.C. 1985).

As noted earlier, the original support for these sport clubs came from the Education Department, which has played a key role in the development of sport in Kuwait. The Department provided grants initially and continued to increase its support with the expansion of the sport federation's programs. As school competitions developed, they attracted large crowds of spectators. The Department established its own team to compete in the national club programs. In 1953 the Department sponsored teams to the first Arab School Games in Alexandria (Egypt). Significantly clubs began to recruit their players from educational institutions, as well as engaging physical education teachers to work as coaches. An influx of membership enrollment in most sport clubs created management problems that went beyond the control of the Education Department. As a result, many of its responsibilities were transferred to the Department of Social Affairs (established in 1954), which gradually assumed total control in directing sport in Kuwait. Sport Affairs were placed under the Division of Social Services, with the following aims:

1. To raise the level of sport in all clubs by training athletes to compete at higher levels
2. To develop cultural awareness and to organize related cultural programs.
3. To encourage the profitable use of leisure time by all Kuwaitis. (Department of Social Affairs, 1957: 24).

A new special sports federation was set up, consisting of the Soccer Federation, the joint Basketball and Volleyball Federation, and the joint Track and Field and Cycling Federation. This new sport federation, constituted in 1957, later metamorphosed into the Kuwait Olympic Committee (KOC), with the three above federations fused together as a

national assembly for the new National Olympic Committee. Jasem Alqutamee was elected as the first president of this new sport body that was made to operate under the Department of Social Affairs (Shetlh and Abdul-Majeed, 1983).

Another major development took place in 1958 when Sport Affairs Unit was placed under the direct supervision of a sub-department under the Department of Youth Affairs. In the same year, the first council of the Olympic Committee met, with Essa Alhmed as its new president, and elected six other members and two representatives of the Department of Social Affairs and the Education Department to serve as members of the Executive Committee (Abdul Jaleel, 1982; Behbehani, 1992).

The development of sport accelerated with increasing provision of facilities and a broadening range of sporting activities which attracted an enthusiastic public response, especially from the youth, who were principal beneficiaries of the sports facilities that were provided mainly in newly built schools. However, on February 23, 1959, the Director of the Social Affairs Department, Sheikh Sabah Al-Ahmad, disbanded all clubs. This startling development was attributed to the government's suspicion of "subversive political activity within the clubs" (Behbehani, 1992: 83). The immediate cause was attributed to a speech, regarded as politically unacceptable, which had been delivered by a sports leader at a speech festival in Shweak Secondary School on the occasion of the commemoration of the anniversary of the union between Egypt and Syria (Sabre & Jbarh, 1976).

With the disbandment of sport clubs, the only options available to the youth were to meet informally for recreation in the streets and on school playing fields during the day and academic year respectively; in "*Diwaniyas*" at night; and by the sea during the

summer vacation. According to Abdul Jaleel (1982 and Behbehani, 1992), this situation continued for nearly two years until certain “highly respected members of the society” (Kuthear Almeshan, Fahad Almarzoq, Khaled Alhamed, Bader Almaghwee, and Hamed Abdul Salam) prevailed upon Sheikh Sabah to allow the re-opening of all the disbanded sporting clubs. The clubs were re-opened with the proviso that all such clubs change their names and alter their roles to meet only social needs. Also resulting from the appeal was the setting up of a higher Committee under the chairmanship of Sheikh Sabah, to draw up rules and regulations and to issue a single law to bind the activities of all clubs. The members of the committee included: Hamed Al Essa, Abdul-azez Al Sedrawee, Mohammed Al Hbeshee, Ead Al Hamed, Fahad Alamzoq, Kuthear Almeshan and Kaier Abu-Aljban. Sport clubs were re-established while some of the old ones either merged or changed their names (Khaleej and Alorubh became AL Arabi; Aljazerh became Qadessia; and Alahli became Kuwait) (Abdul Jaleel, 1982). Consequently, new legislation was drafted and decisions made to re-organize sport throughout the country.

Post-Independence Sport: (1961 - 1990)

After the Declaration of Independence in 1961, the general elections in Kuwait set up the first National Assembly, which was required to draft the constitution and to exercise control over various Ministries/departments. The Department of Social Affairs was re-designated the Ministry of Social Affairs and Labor and sport with oversight responsibility for sport. With the increase in number of sporting activities and changes in ministerial policy parallel responses in the administrative structure were deemed necessary. In 1968, Youth Affairs was assigned departmental status under the direction

of the Assistant Deputy-Minister of Social Affairs. For administrative consistency, the present first Assistant Deputy-Minister of Youth Affairs, Abdul Rahman Al Mazruee, has been in office since 1975. The Youth Affairs Division had four organizational units:

- Youth and Childhood
- Sports Affairs
- National Societies
- Facilities and Courses

The post-independence sport development efforts is well documented by Hashem (1997) and the Ministry of Information (2003) as follows:

- 1961 - 1970
- 1971 - 1980
- 1981 - 1990
- 1991 - 2000

(a) 1961 - 1970: -

Behbehani (1992) acknowledges the first decade of the chronology as the period of modern sport structure development effort for all sport bodies. The decade was heralded with the promulgation of the first law in sports - National Societies and Sports Clubs Law (No. 24, 1962). The law contributed in restructuring the organization of sport in Kuwait “to suit government policy in domestic and international matters” (p. 86).

During this period many institutions, national bodies, and sports bodies (with interest in social services and youth matters) such as clubs, Federations, the Olympic

Committee, and some specialized clubs were established. Serious problems began to erupt as a result of the rapid development of so many of these bodies such as the lack of qualified and trained leaders in sport. To overcome these obstacles, the Ministry responsible for sport in 1967 established a “sport leadership center” to develop different programs aimed at training sport leaders for Kuwait and other countries in the Gulf region. This ‘sport leadership center’ contributed immensely in encouraging and training several people in sport coaching, refereeing, and administration to support the clubs and Federations. The Ministry’s aim to strengthen the internal organization of all sports and raise the quality of performance of all national teams, led to a total review and overhaul of its organizational structure. It put in place strategies to encourage coaches and athletes to work hard to attain higher levels of performances in international competitions. The aim of the Ministry and its sport department was to establish strong sporting relations with other Asian countries and link up with many international sport federations. One of its major policies was to provide frequent opportunities for Kuwaiti sports leaders to participate in international conferences and seminars.

It was particularly critical for Arab countries during this period to promote inter-Arab relations through participation in Arab tournaments and competitions. During the early part of the decade, the Kuwait National Soccer team participated for the first time in the Arab Cup (1963 - 1965) and the “Arab School Games”. These Games were organized for the first time in Kuwait City in 1963 to reflect the growing influence of Kuwait in the Gulf Region (G.C.C., 1985). The participation in Arab regional competitions and conferences in several sports increased and Kuwaiti sport federations became affiliated to Regional (only Arab countries in 1962) and Continental (Asian competitions in 1964)

Federations. In 1964, Kuwaiti presence at the Olympic Games was initiated with a token presence of administrators alone at the Tokyo Olympic Games. At the Olympiad in Mexico in 1968, two Kuwaiti Army team marathon runners represented the country at the games. The first international success occurred at the regional level in 1970 at the First Gulf Soccer tournament, held in Bahrain, during which Kuwait won the gold medal.

(b) 1971 - 1980:

The second decade of the post independent era witnessed a major transformation of the sport organizational structure, influenced by the affiliation of many of Kuwaiti sport bodies to international organizations. This prompted changes in the regulations of Sport Clubs and Federations and financial support from the government. The number and membership of sports related agencies increased. Ten sport federations, eight youth centers, and several Children's Gardens were established. Hashem (1997) and Behbehani (1992) outlined the role of scout teams in developing programs at both local and national levels for selected talents. The Army and Police sport federations took a pioneering role in designing new programs for their personnel, participating in Pan-Arab Games and other international competitions, and organizing joint activities with other non-military governmental bodies. There was an increase in the number and quality of sports facilities. The Ministry drew up a plan to redevelop club facilities to meet the needs of the youth. The first grass field was constructed for the Kazmah Club during this period while the construction of the Kuwait Club stadium to host the Gulf soccer tournament was completed in 1972 with the first ever life color TV transmission coverage of the games in the country.

The “Sport Bodies Law” was promulgated (Law No. 42, 1978) to replace its predecessor (Law No. 24, 1962) during this period. The new law made the first clear distinction between sports institutions and national societies. In 1979, a decree establishing a “Youth and Childhood Council” under the direction of the Ministry of Social Affairs and Labor was issued. This decree tasked the new Council:

to consider, develop, and coordinate all local and national plans in the framework of youth and childhood care. It was also to be responsible for the administration of sport in Kuwait, thus overseeing all bodies and institutions concerned (Behbehani, 1992:89).

The establishment of a Council was met with much disagreement, according to popular general sports opinion in the country during this period which led to the resignation of the President of the Kuwait Olympic Committee (Sheikh Fahad) in protest against the decree, while several sports federations considered adopting other possible alternative to vent their indignation to the new policy. A meeting between the KOC President and the Prime Minister of Kuwait was called that culminated in the repeal of the new law and the President of the Kuwait Olympic Committee was reinstated with much wider authority to perform his executive role (Wahba 1983) as the official boss for sport.

The period marked the development of considerable disaffection among clubs due mainly to accusations of poor administration leveled against sport leaders. Several reasons were attributed to the disaffection for sport leaders arising out of the suspension of foreign and professional athletes by the government from participation in domestic sport competitions. Another new feature that created dissension was participation by women in sports such as basketball, volleyball and team handball. The government had anticipated that it’s decision on the suspension of foreign and professional athletes was intended to give wider opportunities to Kuwaiti citizens. Many sport leaders, according to

Behbehani (1992), had hoped that, although the decision would lower performance standards in certain sports for a while, there were expectations of positive performance outcomes in the not too distant future. The Kuwaiti public, however, showed its antagonism toward this initiative leading to its abolishing in 1979. Although the role of women had a different connotation, since their position in a Muslim population was closely regulated and participation in sport was erroneously construed as being contrary to conservative religious and cultural norms, yet the public indicated its readiness to allow them some amount of participation. The comment by the Assistant Deputy-Minister of Youth Affairs on the government's position that, "There was a recommendation from Cabinet to reduce the support for girls to play sport in sporting clubs" (Al Mazruee, 1990: quoted from Behbehani, 1992: 90) seemed unacceptable to some people.

There were, however, some important developments in sport identified by Behbehani (1992) during this decade such as the establishment of "Special Group" clubs, (e.g. the Rowing Club), the Al Fatah club (Girls club) in 1975 and the Sport for the Disabled club (1977). The Hunting and Horse Riding Club, founded in 1964 but confined to a select society of Kuwaitis, opened its doors to the general public thereby receiving official recognition in 1979. The clubs however continued to encourage the participation of members of the select society of Kuwaitis, because that generated increasing interest and support of government departments and private companies. Behbehani attributes the impetus to the expansion of sport to the boost given by the Kuwait University's Department of Sport Activities which organized and maintained a soccer league between 1970 and 1989 until it was taken over by the Kuwait Olympic

Committee's "Committee of Ministries and Companies League". There was also some notable support and encouragement provided by the Kuwait Oil Company through its annual "Sport Day" festival organized between 1974 - 1984. The Army and Police Forces also made significant contributions by organizing annual one-day sport festivals.

At the international level, this period saw Kuwaiti sport open up to the world as it began to take its place on the world sport stage. All Kuwaiti sport federations had become affiliated members of regional and international sport federations leading to participation in the establishment of Arab, Asian and international bodies such as the Olympic Council of Asia (OCA). The 'Asian Sports Journalists Union' was founded in Kuwait in 1978. The country's performances in sport competitions also won international recognition during this period. Behbehani attributes some of Kuwait's most remarkable performances at the international level to soccer by its qualification to the final round of the Olympic Games in Moscow in 1980 as well as winning the Asian soccer cup in the same year.

(c) 1981 -1990 :

Both Behbehani (1992) and Hashem (1997) describe this decade as the era of success in both "administrative and athletic achievements" of Kuwaiti sport, as well as "the pinnacle of Kuwaiti sporting success," respectively, because of the performance in 1982 of the national soccer team's qualification to the final rounds of the FIFA World Championship in Spain. The era marked an increase in Government grants for all sports and recreation institutions with ever-growing numbers of the population enrolling in club activities and programs. The influx of both government and private financing helped in improving the quality of several sport facilities in the country.

After the 1983 Asian championships in Track and Field athletics in Kuwait, serious scandals reared their heads arising out of “mal-administration” and “financial irregularity” within a number of clubs, federations, and even the Kuwait Olympic Committee (KOC). In some cases, states Behbehani (1992), the government assigned individuals to take over the administration of these bodies for some time: e.g. Soccer Federation, Al-Arabi Sports Club and the KOC. This action can be surmised as the most serious crisis in the history of the country’s sports image. It had a devastating effect on these organizations, at least temporarily, and parliament itself had to be called upon to discuss the situation. A year earlier, in 1982, another crisis had arisen with the “Stock Market” that had a rippling effect on the government’s budget for several years, reaching a climax in 1986. Behbehani (1992) opines that this crisis may have resulted in the reduction of government grants, the cutting of some programs and cancellation of some plans, in the process of “rationalizing public expenditure” (p. 93). Not all developments, however, were negative because a number of positive achievements could be identified. The country had managed to achieve some regional and international successes, despite the problems enumerated, which came as a surprise to many Arab countries in the sub-region. One of such successes during this decade was the embellishment of this tiny country’s international sporting reputation as a result of the performances of its female equestrian team which participated and won three medals in the ninth Asian Games in Delhi in 1982. Another successful factors was the election of Sheikh Fahad of Kuwait as the youngest member of the IOC and later as President of the Olympic Council of Asia (OCA) in 1982. This council, which had replaced the General Association of the Asian Federations, had its headquarters relocated to Kuwait. This remarkable achievement was

followed by many Kuwaitis taking leading positions in regional, Arab and international sport federations. This also had influence in changing the status quo of the Kuwait Olympic Committee and making it more independent from government control as stipulated by the rules of the International Olympic Committee (IOC).

It wasn't until August 1990 that the progress in the area of sport and recreation was interrupted as a result of the invasion of the country by Iraqi forces. The Iraqi occupation (which lasted nearly 8 months) brought along "wholesale devastation of infrastructural and superstructural resources, including sporting and recreational facilities" (Behbehani, 1992: 94). Such political upheavals usually require sustained efforts to return to state of normalcy and the Kuwaiti economy took a toll as a result of the Iraqi occupation and this affected the development of sport and recreation within the next decade.

(d) 1991 – 2000:

The Ministry of Social Affairs and Labor tried to attract youngsters to join youth centers and clubs to motivate their desires and inclinations within those cultural institutions. During this period, there were 16 youth centers for both males and females registered with the ministry and distributed among the 6 districts throughout the country. These clubs provided an opportunity for the youth to practice sports to improve their physical abilities and advance their athleticism to the highest level desired. In addition, the youth clubs gave special attention not only to sports activities, but also social, cultural and intellectual activities, which youngsters do not have opportunities to explore in their schools. The Youth Centers were considered national educational institutions providing youngsters opportunities to practice physical, cultural, and social activities. These centers

worked to prepare the youngsters mentally, physically, morally, culturally, and socially. They also taught them to use their free time constructively enabling them to acquire basic vocational and manual skills, participate in voluntary work, and motivate them to experience and practice democracy. The activities that the youth centers offered the youngsters were sportive, cultural, and social consisting of organized sports tournaments, participation in volunteer work through providing services to the community, and encouraging scientific researches, adventures, as well as organizing art exhibitions.

Current Organizational Structure of Sport in Kuwait

While the previous sections deal with the historical developments leading to the current structure of sport and recreation in Kuwait, it has been deemed necessary to provide a framework in which the current organizational structure of sport can be understood. Figure 2.1 represents the core organizational structure of sport in Kuwait.

Ministry of Social Affairs & Labor

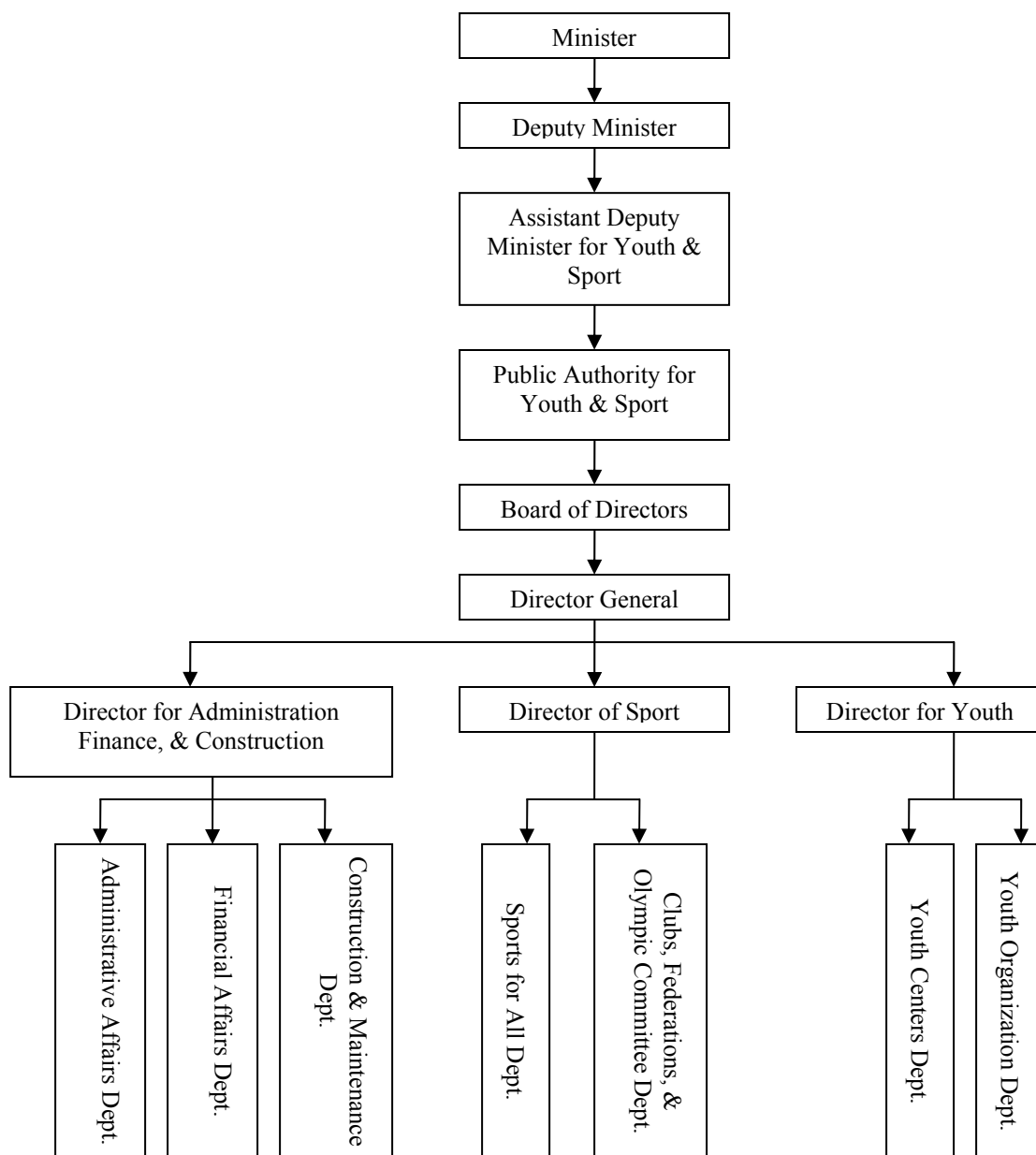


Figure 2.1: The Organization Structure of Sport in Kuwait

Ministry of Social Affairs and Labor (1989)

The Ministry of Social Affairs and Labor issues decrees concerning conditions and steps that must be taken to establish, register, and publicize the sports bodies. The Minister assumes the responsibilities of registration and publication. The sports bodies are bound by the basic rules set by the Ministry. Ministerial subsidies are reserved for sports bodies. The Ministry distributes these subsidies in accordance with laid down regulations and on the basis of the ministerial decree. For example, the last Government grants for the sport and recreation institution published in 1989/90, totaled 14,720,000 KD, which included the annual grants for sport bodies, maintenance, salaries and allowances for coaches and officials, purchase of equipment, training courses, tournament budget, and sport bodies' prizes in different competitions. Provision was also made for a fixed grant of 30,000 KD for some external bodies that Kuwait hosted at their headquarters. These included:

- The Olympic Council of Asia;
- The Asian Sports Journalists Federation; and
- The Asian Team Handball Federation

The major role of the Ministry of Social Affairs and Labor is to serve as the main source of grants for sport and recreational activities. The Kuwaiti Government administers sport only through this Ministry and its specialized departments. The Assistant Deputy Minister for Youth & Sports Affairs of this Ministry has responsibility for Sport and Recreation and directs, supervises, and controls these through the Public Authority for Youth & Sports (PAYS) which has the direct mandate over the

administration, development and promotion of sports in the country. PAYS performs its function through the following objectives:

- (a) To implement the general policies of the Ministry of Social Affairs & Labor in the development of youth and sport.
- (b) To develop the cultural image of the country among the youth through sport and to give Kuwaiti sport an international image.
- (c) To promote religious and ethical values of the society and inculcate these in the youth through sport activities.
- (d) To train and help the youth make substantial contribution to society through public service.
- (e) To provide facilities and equipment for the promotion and development of sport and the youth within the framework of the general policies of the state.
- (f) To build and reinforce loyalty to the country through healthy sport competitions
- (g) To organize festivals, exhibitions, and competitions that inculcates the spirit of healthy competitiveness among the youth and to provide incentives that encourage the youth to participate in sport activities and other youth programs.
- (h) To provide assistance for research that promotes the development of the youth and sport as well as consolidates international cooperation among nations.

The Public Authority for Youth and Sports

This is the equivalent of a council, operating as an autonomous department under the Ministry of Social Affairs & Labor. It has three distinct Divisions (Figure 2.1):

A. Sports Affairs Division:

The 1962 Kuwaiti constitution had placed “Sport and National Societies”, under the Department of National Activities. However, Article 1 of Law No. 42 of 1978 has made a distinction between sport bodies and national societies. Article 1 of Law No. 42 of 1978 defines sports bodies as follows:

In accordance with the act concerning sports bodies established by acceptable people for an unlimited period to supply sports and connected services such as: cultural, social, spiritual and recreational services (thus without any material gain for members), sports clubs, federations and sports activities and the National Olympic Committee are all categorized under sport bodies (p.3)

In 1986, a Sports Affairs Sector was established through a ministerial decree (No. 27) to re-organize all operative Departments under the umbrella of National Activities. This Sector played a central role in all areas of sport, because its responsibilities covered all sport bodies, including the Kuwait Olympic Committee, 14 sport federations and 17 sports clubs. The Sports Affairs Sector is charged with the responsibility for policy planning and implementation, supervision of the financial and legal affairs of all sport bodies and provision of financial, administrative, and technical assistance in the field of sport, culture, art and science.

The Sports Affairs Sector functions through two Departments: Sport for All Department and the Department responsible for Clubs, Federations, and the Kuwait Olympic Committee:

(i) The Sport for All Department: The major role of this department is to promote an awareness of the benefits of sport and physical activities associated with health and fitness. It is charged to perform this role in cooperation with all institutions and Government bodies concerned with sport affairs and the use of leisure time. It is also

tasked to responsibility of restoring all traditional Kuwaiti games as well as preparing qualified sport leaders for such activities with the cooperation of sport leadership centers.

(ii) The Clubs, Federations, and Olympic Committee Department: This department major responsibility is to supervise the entire administration and technical affairs sector of all sport bodies and to represent the Ministry at the General Assembly meetings of both the National Olympic Committee and the various Sport Federations. It is also tasked with the responsibility for the approval of the establishment of new sport bodies in the country.

B. Administration, Finance & Construction Division:

This Sector is established with 6 Departments operating under three Divisions. The Divisions are Construction & Maintenance, Financial Affairs, and Administrative Affairs. The six departments within the Sector are Construction, Maintenance, Club & Sport Federations Accounts, General Accounts & Budget, Purchasing & Tender, and Stores. The Sector is responsible for (a) the distribution of government grants, (b) supervision of institutional accounts, (c) maintenance of discipline in institutional expenditures in accordance with accepted accounting procedures, and budgetary norms, (d) presenting to the Ministry the annual “Financial Infraction Reports”, and (e) implementing the decision thereof (National Societies Department, 1989).

The Sector is also responsible for planning and programming of study and training courses held abroad in cooperation with the respective sport bodies, as well as communication with the bodies working in the fields of sports and youth outside the

country to exchange experiences and information. It carries out the protocol of cooperation with Arab and other neighboring countries and prepares for the Ministry's participation in sport and youth conferences and meetings. The six departments under the Sector are the following:

- (a) Facilities Planning Department
- (b) Maintenance Department
- (c) External Sport Courses Department
- (d) Sport and Youth Relationships Department
- (e) Sports Leadership Training Center
- (f) Sports Tests & Rehabilitation Center

C. Youth Affairs Division

This Sector operates with two Divisions and three Departments. The Divisions are Youth Organization and Youth Centers. The Departments are Special Activities, Coordination & Follow Up, and Rover Scouts, Camps, Youth & Hostel. This Sector is responsible for the organization of programs, projects, and strategizing to help meet the needs of the youth and to direct their energy toward useful outcomes. The Sector is also responsible for developing and guiding the youth along acceptable lines and employing the abilities of the youth constructively as future leaders of the Kuwaiti society.

The Youth Organization Division undertakes administrative and technical supervision of all units that present religious, cultural, social, technical, and recreational activities aimed at developing the youth and enhancing their talents. The Youth Centers

Division also undertakes technical and administrative supervision over the youth centers by controlling all activities, projects and programs undertaken for the youth.

Sport Administration Structures

There are four major technical superstructures of sports in Kuwait. These are the sport federations, sport clubs, Kuwait Olympic Committee, the youth centers, and the Handicapped clubs. These are the structures around which all administrative structures and controls revolve, and that help define the physical, social, and organizational structure of sport of the country. It constitutes a complex weave of structural compromises and uniqueness reflecting the political, organizational, social, religious, and cultural complexity of the Kuwaiti society.

Sport Federations

In Kuwait, there are 14 Sport Federations (see Appendix B). Article 15, Section 3 of Law No. 42 of 1978 defines a sport federation as:

A body consisting of sport clubs and bodies involved in one game for the purpose of organizing this activity between them and of raising the technical level of the game (Behbehani, 1992: 129)

These Federations follow are governed by their own constitutions which must receive the approval of the General Assembly. Sports Federations, such as those for soccer and team handball elect their Executive Board members during the General Assembly. Each federation or sport entity decides on the number of members constituting its Board of Directors which is different with each federation, (e.g., 7 members in fencing, 11 in soccer, and 5 with the Kuwait Olympic Committee). Each Sports Federation is technically in charge of the activities in Kuwait but operating within the regulations set

by their respective International Sport Federations. At least 6 clubs must be registered by a federation before it is established and recognized. Once established, clubs are not allowed to withdraw from the Federation. The Sports Federation must have the approval of the National Olympic Committee and the appropriate Ministry before participating in the Olympic Games and other local and international competitions. The main aims of all Sport Federations in Kuwait, according to Behbehani (1992) are as follows:

1. to protect amateurism within the basic rules of the International Sport Federations, and to publicize the various sport at all levels (local, regional, and international);
2. to contribute to Arab and Asian understanding of the sport, and to strengthen the relationship between the Federation, other international sport bodies, and Arab Federations;
3. to organize leagues, competitions, and tournaments between sports clubs, and between the Federation and other sports institutions, and to establish rules, regulations, and policies guiding such competitions;
4. to be responsible for the supervision, organization, and participation in tournaments, meetings and training sessions, locally and internationally.
5. to search for talents and prepare the National teams in the respective sports;
6. to advice and solve any problem occurring between club members within the Federation in any aspect of the sport.

Each Sport Federation has a General Assembly and is run by a board elected from the club membership. No person is allowed to serve as a member of more than one Board of Sports Federations, neither can they serve on the board of any Federation and concomitantly represent a club within the same federation. Directors are, however,

permitted to invite any individual with the relevant experience in the sport to join the Board, although the number of such invitees should not exceed that of the elected members. The conditions for nominees for the Federation are:

- i. Nominees must be of Kuwaiti citizenship.
- ii. All nominees must be over 25 years of age and must show evidence of requisite experience and knowledge of the sport they have been nominated to serve.
- iii. Nominees must accept to play an active role as board members.
- iv. Nominees must not be registered or active players of the sport they have been nominated to serve at the time of election. However, membership of other sport clubs outside the federation does not debar one from being nominated from serving on the board of other sport federations
- iv. Nominees must provide evidence of no criminal record, and no adverse findings against them from any other Sport Federation in the country.

The board is elected for 4 years and is dissolved after each Olympic Games, irrespective of whether such Games are held or not and whether Kuwaiti teams participated in them. All federations have referees and technical committees, which hold their own elections to nominate their representatives to serve on the Federation's Board of Directors (one member for each committee). Behbehani (1992) identifies four sources from which every federation obtains its financial resources:

1. Government grants-in-aid;
2. Membership fees, including individual application fees;
3. Revenues from tournaments organized by the Federation;
4. Contributions and donations from individuals and corporate entities

Sport Clubs

There are 23 sports clubs (see Appendix A) in which 9 are specialized sports institutions. According to Article 8 of Law No. 42 (1978), a club is defined as:

a body which aims to spread physical education including its cultural, social, spiritual and health aspects, and supplies means to occupy the members' free time in ways useful to them (Behbehani, 1992: 3)

The conditions required for establishing sport clubs are as follows:

1. the sport club must not have less than fifty Kuwaiti members;
2. the age of any recognized sport club member should not be less than 21;
3. no individual member of a sport club must have been subjected to any form of legal punishment in the past;
4. all club members must be literate;
5. all members must sign a form of contractual agreement with the sport club.

An Administrative or Executive Board and a General Assembly manage a sport club. The club constitution defines the responsibility of each of these administrative units. The numbers on the Board differ in each club, and depend on each club's constitution. Only volunteers are required to serve on the Board. Consequently, it is forbidden to hold membership of two clubs at the same time, and to request payment of an allowance for work done as a board member of a club. The board members are elected at a board meeting to serve for a two-year period. The Executive Board's President, vice-president, secretary general, and treasurer are elected from the club's Board of Directors. Other positions are distributed among the rest of the members at the behest of the board. By policy, board meetings must be convened at least once a month. As mentioned earlier,

all clubs follow the constitution proposed by the Ministry with some variations according to the club's function and activities. For example, the aims of AL-Arabi Sports Club, according to Behbehani (1992: 124-125), include:

1. promotion of physical education and its cultural, social, spiritual and health aspects;
2. provision of the means and methods to occupy the leisure time of the number in beneficial functions;
3. cooperation with other sporting organizations in order to achieve these aims, and develop strategies for their implementation;
4. exchange of visits with Arab and foreign sports organizations and bodies

Membership fee from one club to another differs according to their respective constitutions. Honorary members do not pay membership fees as well as club players who are registered members in other Federations, team supervisors, and other special cases approved by the board. Membership is obtained through formal application supported by two existing members and acceptance by the Board. Club membership is open to both Kuwaitis and non-Kuwaitis, but the right to vote is the preserve of only Kuwaitis, as is membership of the Administrative Boards. Any club's General Assembly consists of active members who have paid their annual fee and have been members for at least one year.

Kuwait Olympic Committee

Formed in 1957, the headquarters of the Kuwait Olympic Committee (KOC) is located in Kuwait City. The Committee was formally recognized by the Ministry of Social Affairs and Labor on 15 October 1979. In accordance with the new Law on sport -

No. 42 of 1978 (Ministry of Social Affairs and Labor, 1989), the constitution of the KOC was revised in line with the stipulations of the law. Article 21 of Law No. 42 (1978) defines the National Olympic Committee as:

...sport body consisting of the existing Sports Federations and any Federations which might be formed in future irrespective of whether the games governed by these Federations are included in the Olympic program or not. The Committee conducts sports activities in Kuwait and coordinates with various Sport Federations in development of sports activities and promotion of sports technical standards and orientates sports activities within the framework of the states' general policy (Constitution of Sports Bodies, 1978: quoted from Behbehani, 1992: 133).

The major objective of the Kuwait Olympic Committee is to maintain the principles of the Olympic Movement and to protect and defend the image of amateur sport. Through cooperation with all national and international Sports Federations, the Committee supports and strengthens the ideals of the Olympic Movement in Kuwait and around the world, by encouraging sport athletes' to participate in sport and promoting the physical and moral characteristics that are recognized as constituting the basis of amateur sport. The Kuwait Olympic Committee, like any other National Olympic Committee in any country, has the exclusive right to represent Kuwait in the meetings of the IOC and in Olympic and Regional games, organized locally or internationally. According to Article 4 of the Constitution of the Kuwait Olympic Committee, the functions of the committee are:

1. to participate in IOC's activities organized locally or internationally;
2. to provide administrative, technical, and financial assistance to all National Sport Federations to attain their goals;
3. to prepare for and participate in the Olympic Games and regional tournaments organized or approved by the IOC;

4. to be responsible for the selection of Kuwait's representatives for all international competitions organized or approved by the IOC;
5. to organize Olympic and Regional tournaments in accordance with IOC rules and regulations, when such tournaments are held in Kuwait;
6. to establish and strengthen ties and relationships with other National Olympic Committees worldwide, as well as all organizations and federations affiliated with the IOC, and encourage international sport exchanges with other countries;
7. to collaborate with national Sports Federations in planning their Olympic and Regional programs of activities (Constitution of Kuwait Olympic Committee, Article 4, 1978).

(i) Membership of the National Olympic Committee (KOC): According to the Constitution of KOC (1978), any National Federation that applies recognition by the committee should have fulfilled all legal provisions regarding its composition and roles in conformity with the existing law on sports bodies. The General Assembly of the Olympic Committee must comprise of 2 accredited members representing each affiliated Federation but with only one vote. Any of these representatives may be nominated to the Executive Board of the Committee. To be eligible for nomination, however, each representative must satisfy all the following conditions: (a) nationality (Kuwaiti), (b) age (over 25 years of age), (c) volunteer with amateur status (no pecuniary profit motive - past, present or future), (d) non-athlete status (at time of nomination), and (e) sports club member (minimum of 4 years).

The President, Secretary General and Treasurer of the Olympic Committee are elected at the General Assembly from amongst the Committee's Board members while

‘other officials’ (e.g. vice-president and ex-officio members) are elected at the Board’s own meetings. Generally, the General Meetings of the KOC are held monthly and at anytime the President and/or the Executive Committee deem it necessary. The President is the head of the Executive Committee which serves as the Administrative Board of the KOC whose membership is composed of 5 persons including:

1. Vice-President
2. Secretary-General
3. Treasurer
4. An ex-officio member elected by the Board of Directors from among its members.

(ii) The Board of the Kuwait Olympic Committee: The administrative affairs of the Olympic Committee are controlled by a Board consisting of:

- 13 members elected by the General Assembly by secret Ballot from amongst the candidates representing the boards of affiliated Federations; the term of office of each constituted Board last the duration between two Olympiads.
- Any Kuwaiti member of the International Olympic Committee;
- Four other persons whom the Board may deem helpful to the activities of the Committee (Constitution of Kuwait Olympic Committee, 1978).

All Board members must be of Kuwaiti nationality. The members of the Board of Directors may exercise the right accorded them by law to attend the meetings of the General Assembly of all affiliated federations but without any voting right. According to Article 31 of the Constitution of the Kuwait Olympic Committee, the Board must perform the following functions:

1. administer various technical, administrative, and financial aspects of the committee's affairs. It also approves the recommendations and proposals of the executive committee, except for urgent issues which can be approved by the president, provided that they are presented to the first meeting of the board for endorsement;
2. represent Kuwait in the Olympic and Regional tournaments and select the sports in which Kuwait participates and to approve the composition of team members and officials;
3. review and approve the annual report on various activities of the Committee, the general annual plan, the balance sheet and the draft budget before presenting these to the General Assembly;
4. cancel membership of any affiliated Federations as deemed necessary;
5. approve contracts and agreements concluded in the name of the Committee and sanction the required payments and expenditure of running the Committee's works;
6. receive complaints submitted by the Sports Federations concerning any matters relevant to the Olympic Games;
7. provide the Sports Federations with required assistance to fulfill their objectives and help in the settlement of any disputes that may arise among these Federations, as well as between them and sports clubs;
8. convene a General Assembly meeting in accordance with the rules of the constitution;

9. draw up regulations for the organization of the tasks of the Technical, Administrative, and Financial Committees;
10. accept or reject applications for new membership submitted by Sports Federations;
11. distribute the financial subsidies to the member Federations;
12. consider the administrative and financial reports submitted by the member Federations and approve the proposed budgets for tournaments, courses, and conferences;
13. to recruit and promote the employees serving on the committee, fix their salaries and dismiss or penalize them, as necessary;
14. to accept resignations of Board members; to take decisions on matters not stated in these rules provided that such decisions are noted in the Annual report of the Board (Constitution of Kuwait Olympic Committee, 1978).

(iii) Structure of the Kuwait Olympic Committee: The KOC performs its functions through 7 different sub-committees, each with a Chairman and a Secretary appointed by the Olympic Board, which designates some of its members to serve on the sub-committees with the help of some experts as co-opted members. These sub-committees which assist the Executive Committee to perform its functions effectively and efficiently are:

1. Finance Committee
2. Planning Committee
3. Media Committee
4. Medical Committee
5. Facilities Committee

6. Public Relations Committee
7. International Strategy Committee

The National Olympic Committee's financial resources are obtained from the following three sources (Constitution of Kuwait Olympic Committee, 1978: 20-21):

1. Government grants-in-aid
2. Annual subscription fees paid by the affiliated Federations.
3. Contributions and donations from individuals and corporate organizations.

Youth Centers

The purpose of youth centers, according to Behbehani (1992) and the Information & Publication Affairs Department (2003), is to assist the youth and encourage them to invest their spare time in constructive activities, help them to develop their capabilities, and provide them with healthy opportunities to develop mentally, physically, and socially. These centers provide youngsters opportunities to practice various arts, sports, culture, and social activities, on a competitive basis. Training schemes are developed and implemented and the youth are offered leadership training opportunities in these youth centers. Talented youth are discovered in there and provided with special training opportunities to develop their abilities. Currently there are several youth centers in various residential areas, some purposely designated for girls only. The others receive only boys between 6 and 18 years old. Although no current statistics exist on the membership composition of the youth centers, in 1988, 5405 registered in these Centers [Table 2.1] according to the estimation of Behbehani (1992: 142).

No	Youth Center	Opened	1988 membership		Total
			6 - 13 Yrs	14 - 18 Yrs	
1	Qadissieh	1963	437	284	721
2	Fayha	1963	322	297	619
3	Deaiyah	1964	433	360	793
4	Shameah	1967	425	575	1000
5	Jahra	1975	383	615	998
6	Failaka Island	1975	61	63	124
7	Mena Abdulh (OmAlhyman)	1978	170	530	700
8	Sabiahya	1980	218	235	453
Total			2247	2948	5405

Table 2.1: Kuwaiti Youth centers in 1988

Sport Club for the Disabled

The Government has given special attention to special groups in Kuwaiti society. Among these special groups are those with disabilities. Much effort has been devoted to finding suitable services to improve their quality of life. The club was formed in early 1978 with a total current membership rising to 593 in 1990 out of whom 260 are Kuwaiti (Al Ghanem, personal communication, December 27, 2003).

A Board appointed from the Ministry directs the club. Currently, the Assistant-Deputy Minister of Youth & Sports is the Chairman of the club assisted by other government appointees and a few very respectable citizens. The club's board is changed every 2 years. The club accepts all people with disabilities from all nationalities living in Kuwait. Membership and specialized training for all persons with disabilities is free.

Members comprise males and females, but specific care for female members is provided.

The main aims of the club are:

1. to strengthen relations between persons with disabilities and the society through participation in various activities;
2. to foster the religious education of the members;
3. to develop and promote sport for the disabled, and develop strategies to popularize such sport programs;
4. to promote a suitable atmosphere to develop the leadership qualities and abilities of all persons with disabilities;
5. to establish relations with internal and international organizations, and Sport Federations via the Ministry of Social Affairs and Labor.

For administrative purposes, the Disabled Sport club operates with 5 committees of with each being assigned a specific specialized function. The committees are:

1. Sport and Medical Committee
2. Facilities and Purchasing Committee
3. Media and Public relations
4. Social Culture committee
5. Membership Committee

Special Structures Relevant to Sport

(i) Sport Leaders Training Centers: The purpose of establishing this center, which is under the direction of a Government officer, was to design special programs to help and develop sports leaders' skills, and provide them with the latest methods in officiating, organization, and administration of sport. In addition to the organization of courses on

player's injuries and sport medicine, as well as English Language instruction courses, the center cooperates with sport clubs and Federations. It has so far organized 13 courses in which 468 students have participated. A further 190 students have participated in 47 courses abroad in various fields of sport (Behbehani, 1992).

(ii) Sports Tests & Rehabilitation Center: The center is equipped with advanced technology and run by specialists in medical and rehabilitation treatment. It provides specialized services in preventative and rehabilitation fields. The center is currently attached to the Sports Leaders Training Center, and functions under the same management.

(iii) Diwaniya and Maqaha: The phenomenon of Diwaniya is important in Kuwait society; *maqaha* or café-shops have a similar history for the older generation. As these are the places where people usually meet outside the home, they play a strong social role in their lives. Because the Emir wished to remember and to appreciate the role of older generations in nation building, he ordered these facilities to be established (Abu-Hakima, 1965). The goal was to re-unite the older generations and to assure the connection between the past and the present, by creating a suitable atmosphere for people to gather together and discuss topics of common interest. These social structures are the cultural artifacts of Kuwaiti society and are centers where sport is a common topic for discussion. They also serve as places where informal discussions about society are held and where new ideas are generated for the improvement of the society. To show the importance the government attaches to these structures, the Assistant Deputy-Minister for

Youth & Sports directs all these amusement and recreational facilities (Information & Publication Affairs Department, 2003).

Assessment of Organizational Structures or Forms

This section examines how external trends and events exert an increasing need for expansion into other sport activities than those that have been traditionally considered for development in the past. Also, pressures from management boards (especially) and other stakeholders for increased government grants and private sector participation in the sport industry, as well as market demands, has created the need for a change in the provision of sport services from the historical pattern of free sport services being currently provided. For example, the past has seen the provision of several sport facilities for amateur sport whereas the future emphasis of sport in most sport developed countries is on professional sport.

The past has seen an overemphasis on volunteerism in the management of sport while the future must focus on professionalism with emphasis on the engagement or employment of professional management personnel to play substantial role in the management process. In fact a balance has to be made between current centralized planning and future decentralized planning which ensures client sensitivity about their sport needs. This idealized future has been necessitated by the very good performances of Kuwaiti sport teams in several regional and international competitions and the interest these have generated among the citizenry.

Based on current literature on strategic management approaches, Nutt and Backoff (1993) suggested the ranking of stakeholders and classifying them according to the magnitude and the kind of power each wields in influencing the actions required by a

strategy. The quadrant structural design model they used to classify stakeholders for a mental health agency seems appropriate in this respect.

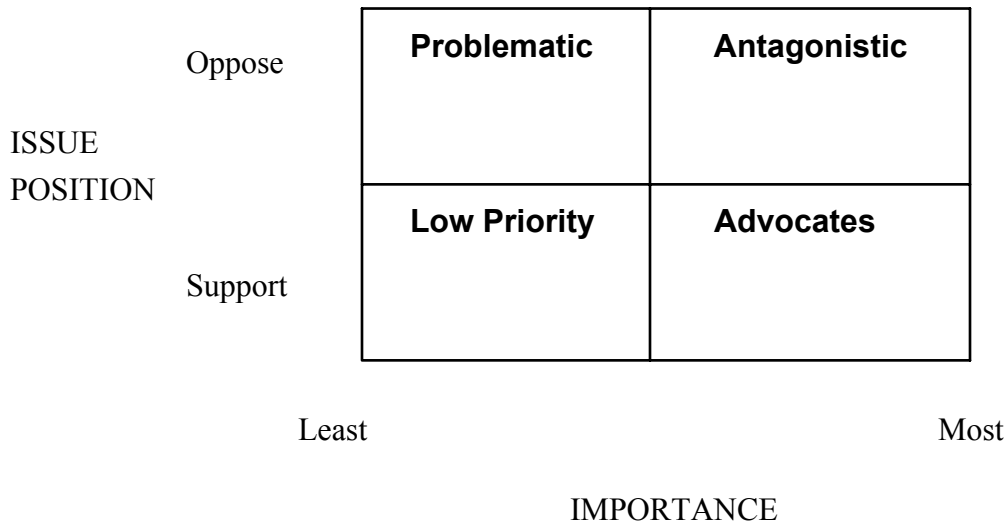


Figure 2.2: A structural design model of the classification of stakeholders of sport and the important issue of change in the organizational structure of sport

Ideological Objectives and Organizational Strategy

The original idea of the Kuwaiti sport system was the creation of sport clubs and national organizations based on the value of physical effort and cultural performance. Starting from the period of discovery of oil and the period of British influence, autonomous federations were created for each sport. The importance of national organizations was maintained through the combination of several elements: (a) international organizations (e.g., the IOC and international sport federations) that encouraged the independence of sport from the state; (b) the centralized system of the state which facilitated the establishment of power for each national sport federation; and

(c) the cultural devaluation of traditional games (e.g., falconry, horse riding, diving for pearls) and their subsequent replacement with more highly competitive international sport activities.

The organizational nature of these sport activities led to the creation of a corporate culture within each sport federation although still being highly influenced by the royal household. This latter characteristic gave membership of sport organizations a privileged relationship with the royal household members. As long as sport people respected the privilege of working closely with members of the royal household in sport organizations, the system remained one of delegation of power and maintenance of the status quo. Sport federations were allowed to increasingly regulate their own ways of functioning and to delegate authority to local sport clubs to operate under strictly stable technical, financial, and statutory regulations. Sport clubs, therefore, became a kind of mediator between the sport's norm and the sport participants. Sport participants had to respect the normative and ideological demands of the national organization.

Concomitantly, sport federations' strategy was to develop an associative logic within which dependence on public authority was fundamental. Within this context, the royal household had custodial power over sport in Kuwait. Financial assistance was provided for international events and the construction of sport venues. Therefore, not only did the state have control over sport federations, it also maintained legal responsibility for the organization of sport in the country, by using sport nationalism to reinforce its international image. The 1978 policy introduced the idea that the promotion and organization of sport activities constituted a public service mandate, therefore, the sport federations and sport clubs were the only organizations authorized by the state to

promote, develop, and organize sport activities in the country. The Ministry of Social Affairs and Labor had control over sport in the country. However, this Ministry was mostly designed for management as opposed to execution. The role of management had been developed by the Ministry by providing training to civil servants (basically, coaches and administrators who were employees of the public authority responsible for Youth and Sports) and giving them the mandate of establishing the policy regarding sport education.

(i) Sport and National Development: Myriad forms of physical education and sport have evolved over time. Krotee and Walters (1995) observed that “these sport forms are pervasive in most societies and may serve as a crucial vehicle for socialization; to pass on culture, serve as agents of change, and as a salient form of cultural expression and empowerment” (p. 365). Coakely (1998) observed that sport is related to national development and nation building in the following perspective: (a) as a means of safeguarding public order; (b) as a means of maintaining and developing fitness and physical abilities among citizens; (c) as a means of promoting the prestige of a community or nation; (d) as a means of promoting a sense of identity, belonging, and unity among citizens; (e) as a means of emphasizing values and orientations consistent with dominant political ideology in a community or society; (f) as a means of increasing citizen support of individual political leaders and the government itself.

Mallison’s (1975) model of building identity and national character further defines the role that physical education and sport should be undertaking to build a better society. Krotee and Walters (1995) developed a conceptual framework of sport delivery and infrastructure under a National Sport Development Index (NSDI) model (Figure 2.3). The NSDI model was found to significantly correlate to the Human Development Index

and the Physical Quality of Life Index and thus opens a door for physical education and sports to be included as part of each nation's overall development strategy and policy-making process. The model represents the various sport delivery systems and infrastructure that a nation needs to be categorized as "developed." The model is expected to influence planned, systematic, phased, progressive, and irreversible change that will allow sport to develop. It is expected that as sport institutions and systems develop, they have the tendency to impart modern values and programs, which will enable sport personnel to enact modern sport behavior reflecting a nation's investment in the health and welfare of its human resources.

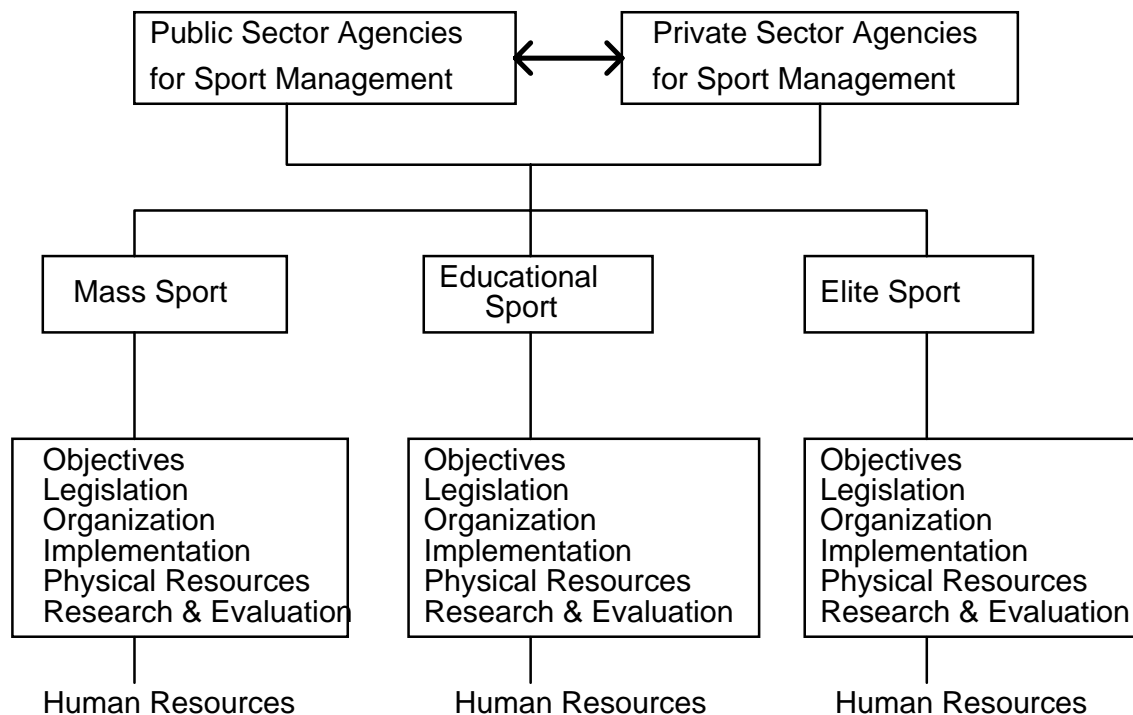


Figure 2.3: Conceptual framework of sport delivery and infrastructure of the National Sport Development Index (NSDI) (Krotee & Walters, 1995)

(ii) Corporatism: The kind of sport nationalism that emerged in the 1980s and 1990s provoked the development of a system linking the state to the sport federation. The federations had become the defenders of the state's political interests as well as the spokesperson for the members. This model favored high performance sport and although it brought with it power struggles between elected federation officials and agents of the Ministry that controls sports in the country, it reinforced a national system partial to the national leaders' interests. The resultant centralized high-performance sport model in Kuwait followed the ideological objectives of members of the royal household, which controls the political objectives of the state.

It appears that state intervention and the monopoly given to sport federations have furthered a sport supply model that no longer meets the demand of the public. The royal household and state policies must now face the new demands of sport development and organization at national and international levels. Corporate interests and the gradual opposition to the state model has been necessitated also by the process of political and administrative regionalization, thereby reducing the importance of national identity in favor of regional identity (Gulf Region) or cultural identity (Arab nations).

Corporatism (Pitter, 1996) has become a popular political strategy with most governments. Its purpose is to win business support for intervention and giving the public a sense of participation in large-scale economic development. There is unanimous agreement in literature that corporatism tends to increase considerably the power of professionals over volunteers (Harvey, Thibault, & Rail, 1995). This occurs because professionals are often the ones who act as representatives of the groups in the structures of coordination and are responsible for the implementation of decisions made at the level

of coordination. In other words local sport authorities take power, once held exclusively by volunteers, and transfer it to professionals who become responsible for the structures of sport and leisure. In a corporatist system, state power is not compromised by the participation of professionals representing interest groups because the selection process of who participates allows the state to maintain some control over the outcome of every sport organization's effort. The Kuwaiti government has failed to adopt a corporatist strategy to manage sport delivery because it has refused to relinquish some of its authority to corporate partners.

Culture and Organizational Governance

The persistence of volunteer boards in the top hierarchy of authority in Kuwait is because the responsibility for organizational governance has been passed on through generations and has become embedded in the practices and values of many sport organizations. According to Barley and Tolbert (1997), institutional theory holds that organizations that are embedded in a web of values, norms, rules, beliefs, and taken-for-granted assumptions, have culture as the main influence on the decision making process and formal structures. Since culture is developed through a process of institutionalization, habits are formed and the persistence of volunteer boards in the governance and decision making process of NSOs, will continue to manifest (Kikulis et al., 1992). It is under the umbrella of habituation that volunteer boards continue to receive their legitimacy and widespread characteristic of nonprofit sport organizations (Kikulis, 2000).

Research evidence suggests that structures infused with values are a source of stability and continuity in organizations (Pant & Lachman, 1998). The stability and continuity must however be supported by value commitment to the status quo.

Competing value commitments for and against change will lead to change or reformation (Greenwood & Hinings, 1996). As a result, volunteer boards tend to represent a core value and an institution that will continue to control the decision making process and the structural form of most VSOs or nonprofit organizations in general. Coakley (2001) identified sport as a “social institution fostering inspiration, contributing to order and stability, and promoting traditional values”. Traditionality, according to Salipante and Golden-Biddle (1995), highlights the past and legitimizes the present practices, beliefs, and institutional structures. Sport in Kuwait is structured to portray Kuwaitis’ beliefs in their traditions and institutional structures as a means of promoting social order and stability in the country. Volunteer boards, therefore, are structured to demonstrate traditionality because they have been passed down as appropriate and legitimate for NSOs, providing these organizations with stability on one hand, and resistance to change on the other.

The Need for Change in Kuwaiti Sport

This notion led to the recommendation of deinstitutionalization of volunteer control (Kikulis, 2000; Oliver, 1992), supporting the power and interests of organizational members and external groups influencing legitimate organizational practices. Political pressure usually promotes deinstitutionalization in time of management and performance crisis when there is pressure for innovation, for performance, and for a change in external dependencies. Insufficient funding and the need for strategic planning initiatives are reasons why KSOs need to rely on the expertise of paid executives. The cost of monthly board meetings is a strong reason for the re-evaluation of their utility as well as a strong reason for re-examining the current

traditional governance and decision making practices. Although the volunteer boards remain an important structure of sport in Kuwait, there is the need to redefine their role within the general sport environment. Kikulis et al. (1992) and Slack and Thibault (1988) suggest limiting the role of paid executives to policy implementation and operational decisions and volunteer boards to policy development and strategic decision making.

The decentralization process in which administrative centers and head offices are established at provincial and national levels (as in Canada, UK, Brazil, and Argentina) allows paid executives to be distanced from volunteer board members, giving them more autonomy. In Kuwait, however, the need for hiring paid executive managers is in response to increased demands for higher performances and the abundance of trained professionals to occupy such positions, social consensus among organizational decision makers on the value of paid executives to NSOs, and market forces. It appears that in this country where the structure of NSOs have been traditionally institutionalized and sport practices are outdated, there is a need to deinstitutionalize these organizations by injecting new ideas and organizational strategies, without neglecting the history and traditions of organizational practices. The organization of most NSOs will depend on their structural design (professional or bureaucratic) which defines whether the decision making process will be made by volunteer boards or professional staff (Kikulis et al., 1989).

Research has shown that the adoption of more professional and business-like practices in most sport organizations has been necessitated by the growth of these organizations and the complexity of demands placed upon them (Kikulis, 2000). This has meant redefining the roles of volunteers, an emphasis on strategic planning and

marketing, and the need for more professional management expertise to replace paid executives and volunteer board members of National Sport Organizations (NSOs). Thibault et al. (1991) identified conflicts, disagreements, and negotiations in the governance and decision-making processes in Canada in which volunteer board members still strive to maintain their traditional roles in NSOs. Evidence shows, however, that volunteer boards in sport organizations have tended to maintain interdependent relationships with paid executives in the governance and decision making process. This has resulted in voluntary adaptations in respective roles and responsibilities. Inglis (1997) outlined the important roles that volunteers play in the policy, operational, and managerial areas.

Although both volunteer board members and paid executives do agree on the role each can play in the management process, they can not determine the amount of influence each should carry (Auld & Godbey, 1998). Each group however acknowledges that paid executives need to carry a greater responsibility than volunteer board members do. Apparently continuity and change are desirable elements in the adoption of more professional and business-like management practices adopted by some voluntary sport organizations (VSOs) in other countries. For example, VSOs in the UK have allowed the coexistence of new structures and systems with more traditional forms.

The process of change suggested is not to delegitimize the current established organizational practices or procedures for managing sport in Kuwait but to help current structures to meet organizational challenges of the 21st century. It is hoped that new suggestions for change, in Kuwaiti sport which are gradually being influenced by political and social pressures, and increased athletic performances, would open up

organizational members to ideas from other internal and external sectors. Although changes are desirable at this embryonic stage of sport development in Kuwait, such changes should not succumb to mimetic pressures but to normative ones. It is also hoped that the government would mount coercive pressure on sport federations and clubs to adopt certain governance and decision making structures that will lead them to some amount of resource independence. Any changes must however be accompanied by heavy continual government involvement in, and substantial government funding for all sectors of sport in the country, in the early stages of change. Slack and Hinings (1994) suggest an “Executive Office” organizational design because the institutional norms regarding the decision making process is characterized by a shift in control from volunteers to professionals with the board playing a fundraising and advisory role while professional staff concentrate on developing programs and policies (Kikulis et al., 1992). The KOC, in compliance with the principles of the Olympic Movement, must take a cue from this suggestion and continually strive to be resource independent from the government.

Recruitment of Sport Leaders in Kuwait

With regard to the composition of national and provincial executives of voluntary associations, since some associations are more vital than others or require a highly talented or skilled membership in order to function, some associations will tend to recruit certain personnel with the necessary qualities and skills to perform in the best interest of the association. In Kuwaiti sport environment, political skills, socio-economic status (SES), and gender of individuals rather than technical skills are considered in the recruitment of members of sport associations. In broad terms, it appears that those with access to money, education, specific occupational skills, and certain recognized

credentials have the greatest opportunity to be recruited to run the associations. In other words, those individuals with high SES positions and the concomitant material, cultural, and political capital have the opportunity to be recruited as members of a sport federation or a volunteer board.

In addition, social inequality, which demonstrates the exclusion of women from so many spheres of social life, is found in almost all voluntary sport associations in Kuwait, especially at the national level.

As the possessors of social power, men, and especially those with social power, control the direction of sports. By virtue of their political and cultural capital and SES, they wield control over normative and material resources of the sport associations as well as control over the recruitment of executives and volunteer board membership of sport federations and sport clubs. Kuwaiti sport is therefore directed by a group of individuals with significant resources and social power with enough prerogatives to structure particular sports in the directions they desire.

Most Kuwaitis do not question the composition of these executive membership and volunteers boards because they believe the executives are recruiting the types of occupationally experienced and educationally certified people needed to develop Kuwaiti sport. It appears however that the fascination with the days when people with social power controlled the direction of Kuwaiti sport is drawing to a close and people are beginning to question whether executives and volunteer boards are responsive to the needs of a new wave of sport consumers. Sport consumers are beginning to question the existing sport administrative structures, which they believe present structural

impediments to the continual development of Kuwait as a superpower of sport in the Gulf region specifically, and the Arab world in general.

Types of Voluntary Sport Associations (VSOs)

There are two dominant interrelated themes that run throughout most of the literature on voluntary associations: (a) the rates of participation in associations and (b) the rates of participation as the dependent variable and one of the following six independent variables - SES, nature of association, gender, geographic and demographic factors, ethnicity, and involvement in other voluntary associations (Beamish, 1985). Previous research has found a direct relationship between SES and participation in voluntary associations (Beamish, 1985; Holland & Gruneau, 1979; Sallach, 1973).

According to Beamish (1985) the most important distinctions between different types of associations are based on the goals of any particular association and the types of experiences or skills required to participate. Of all the numerous typologies, Beamish found germane differences between “instrumental” and “expressive” voluntary associations. Instrumental associations are generally concerned with long-term goals and objectives. They do not offer immediate gratification to the participant because they are directed to policy concerning the public at large rather than the association itself. As a result, they stress efficiency and require more specialized skills for participation. An example may be the Kuwaiti Sport Club for Persons with Disability.

Expressive associations concern themselves with immediate goals and are self-directed. Expressive associations provide opportunities for actions that bring immediate gratification through the activity such as provided by the sport federations. The differences between instrumental and expressive associations concern (a) the skills and

specialization needed for effective participation, (b) the composition of the membership, and (c) the impact and leadership the association exerts on the public. Accordingly, because of their emphasis on long-term goals and efficiency, instrumental associations tend to be more bureaucratic in their organization and, therefore, definite specialized skills are required for participation. Accordingly, the selective influence they have on the composition of membership allows for almost anyone with an instrumental orientation to life (Jacoby & Babchuck, 1963) and the concomitant skills, to be attracted to an instrumental association. Accordingly, Babchuck and Booth (1969) found that because people tend to join associations that are closely related to their jobs, the upper strata professional who is more socialized into adopting an instrumental orientation to life and has access to the skills and resources required to run such associations have a greater representation in instrumental associations. Also, the nature and scope of concerns addressed by instrumental associations make them more centralized because they have a narrow spectrum of goals and objectives and feel less pressure from membership (Simpson & Gulley, 1967) and, therefore, are more selective of who they recruit. On the other hand, almost anyone can belong to and enjoy the activity of an expressive association.

Need for Government, Volunteer, and Private Sectors Partnership

The Kuwait government has always supported the achievement of high performance sport and the development of the national sport system to strengthen the unique contribution of sport to Kuwaiti identity in the Gulf region especially, culture, and the society. The major strategic initiatives by government in the past has been (a) to encourage high performance sport, (b) to advance broader national objectives through

sport, and (c) to increase access and equity to sport for the youth, women, and persons with disability. Because the government provides all the funds necessary for sport development and promotion, there has been no effort to build effective partnership with the corporate community, the private sector, and the sport community. Currently, sport funding is directed at training and competition opportunities for athletes, coaching support, hosting of and participation in international sport organization, and provision of modern sport facilities.

This government's monopoly on sport funding seems to be operating under the umbrella of Mass Sport, thereby limiting the inflow of private for-profit capital that could otherwise play a tremendous role in developing Elite and Commercial Sport with the concomitant benefits to be derived by sport consumers or the general public.

Since there is no mimetic pressure on Kuwaiti Sport Organizations (KSOs) to change and be recognized as viable and credible entities, they have simply succumbed to the rules of nonprofit organizations and continue to maintain their traditional forms in which volunteer boards established by the government play a monopolistic role in the decision making and governance processes. Unempirical observation suggests the need for Kuwaiti sports to benefit from an infusion of commercial sport as well as the involvement of corporate organizations in sport development. In Kuwait, while there is no clear defining line between sport for the "pursuit of pleasure" and "pursuit of excellence" as defined by Chelladurai (2001), it does not appear that current organizational structures in the country are capable of meeting the desires of the people for the need for public-private partnership in sport development.

Another issue that needs to be addressed is that spectator sport as a domain of sport where excellence in sport is offered as entertainment for commercial purposes, can not be sustained to the level desired with the meager resources from the government alone. Popular sport activities such as soccer, team handball, and wrestling, with elite teams and complex organizational structures which deliver sport for entertainment need to be involved in revenue generation, marketing and public relations, so as to obtain extra revenue to better manage their competitive leagues and competitions.

There is a need, therefore, to clarify and prioritize the importance of the three domains of sport in the formulation of national policy on sport.

This national policy must clearly identify the kinds of organizations best suited to deliver any given sport service. Volunteer, government, and private sector delivery systems as well as other hybrid organizations involving a combination of these three sectors (e.g., volunteer for-profit organizations; volunteer and government organizations; government and for-profit organizations; or a combination of the three sectors) can then be identified to deliver specific sport services. It does appear that the monopolistic stature of government sport organizations alone to deliver all sport services is creating tension as predicted by Chalip and Johnson (1996) because it has led to extreme centralization, bureaucracy, and politicization of Kuwait sport.

The hybrid of private-government-volunteer mix in which all sectors function to provide, develop and govern sport programs, facilities, and events as in Brazil (DaCosta, 1996) or Canada (Kikulis, Slack, & Hinings, 1995) seems appropriate in most sport developing countries. Another modern trend in several countries is for the government to collaborate with profit and/or nonprofit sectors in providing needed services for the

public. In some instances government can contract out specific services to the profit-sector as in public-for profit combine and public-nonprofit combine service delivery systems. The relationship between voluntary, public, and for-profit organizations in the delivery of sports need to be examined by stakeholders to determine the specific benefits to be derived in the delivery of specific services to the country (Thibault & Harvey, 1997).

CHAPTER 3

METHODOLOGY

Research Design

This study described the perceptions of sport administrators, coaches, and athletes regarding the critical functions of sport and the organizational forms for the delivery of sport services in Kuwait. The questionnaires were personally delivered to the respondents (i.e., sport administrators, sport coaches, and athletes) as they were in close proximity to the researcher and most of the participants. This procedure is similar to the use of mail questionnaire that Ary et al., (1996) and Salant and Dillman (1994) recommend in the collection of data from a large sample from different locations in a short period of time. The personal delivery was meant to initially emphasize the importance of the study and to encourage participants to be more truthful in their responses.

Sample Characteristics and Sample Size

The target population for the survey comprised of all the sport leaders in the Public Authority for Youth and Sports, 15 sport federations, 23 sport clubs, and 23 youth centers in Kuwait as well as the coaches and athletes within these organizations. The research instrument was distributed to the population sample of 668 participants (males =

573; females = 95) through personal contact. The sample were made up of 414 administrators in four categories (Public Authority, federations, clubs, and youth centers), 184 coaches in two categories (club and youth center coaches), and 70 elite athletes (see Table 3.1). Overall, 402 persons returned the completed questionnaire for a return rate of 60.2%. The response rate among females was only 49.5%. The response rates for other categories of participants are shown in table 3.1.

Group	Gender	Samples	# Response	Rate %
Federation administrators	Males	105	57	54.3
	Females	—	—	—
Club Administrators	Males	154	78	50.6
	Females	7	2	28.6
Youth administrators	Males	90	32	35.6
	Females	48	18	37.5
Club Coaches	Males	88	74	84.1
	Females	4	4	100
Youth Coaches	Males	60	34	56.7
	Females	32	23	71.9
Elite Athletes	Males	70	70	100
	Females	—	—	—
Public Authority ^a	Males	10	10	100
	Females	—	—	—
Total	—	668	402	60.2

^a As there were only ten respondents from the Public authority, they were not included in further analyses.

Table 3.1: Population, Samples, and Response Rates.

Instrument

The questionnaire employed in this study was a modified version of Cuellar's (2003) scale used in her study of similar questions in the context of sport in Belize. Her instrument consisted of three parts—criticalness of functions of sport, relative emphases on sport domains, and suitability of organizational forms.

Criticalness of Functions of Sport

The first part assessed the criticalness of functions of sport with 11 items for mass sport, 8 items for elite sport, and 7 items for commercial sport. She asked her respondents to indicate the criticalness of each of the functions on a 7-point scale ranging from 1 (least critical) to 7 (most critical). She carried out principal component analysis with the items associated with each domain to verify if the items clung together. She found that all the eleven items in mass sport loaded highly on a single factor and all items in elite sport, loaded highly on a single factor. However, in the case of commercial sport two factors emerged with three high loading items on one factor representing entertainment in sport and three other high loading items representing the business aspect of sport. She reported reliability estimates (Cronbach's alpha) of .91 for mass sport, .86 for elite sport, .76 for entertainment sport, and .69 for business sport.

The modifications made to the above for use in the present study consisted of reducing the length of the instrument by selecting the highest loading items in each domain and rewording the items to suit the context of Kuwait. Accordingly, 6 items were selected for mass sport, 5 items elite sport, and 6 items for commercial sport (i.e., entertainment sport plus business sport).

Relative Emphases on Domains of Sport

Cuellar used a single item in a forced choice format where the respondents indicated the percentage weight (i.e., importance) to be attached to each of the three domains with the requirement that the total should not exceed 100%. The same format was employed in the present study.

Suitability of Organizational Forms

Cuellar (2003) presented to her respondents definitions of the five organizational forms (public, private for-profit, private nonprofit, public-profit combine, and public-nonprofit combine). Then she asked the respondents to check the form of organization best suited to deliver each of 37 services reflecting mass sport ($n = 11$), elite sport ($n = 13$) and commercial sport ($n = 13$). The present study used the same format but eliminated one item from elite sport activities and three from commercial sport activities as they were overlapping with other items.

Data Collection Procedures

The entire instrument used in the study is shown in Appendix F. Permission to carry out this study employing this instrument was obtained from the Human Subjects Review Committee of the Institutional Review Board of The Ohio State University (Protocol Number 2004E0103).

A cover page of the instrument outlining the purpose and significance of the study and that requested voluntary participation accompanied each questionnaire. It also assured confidentiality of the respondents and indicated that the return of the completed instrument was indicative of their spontaneous willingness to participate in the study.

The 10 questionnaires designated for the administrators of Public Authority were given to the Director-General of this department for distribution and collection. Questionnaires for the administrators and coaches of sport federations, sport clubs, and youth centers were personally delivered to the Presidents of these sectors with a request to distribute to their members and collect. Team managers or head coaches received the questionnaires for distribution to Elite Athletes. They were requested to distribute and collect the complete questionnaires from their athletes. All respondents were requested to complete and return their questionnaires within one week from the day they received them. A visit was made to these organizations to collect the completed questionnaires and also to encourage non-respondents to participate. After another week a second visit was made to the persons who distributed the questionnaires to collect the rest. Due to the limitation of time and money it was not possible to go back and collect the rest of the questionnaires. A major reason attributed to the non-response of the rest of the questionnaires was that these participants had traveled to various places in and outside the country on official duties.

Validity of Instrument

As noted, the instrument for the present study was a modified version of Cuellar's (2003) instrument. Hence the validation procedures that she had undertaken were germane to the present study. She submitted the initial draft of the questionnaire to a panel of experts (5 sport management professors, 5 administrators of sport, and 5 doctoral students). She also field-tested the instrument with a small sample ($n = 10$) from the target population of administrators in Belize who provided their assessment of the clarity of the instructions and items and length of time required to complete the instrument.

Her final step in the validation process was a pilot test conducted with masters students ($n = 28$) at The Ohio State University. Based on the feedback from the panel of experts, the field test, and pilot study, and reliability estimates from the pilot study, Cuellar modified the instrument for administration to the final sample.

Back Translation Procedure

Because of the validation procedures undertaken by Cuellar and as the targets of measurement of the instrument (i.e., criticalness of mass, elite, and commercial sport, and organizational forms) are universal, one could have placed confidence in the modified version of the instrument. However, there is the issue of the equivalence of the instrument in Arabic and English languages. That is, Cuellar's instrument in the English language was translated to the Arabic language, the national language of Kuwait (see Appendix G). It was important to establish the equivalence of the two versions, and accordingly, Brislin's (1990) guidelines were followed. Three bilingual experts from the linguistic department of the University of Kuwait were requested to translate independently the English version into the Arabic language. In the next step, the three experts and the investigator scrutinized the three Arabic versions for any inconsistencies in the content of the items. A few minor variations in the words employed in the three translated versions did not affect the meaning of the items involved. Thus, the three experts agreed on a common wording of the items involved, and the final single Arabic version of the scale was agreed upon. The next step in the process was to ask three other bilingual experts from the same department to translate the Arabic version back into the English language. These three versions of the back-translated version were compared to each other by the investigator and his advisor.

As the three back-translated versions were comparable to the original English version, the Arabic version was deemed equivalent to the English version.

Field Study: To provide further confirmation of face and content validity and reliability in a new environment, the final Arabic version was field tested on a limited convenient sample of 30 participants using the same procedures that the originator of the instrument had used in its administration. For validity purposes, the field test was designed to identify the ease of completion of the new version to this population, the clarity and interpretation of test items, and to determine the duration for the completion of the questionnaire. Based on the feedback from the respondents, it was concluded that no modification were necessary. The respondents took about 15-20 minutes to complete the questionnaire. The internal consistency estimates (Cronbach's alpha) of the Arabic version derived from the data of the field test were .73 (Mass Sport), .73 (Elite Sport), and .74 (Commercial Sport).

Data Analyses

Data analyses followed the same procedures as applied by Cuellar (2003) in a similar study in Belize. The statistical analyses focused on verifying the scales, and assessing subgroup differences among stakeholder groups.

Scale Verification

The items in each subscale associated with mass, elite, and commercial sport were subjected to principal component analyses to extract a single factor from each of the data of the six groups and the total sample. The intent was to verify if the items in a subscale

loaded highly on the single factor extracted. The mean of the selected items would be the score for the relevant subscale.

Subgroup Differences

Perceived criticalness of sport functions

The second set of analyses related to subgroup differences in perceived criticalness of the functions of Mass, Elite, and Commercial Sport. Multivariate analysis of variance, (MANOVA) followed by Univariate ANOVAs and Scheffe's post hoc analyses was carried out with the three functions of sport as the dependent variables and the six groups as the independent factor.

Relative emphases on sport domains

To analyze respondents emphases on the three sport domains a multivariate analysis of variance (MANOVA) followed by Univariate ANOVAs and Scheffe's post hoc analyses was also carried out with the three functions of sport as the dependent variable and the six groups as the independent variable. Also t-tests were carried out to find out if each group's emphasis (i.e., the importance scores) on the three domains differed significantly from each other. Finally, the three percentages on the relative importance of the three domains were correlated with the three scores on the criticalness of the three domains.

Suitability of Organizational Forms

The choices of organizational forms for the set of services under each domain (mass, elite, and commercial) were subjected to chi square analyses to verify if the distribution of choices of the five organizational forms were differed significantly from

the expected equal distribution. Then, the choices over all the items representing a domain (mass, elite, and commercial) were summed and these total scores were subjected to chi square analyses to verify if the distribution of choices of the organizational forms were different from an expected equal distribution. The significance of the chi square would indicate that one or more organizational forms were preferred over the others for the delivery of services associated with each domain of sport (mass, elite, and commercial).

CHAPTER 4

RESULTS

The results of the statistical analyses are provided under the following sections:

(a) confirmation of the internal consistency of the scales employed in the study, (b) assessment of the significance of differences among subgroups, (c) relative emphases placed on mass, elite, and commercial sport, and (d) suitability of organizational forms.

Verification of the Subscales

The first concern was with whether the items in a subscale loaded highly on a single factor as expected and if they were highly internally consistent. Accordingly, principal component analyses were carried out extracting a single factor with the items in each of the subscales with each subgroup. The items and their factor loadings for each subgroup and the total sample are provided in Tables 4.1, 4.2, and 4.3.

Mass Sport: Of the total 42 loadings in table 4.1, 39 loadings ranged from .60 to .88. The item “Promotion of physical health” had loadings of .54, .45, and .46 in the data of Youth Administrators, Youth Coaches, and Elite Athletes respectively. The loading in the other three groups and the total sample were higher than .60 with a high of .88. The internal consistency estimates for the subscale ranged from .73 to .90 for a mean of .83 (Table 4.1). Based on the above results, it was decided to use the subscale

with these six items as the measure of the importance attached to the development of mass sport.

Item	Total	Federation AD	Club AD	Youth AD	Club Coaches	Youth Coaches	Elite Athletes
3. Promotion of emotional health	.74	.75	.69	.82	.83	.71	.60
7. Promotion of physical health	.65	.84	.67	.54	.79	.45	.46
9. Feeling of well- being	.78	.81	.85	.79	.81	.60	.70
10. Development of physical fitness	.72	.78	.70	.80	.85	.70	.65
12. Promotion of mental health	.80	.76	.75	.81	.83	.88	.84
14. Reduction in stress and tension	.74	.79	.75	.75	.84	.71	.71
Eigen Values	3.27	3.72	3.25	3.45	4.10	2.83	2.57
% Variance	54.51	61.99	54.12	57.52	68.31	47.10	42.74
Alpha	.83	.87	.83	.85	.90	.77	.73

Table 4.1: Factor Loadings for Mass Sport by Groups.

Elite Sport: As seen in (Table 4.2), 30 of the 35 loadings were higher than .50.

The item “Development of competitive spirit” had a loading of .37 in the data of the total sample and in the data of the Youth Coaches. Similarly the item “Enhancement of community pride” had a loading of .43 in the data of the Youth Administrators. The internal consistency estimates were significantly higher than .70 in all groups except in the case of Youth Coaches ($\alpha = .62$) and Elite Athletes ($\alpha = .68$). As these values were all acceptable in four of the six groups and the total sample, the subscale with these five items was used as the measure of the importance attached to elite sport.

Item	Total	Federation AD	Club AD	Youth AD	Club Coaches	Youth Coaches	Elite Athletes
1. Creation of community pride	.71	.94	.67	.88	.77	.69	.71
2. Development of competitive spirit	.47	.71	.73	.83	.70	.37	.47
6. Enhancement of community's image	.67	.68	.75	.47	.79	.55	.67
13. Fostering of national prestige	.75	.92	.59	.88	.73	.77	.75
7. Enhancement of community pride	.72	.77	.77	.43	.67	.74	.72
EigenValues	2.25	3.27	2.49	2.64	2.68	2.07	2.25
% Variance	44.93	65.32	49.83	52.72	53.63	41.29	44.93
Alpha	.75	.85	.74	.74	.76	.62	.68

Table 4.2: Factor Loadings for Elite Sport by Groups.

Commercial Sport: As shown in (Table 4.3), all loadings were higher than .60 except in the case of the item “Promotion of fan identification with specific teams” whose loading was .58 in the data of the Club Administrators. The internal consistency estimates for the subscale ranged from .80 to .87 for a mean of .84 (Table 4.3). Based on the above results, it was decided to use the subscale with its original items as a measure of the importance attached to the development of commercial sport.

Item	Total	Federation AD	Club AD	Youth AD	Club Coaches	Youth Coaches	Elite Athletes
4. Promotion of tourism	.80	.78	.81	.70	.63	.91	.80
5. Creation of job opportunity	.61	.80	.79	.67	.67	.62	.61
8. Generation of business activity	.71	.83	.81	.84	.70	.71	.71
11. Promotion of fan identification with specific teams	.62	.77	.58	.83	.76	.65	.62
15. Satisfying spectator desire	.79	.85	.77	.85	.79	.82	.79
16. Provision of entertainment	.70	.55	.65	.73	.78	.80	.70
Eigen Values	3.04	3.54	3.31	3.61	3.15	3.45	3.00
% Variance	50.06	58.96	55.15	60.13	52.48	57.49	50.06
Alpha	.84	.86	.83	.87	.82	.85	.80

Table 4.3: Factor Loadings for Commercial Sport by Groups.

Correlations among the Subscales

The correlations among the subscales and respondents' age and experience are shown in Table 4.4. The highest inter-subscale correlation in the criticalness was .69 (between the importance attached to Mass Sport and Elite Sport), and -.73 in relative emphasis to be placed on mass sport versus commercial sport. As the shared variance between any two subscales was less than 53%, it was concluded that these three subscales measured sufficiently distinct constructs.

	Age	Experience	Mspercent	Espercent	Cspercent	Msport	Esport	Csport
Age	-							
Experience	.71**	-						
Mspercent	.11*	.01	-					
Espercent	.10	.15**	-.34**	-				
Cspercent	-.20**	-.15**	-.73**	-.38**	-			
Msport	-.04	-.01	-.08	.08	.02	-		
Esport	.08	.09	-.01	.13*	-.08	.69**	-	
Csport	-.06	-.11*	-.16**	.03	.14**	.51**	.46**	-

N= 402 *P < .05 **P < .01

Table 4.4: Correlations.

Sub Group Differences

Two separate MANOVAs were carried out with the grouping variable as the independent factor to assess the significance of the difference between groups in their perceptions of the criticalness of functions of sport, and the relative emphases to be placed on the domains of sport.

Criticalness of Sport Functions

The results of the MANOVA showed that the multivariate effect of the grouping variable on the criticalness of the three functions was significant ($F(15, 1158) = 1.76, p < .05$). However, the univariate analysis (Table 4.5) showed that the grouping variable did not have a significant effect on the criticalness of any of the three sport domains.

	Df	F	ρ	η^2
Criticalness:				
Mass Sport	5, 386	.82	.538	.010
Elite Sport	5, 386	1.70	.133	.022
Commercial Sport	5, 386	.42	.832	.005
Relative Emphasis:				
Mass Sport	5, 386	5.05	.001	.061
Elite Sport	5, 386	6.35	.001	.076
Commercial Sport	5, 386	5.39	.001	.065

Table 4.5: Results of Univariate Analyses of Criticalness and Relative Emphasis of Sport Domains.

Therefore, the data of the subgroups were combined in Table 4.6 to assess the significance of the differences in the relative criticalness of the three sport functions. Subsequent t-tests (Table 4.7) showed that the criticalness of elite sport ($M = 6.36$) was rated significantly higher than that of mass sport ($M = 6.19$) ($t = -6.44$, $p < .001$), and commercial sport ($M = 5.27$) ($t = 22.52$, $p < .001$). Mass sport was rated as more critical than commercial sport ($t = 19.41$, $p < .001$).

Variables	Federation Adm	Club Adm	Youth Adm	Club Coaches	Youth Coaches	Elite Athletes	Total
<u>Criticalness:</u>							
Mass sport	6.11 (.872)	6.13 (.752)	6.16 (.700)	6.33 (.762)	6.19 (.620)	6.16 (.630)	6.19 (.728)
Elite Sport	6.48 (.711)	6.34 (.655)	6.42 (.576)	6.41 (.665)	6.38 (.496)	6.18 (.711)	6.36 (.649)
Commercial sport	5.22 (1.08)	5.33 (1.09)	5.11 (1.07)	5.28 (1.11)	5.38 (1.07)	5.24 (1.10)	5.72 (1.08)
<u>Relative Emphasis:</u>							
Mass Sport	36.57 (21.61)	46.75 (18.84)	51.20 (21.03)	41.98 (19.34)	44.29 (17.17)	37.21 (17.68)	42.83 (19.72)
Elite Sport	34.64 (18.60)	26.18 (12.78)	23.40 (11.49)	29.74 (14.98)	30.26 (12.76)	22.92 (11.81)	27.78 (14.39)
Commercial Sport	27.66 (19.51)	27.06 (17.51)	25.40 (21.95)	28.39 (20.50)	25.43 (14.76)	40.00 (21.85)	29.28 (20.030)

Table 4.6 : Groups, Means and Standard Deviations

	Mean	Standard Deviation	t value
Critical Function:			
Mass Sport	6.19	.73	—
Elite Sport	6.36	.65	—
Commercial Sport	5.72	1.08	—
Mass / Elite	- .18	.55	- 6.44
Mass / Commercial	.93	.96	19.41
Elite / Commercial	1.11	.98	22.52
Relative Emphasis:			
Mass Sport	42.83	19.72	—
Elite Sport	27.78	14.39	—
Commercial Sport	29.28	20.0	—
Mass / Elite	14.81	27.96	10.62
Mass / Commercial	13.58	36.92	7.37
Elite / Commercial	- 1.24	28.69	- .86

Table 4.7: Significance of Differences between Means

Relative Emphases on the Domains of Sport

The multivariate effect of the grouping variable on the relative emphases to be placed on the three domains of sport was also significant ($F(15, 1158) = 4.22, p < .001$). The univariate analyses (Table 4.5) showed that the groups differed in rating mass sport ($F(5, 386) = 5.05, p < .001$), elite sport ($F(5, 386) = 6.35, p < .001$), and commercial sport ($F(5, 386) = 5.39, p < .001$). However, the strength of association was rather weak in all cases ($\eta^2 < .08$). Therefore, the data of the subgroups were combined to assess the

significance of the differences in the relative percentage emphases to be placed on the three domains of sport (Table 4.6). The t-tests in Table 4.7 showed that the relative emphases to be placed on mass sport ($M = 42.83$) was significantly higher than commercial sport ($M = 29.27$) ($t = 7.37, p < .001$) and elite sport ($M = 27.78$) ($t = 10.62$). The emphases placed on elite sport and commercial sport did not differ from each other.

Correlations of Criticalness and Relative Emphases

The ratings on the criticalness of the sport domains correlated significantly with the relative emphases to be placed on the corresponding domains only in the case of elite sport ($r = .13, p < .05$) and commercial sport ($r = .14, p < .05$). Even these correlations are of meager magnitudes ($r^2 < .02$) (see Table 4.4 above).

Suitability of Organizational Forms

It was noted in Chapter 3 that the items assessing the suitability of organizational forms reflected the services to be offered in the promotion of Mass, Elite, and Commercial sport respectively. The respondents expressed their opinions by checking the appropriate form of organization best suited to deliver a given service. The following section outlines the results of the chi square analyses of the choices of organizational forms best suited to deliver the services related to Mass, Elite, and Commercial Sport domains.

Mass sport: The distribution of the choices of the organizational forms for each of the services to promote mass sport are shown in Table 4.8. In the case of all 11 mass-sport related services, the actual distributions of choices of organizational forms were significantly different from the expected equal distribution of choices ($p < .001$). The

respondents favored the Public organizations as the most suited to deliver 7 of the 11 services. These services included (a) “Teaching the basic sport skills”, (b) “ Training sport teachers and leaders”, (c) “ Organizing sports for camps and clinics”, (d) “ Developing fitness instruction manuals”, (e) “ Publishing manuals for volunteer leaders”, (f) “ Organizing and conducting community level sports programs (e.g., 5K Run; mother/Daughter Softball)”, and (g) “ training and certifying fitness instructors”.

Respondents chose the Profit organizations as most suited to deliver two of the services - (a) “Publicizing the benefits of sport participation”, and (b) “Organizing sports for recreation/leisure”. The Public-Nonprofit Combine was chosen for one of the services - “Providing fitness sport”, while the Public-Profit Combine was the dominant choice for one of the services- “Build/maintain recreational playgrounds”. The distribution of the choices over all 11 services (shown in Table 4.8) also differed from the expected equal distribution ($\chi^2(4) = 511.2, p < .001$). Overall the respondents favored either the Public organization (n=1340) or the Public-Nonprofit Combine (n=1070) to deliver the services related to mass sport.

	Sport Services	Public	Non-profit	Profit	Public/Non profit	Public Profit	χ^2
1	Teaching the basic sport skills	182	35	34	86	65	184.14
2	Build/maintain recreational playgrounds	99	29	86	79	109	47.75
3	Publicizing the benefits of sport participation	63	51	136	74	78	53.54
4	Training sport teachers and leaders	136	48	45	103	70	74.79
5	Organizing sports for recreation/leisure	90	45	97	92	78	21.90
6	Organizing sports for camps and clinics	107	30	72	87	106	49.96
7	Developing fitness instruction manuals	173	41	46	83	59	146.45
8	Publishing manuals for volunteer leaders	136	59	41	116	50	90.71
9	Organizing and conducting community level sports programs (e.g., 5K Run; Mother/Daughter Softball)	139	47	33	119	64	108.40
10	Training and certifying fitness instructors	113	36	59	105	89	51.88
11	Providing fitness sport	102	46	49	126	79	58.67
	All Services	1340	467	698	1070	847	511.2

Table 4.8: Chi Square for Mass Sport Organizational Forms and Services.

Elite sport: The distributions of the choices of organizational forms for the 12 services oriented toward elite sport are shown in Table 4.9. All chi square values were significant ($p < .001$) indicating that the actual distribution of choices for each service was different from the expected equal distribution. The respondents chose the Public

organizations as most suited to deliver four of the services- (a) “Training and certifying officials for elite sport”, (b) “Training and certifying coaches for elite sport”, (c) “Organizing competitions for age-group elite sport”, and (d) “Building and maintaining facilities for training of elite athletes”, while they chose the Profit organizations for four other services- (a) “Organizing international competitions for elite athletes”, (b) “Raising funds for the elite teams/athletes”, (c) “Coaching elite teams”, and (d) “Securing sponsorship for elite teams”. The Public-Nonprofit Combine was chose as most suited to deliver three other services- (a) “Training and certifying sport scientists”, (b) “Identification and selection of sport talent”, and (c) “Training talented individuals”. The Public-Profit Combine was the dominant choice in only one of the services “Facilitation of competitive sports clubs”. The distribution of choices over all 12 Elite-sport related services (shown in Table 4.9) also differed significantly from the expected equal distribution ($\chi^2(4) = 111.2, p < .001$). The Profit (n=1221), the Public-Profit (n=1137), the Public (n=1053), and the Public-Nonprofit (n=1002) were chosen as the best suited to deliver the elites sport services.

	Sport Services	Public	Non-Profit	Profit	Public/ Nonprofit	Public/ Profit	χ^2
1	Training and certifying sport scientists	99	36	78	106	83	37.12
2	Identification and selection of sport talent	93	60	67	103	79	15.76
3	Organizing international competitions for elite athletes	68	32	114	76	112	57.75
4	Training and certifying officials for elite sport	101	36	90	84	91	32.50
5	Facilitation of competitive sports clubs	106	21	68	82	125	78.72
6	Raising funds for the elite teams/athletes	57	24	168	52	101	157.1
7	Training and certifying coaches for elite sport	113	37	75	84	93	39.14
8	Organizing competitions for age-group elite teams	103	38	80	94	87	31.55
9	Building and maintaining facilities for training of elite athletes	104	26	84	90	98	48.89
10	Coaching elite teams	80	43	116	79	84	33.34
11	Training talented individuals	86	43	79	117	77	34.61
12	Securing sponsorship for elite teams	43	15	202	35	107	288.9
	All Services	1053	411	1221	1002	1137	425.1

Table 4.9: Chi Square for Elite Sport Organizational Forms and Services.

Commercial sport: The distribution of the choices of the organizational forms for each of the services to promote Commercial sport is shown in Table 4.10. In the case of all 10 commercial-sport related services, the actual distributions of choices of organizational forms were significantly different from the expected equal distribution of

choices ($p < .001$). The respondents favored the Profit organizations as the most suited to deliver 9 of the 10 services. These services included (a) “Marketing of professional sport leagues”, (b) “ Providing of quality amenities for spectators”, (c) “ Providing of quality facilities for spectators”, (d) “ Organizing competitions among professional sport teams”, (e) “ Promoting the formation of professional sport leagues”, (f) “Concession sales in and around the sport stadium”, (g) “ Securing media contracts”, (h) Sales of teams sponsored merchandise”, and (i) “Licensing products”. Respondents chose the Public organizations as most suited to deliver one of the services- “Building and maintaining stadium for spectators”. The distribution of the choices over all 10 services (shown in Table 4.10) also differed from the expected equal distribution ($\chi^2 (4) = 1263.8$, $p < .001$). Overall, Profit organizations ($n=1575$) and the Public-profit Combine ($n=1081$) were the dominant choices of the respondents.

	Sport Services	Public	Non-Profit	Profit	Public/ Nonprofit	Public/ Profit	χ^2
1	Building and maintaining stadiums for spectators	130	32	58	69	113	80.81
2	Marketing of professional sport leagues	30	21	215	44	92	318.97
3	Providing of quality amenities for spectators	38	54	151	57	102	105.63
4	Providing of quality facilities for spectators	74	26	128	90	84	66.80
5	Organizing competitions among professional sport teams	38	23	173	48	120	202.55
6	Promoting the formation of professional sport leagues	39	27	173	57	106	178.39
7	Concession sales in and around the sport stadium	55	21	158	45	123	164.96
8	Securing media contracts	61	44	133	49	115	82.72
9	Sales of teams sponsored merchandise	29	10	209	36	118	342.30
10	Licensing products	52	22	177	43	108	195.38
	All Services	546	280	1575	538	1081	1351.7

Table 4.10: Chi Square for Commercial Sport Organizational Forms and Services.

CHAPTER 5

DISCUSSION AND RECOMMENDATIONS

Discussion

This chapter discusses the results of the statistical analyses with the following focus: (a) to determine if the subscale structure of the research instrument has been supported, (b) to identify significant subgroup differences among the 6 groups of participants, (c) to identify the pattern of emphases placed on each of the three domains of sport, (d) to explain the suitability of the organizational forms to provide sport services, (e) to make recommendations for improving the quality of sport in Kuwait and improving future research processes in the domain of sport.

Subscale structure

Results of the principal component analyses identified one component in each of the set of items measuring the three domains of sport (Mass Sport, Elite Sport, Commercial Sport) which were the focus of the study. For Mass Sport, except for Item 9 (*“Promotion of physical health“*) which had three of the subscale loadings below .50 in 3 of the 6 groups, all other items had loadings ranging from .60 to .88. This range was similar to that obtained by Cuellar (2003) in a similar study in Belize where a range of .60 to .82 was obtained using 11 test items rather than the 6 items used in the current

study. The mean internal consistency estimate for all groups was significantly high ($\alpha = .80$) while the mean percentage variance explained by the extracted factor was 54.51%.

For Elite Sport, two low factor loadings (.37 and .47) were obtained for Item 2 (*“Development of competitive spirit”*) from Youth Sport Coaches and Elite Athletes respectively. Another low item loading (.43) was obtained for Item 7 (*“Enhancement of community pride”*) from data obtained from Youth Sport Center Administrators. The mean factor loadings for the entire group for the remaining items ranged from .71 to .75. The mean internal consistency estimate for all groups for Elite Sport had a Cronbach’s alpha of .74 while the mean percentage variance explained for the single component extracted was 44.93%.

The factor analyses of the items measuring Commercial Sport followed the same pattern with a range of factor loadings for all groups ranging from .55 to .91 with a mean internal consistency estimate ($\alpha = .83$) higher than for Mass Sport and Elite Sport domains. The range of item loadings on a single factor obtained by Cuellar (2003) which ranged from .69 to .83 is slightly different from that obtained in the current study. This can be attributed to the fact that the previous study extracted two components rather than only one component obtained in the current study. Since the shared variance between any two subscales in the current study was less than 53%, it can be concluded that each subscale measured a different construct. It can be surmised from the discussion above, therefore, that the subscale structure of the research instrument had been supported. The foregoing results let us place confidence in the measurement of the variables.

Subgroup Differences

A surprising finding of the study was that very few significant differences existed among the groups. When the subgroups were created, it was expected they would express differing perspectives on issues and decisions relating to sport in Kuwait. After all the groups represented such disparate entities as the administrators, the service providers (e.g., coaches), and clients (i.e., the athletes). Yet despite some statistical significant differences, they tended to be almost unanimous in assessing the criticalness of the three domains of sport and/or placing relative emphases on the three domains of sport.

One explanation for this near unanimity in opinions could be that all subgroups were drawn from the same context, the sport context. Despite the fact that the subgroups represented different roles within the sport context (i.e., administrators, coaches, and athletes), they were all involved in the same enterprise, shared similar goals for the enterprise, and accepted the processes of the enterprise. Hence, they could have cultivated similar opinions on what should be the future of sport in Kuwait and how to facilitate that future. With obvious distinctions among the various roles played by each category of participants, minor differences in perception and/or opinions of sport function, as obtained among the participants, are to be expected. Another explanation is that they all hailed from a small culturally saturated society as Kuwait. The cultural and religious influences could have fostered the similarity in thinking about sport in the country.

An intriguing finding was that the total sample rated elite sport as more critical than either mass sport or commercial sport. In contrast, they placed greater emphasis on mass sport than on elite sport. In addition, the criticalness ratings of each domain did not

correlate with the relative emphases placed on the corresponding domain. While the finding was unexpected, the results highlight the utility of forcing individuals to make choices among the three domains. When a question is open-ended, individuals may engage in wishful thinking and rate the criticalness of one or more domains without a critical analysis of the costs of or limits to such wishes. Hence, they may rate one or more of the domains as very critical. In fact, the sample of this study gave a criticalness score of 6.36, 6.19, and 5.72 for elite, mass sport, and commercial sport respectively on a 7-point scale. Yet, when they were asked to constrain themselves to 100% when assessing the relative percentage emphases on the three domains, they chose mass sport (42.83%) over elite sport (27.28%) or commercial sport (29.28%). It is also noteworthy that the percentage weights given to elite and commercial sport did not differ from each other. In the final analysis, when choices have to be made, the respondents would place greater emphasis on mass sport than on the other two domains.

The emphasis placed on mass sport mirrors the views held in general in other countries. The movements like sport for all underscore the importance of mass sport. After all, it involves the rich and the poor, the able and the disabled, the weak and the strong, the young and the old, men and women, and people of all races. Generally, the greater emphasis placed on mass sport by the total sample is, in fact, a confirmation of the major role the government, sport federations, clubs, and youth centers play in the development of the “sport-for-all” philosophy the world over.

In Islamic nations, the system of meaning associated with Islam has implications for how people perceive their bodies, view and associate with physical activity, and relate to each other through leisure, recreation, and sport activities. Although several Muslim

athletes have participated successfully in Elite Sport activities, sport participation and the quest for excellence is not as strong in these countries as elsewhere. Coakley (2001) observed that:

Every action [in Islam] is done to please God and is therefore a form of worship. Religion and culture are merged in a single ideology, with an emphasis on peace through submission to God's will. Using the body to participate in physical activities or sport may occur, but it is highly regulated by dominant beliefs about how such actions may or may not please God (pp. 466-467).

According to the Holy Koran, every Muslim must follow the teachings of the Holy Book first and foremost followed by the teachings of the Prophet Mohammad (PBUH). Accordingly, some of the 5 pillars of Islamic faith require the development of athletic abilities and the attainment of physical fitness objectives (Fleming & Khan, 1994). Muhammad (2000 cited from Aldousari, 2000:21) observed that the Prophet (PBUH) in his teachings, emphasized "life before death, health before illness, leisure before work, youth before agedness, wealth before poverty." The Prophet Mohammad (PBUH) admonished all believers in Islam to practice sport and to learn those life skills that would help promote the ideals of the Islamic society. Based on such teachings, fundamentalist Muslim clerics are not only conservative in their approach to social change but are increasingly becoming functional reformists emphasizing social control. They continue to resist any cultural transformation and exploitative social relations. Based on such premises, sport in Islam focuses on cultural empowerment rather than the domination of others, on promoting growth and health rather than reaping financial rewards, and on service to the society rather than on personal glorification. In Kuwait, sport organizations are required by policy to strive to promote pleasure and participation

by the youth in sport rather than encouraging performance excellence and promoting the commercial value inherent in modern sport.

As elite sport is an offshoot of mass or participant sport (Chelladurai, 2001), one would have expected that greater emphasis would have been placed on elite sport particularly when the Arab nations vie with each other on the athletic field. Apart from creating pan-Arabic competitions, these countries also get heavily involved in international sport organizations. For, instance, the headquarters of the Asian Games Federation is housed in Kuwaiti. The next Asian Championships will be held in Qatar. Given these thrusts, one would have expected greater emphasis to be placed on elite sport than on commercial sport. There are two possible explanations. One possibility is that the respondents might have considered that the emphasis on mass sport would lead to excellence in sport (i.e., elite sport). Second, it is possible that they might have viewed that any emphasis on elite sport would cater to a handful of select individuals while commercial sport would offer a leisure time activity for many Kuwaiti citizens in the form of spectating at athletic events.

From a different perspective, the absence of a heavy emphasis on elite sport is consistent with Islamic traditions. In Islam, participation in sport is linked with strict conformity to the teachings of Prophet Mohammad (PBUH) rather than to the norms of professional sport. Athletes have a moral obligation to engage in physical activity for the intrinsic values obtained from participation rather than on the financial rewards thereof. Although several notable Muslim athletes in the world [e.g., Mohammed Ali (Boxing), Hakeem Olajuwon and Kareem Abdul Jabaar (Basketball), Hicham El Guerrouj and Said Aoiuta (Track), Jehangir Khan (Squash), Imran Khan (Cricket), Rezazadeh Hussein

(Weightlifting) and Ali Daei (Soccer)] have articulated their Islamic beliefs, Coakley (2001) wonders why many Eurocentric media practitioners and scientists fail to comprehend why “the traditions of sport and the quest for excellence in sport” (p. 467) have not been strong in Muslim countries. One major reason for this association is attributed by Coakley to the fact that expressions of Islamic religious beliefs are often attributed to “political and cultural nationalism.” It continues to baffle many Muslims why when Christian athletes in the West have asserted their individuality through religious testimony, nowhere has such behavior been referred to as expressions of political and cultural nationalism. Therefore, the disfavor shown by participants for Elite Sport is a reflection of the strong connection between sport and religion and the strong favor for the principles guiding amateur sport.

Suitability of Organizational Forms

Five organizational forms were identified for this study: Public, Profit, Nonprofit, Public-Profit Combine, and Public-Nonprofit Combine organizations. It was expected that in developing sport at all levels, there would be a linkage between these five organizational forms and the services to foster the three sport domains. Although it is common knowledge that sport in most Arab countries is almost entirely public funded, it had been assumed that these other alternate organizational forms have capacity to contribute to the developmental efforts envisioned by sport administrators, coaches, and athletes.

Mass Sport: Participants favored the Public organizations as the most suited to deliver 7 of 11 sport services. While Profit organizations and Public-Profit combines were also selected to deliver one or more services, the overall picture shows that the

Public and Public-Nonprofit Combine were the most preferred forms of organizations to deliver services related to mass sport. These preferences do reflect the practices in most countries where one or more government agencies at the national, provincial, and/or city levels provide the facilities, offer programs, and encourage citizens to participate in sport and physical activity.

The choice of Public and Public-Nonprofit Combine organizations to deliver the services related to Mass Sport lends support to the tenets of the Kuwait Constitution which charges the government with the sole responsibility of educating the youth. Article 10 of Part II (p. 9) of the Kuwait Constitution enjoins the government to care “for the young and protect them from exploitation and from moral, physical, and spiritual neglect.” Consequently, participation in sport and physical education, which are part of general education of the youth, is a right guaranteed by the constitution for all Kuwaiti youth, and is compulsory and free in accordance with the law (Article 40 of the Constitution: p.13). In Kuwaiti context all sport activities are classified under the umbrella of mass and this includes school sport and public sport. The constitutional provision, therefore, encompasses these two organizational forms.

It was interesting that Public-Profit Combine organizations were favored to build and maintain recreational playgrounds. This is a reflection of the current situation in Kuwait where most of the playgrounds have a slightly money-making objective. Although all the current playgrounds have been constructed with public funds, token usage fees are charged while the various product extension features (restaurants and shopping centers) attached to these facilities provide avenues for the generation of income which is used entirely to maintain the facilities.

Elite Sport: Participants chose Public organizations as most suited to deliver four of the 12 services oriented toward Elite Sport: providing training and certifying officials and coaches, organizing competitions, and building and maintaining training facilities for elite athletes. Profit organizations were most suited to organizing international competitions for elite athletes, raising funds, helping to coach athletes, and securing sponsorship for elite sport teams. They also chose the Public-Nonprofit Combine for the delivery of training and certifying sport scientists, selection of sport talent, and training the selected athletes. While three of the five organizational forms were chosen as suitable to deliver 11 of the 12 services, the services identified with each of these three forms shed some insights. The public organizations were chosen more often than other forms to deliver services that relate to developing the leaders (coaches and officials) who would be in charge of the elite program and guide it through. The public organization are also seen to be most suited to construct and maintain the facilities for elite sport and organize competitions for elite athletes. The profit organizations are seen as best suited to generate the revenues through coaching elite teams and organizing international competitions. Finally, the Public-Nonprofit Combine was chosen for the actual pursuit of excellence (i.e., training sport scientists, talent identification, and training sport talent). It should be noted that a large portion of the responsibility for elite sport still falls on the public organizations to the extent they have to financially support the nonprofit sector to promote elite sport.

In Kuwait, as in most Arab countries, public institutions are discouraged from harboring profit making motives. This view was reflected in participants' choice of Public and Nonprofit organizations as being suitable for identifying, selecting, and

training of sport talents and training of sport scientists. When it came to the facilitation of competitive sport clubs, Public-Profit Combine organizations were favored to deliver many of the services for Elite Sport. Generally, participants showed support for the collaboration of Public and Profit-oriented organizations to deliver most of the services in elite sport. The pattern of responses showed that the participants had acknowledged that the profit motive can not be ignored, although this goes against the conservative principle of disassociating financial reward from participation in all physical activities.

Commercial Sport: Out of the 10 commercial sport related services, participants favored the Profit organizations as the most suited to deliver 9 of them. As commercial sport by definition is profit-oriented, it is not surprising that profit organizations were chosen as the most suitable to promote and maintain commercial sport. The nonprofit organizations and the public-nonprofit combines were least often chosen.

It is interesting that the public organizations were favored to deliver one of these services; that of building and maintaining of stadiums. This perspective that the public organizations should invest in the infrastructure, and the profit organizations reap the benefits in the form of profits reflects the sentiments in other countries. In the United States, for example, many cities have spent millions of dollars each in order to host a professional sport franchise in the town. While that view is based on regional or city wide prestige and status, it does not pertain to Kuwaiti as it is a small country with only one large city. But by the same token, profit organizations may not be able to operate commercial sport given the small size of the population and the lack of rivalry within Kuwaiti, hence the need for the government to facilitate such a venture by building the

facilities. The discussion is somewhat mute because commercial sport was not emphasized as much as mass sport was.

Summary and Recommendations

Summary

The respondents expressed a greater desire to promote elite sport but they opted for mass sport when forced to choose among the three domains. This result is consistent with the social conditions and cultural contexts in Kuwait in which sport simply represents the way Kuwaitis feel, think, and live their lives. As sport is a social and cultural institution, it has been placed under the Ministry of Social Affairs and Labor which has been charged with “encouraging the profitable use of leisure time by all Kuwaitis” (Dept. of Social Affairs, 1957).

Commercial sport in many Muslim countries is seen as a social institution that promotes the interests of people with money and economic power, affirming capitalist values of competition, consumption, and exploitation. Although sport federations attempt to infuse modern concepts in Kuwaiti sport, their main objectives is to foster fraternal sporting relations among Arab countries. Commercial sport is seen by Muslims as an entirely profit making enterprise and, thus, is less favored in Kuwait as in most other Islamic countries. As the state holds sport as one of its social obligations, it strives to provide adequate grants and facilities to promote sport and physical activity. Sport Administrators in such an environment measure the effectiveness of their performance in sport development by comparison to set standards rather than the margin of profit their organizations attain.

The foregoing argument is strengthened when one notes that even elite athletes placed a greater emphasis on Mass Sport than on elite or commercial sport. The greater emphasis on Mass Sport is also reflected in three major objectives of all sport institutions—(a) to provide facilities and opportunities for all citizens to participate in sports, (b) to encourage all Kuwaitis to participate in recreation and leisure activities, and (c) to contribute to the health and fitness needs of all participants.

Participants' preference for Public and Public-Nonprofit Combine organizations to deliver most of the Mass Sport services reflects the current system of sport organization in Kuwait. The government provides all the funds needed for sport development and pays the salaries and allowances of all employees and volunteers working within the sport federations, sport clubs, and youth centers.

Recommendation

It must be reiterated, however, that although there are conflicts between Islamic religious beliefs and participation in the current variant of elite and commercial sport, yet these enterprises can be developed in Kuwait if the government can increase the grants it provides to enable Public-Profit Combine organizations to manage them. The government's suspicion of profit-oriented organizations' motives for sport development can be allayed if these organizations are allowed to operate under the government's direct supervision. The potential for controversy and conflict with religious ideology notwithstanding, there are opportunities for government-private sector collaboration in sport development. This form of collaboration has implication for some policy changes or development. One such changes would be develop sport programs that promote

traditional and religious values, contribute to national stability, and build relationships with those Profit organizations that would abide by such principles.

It is also recommended that policy is redesigned to eliminate all forms of financial exploitation in sport by defining the parameters for private sector participation. Finally, researchers of sports under highly religious environments must understand that religion and sports have different meaning for different people in terms of the social and cultural contexts in which both are practiced. They must understand that it is a complex undertaking to study sport and religion because, as Coakely (2001: 466) opines, “it takes on a different dimension” when “the sacred and the secular become mixed in ways that have strong and sometimes frightening social relevance.”

In formulating sport policy, sport administrators in Kuwait must keep in mind Coakley’s (2001: 33) observation that sport should serve four critical functions:

- (1) socialize people to learn and accept important cultural values,
- (2) promote social connection between people,
- (3) motivate people to achieve cultural goals through accepted methods, and
- (4) protect the system from disruptive outside influence.

The respondents in this study appear to echo the above sentiments.

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APPENDIX A

SPORT CLUBS

SL	Name
1	Kuwait Sporting Club
2	Al-Arabi Sporting Club
3	Kazma Sporting Club
4	Sulaibikat Sporting Club
5	Qadsia Sporting Club
6	Salmiya Sporting Club
7	Yarmouk Sporting Club
8	Al-Sahel Sporting Club
9	Al-Shabab Sporting Club
10	Al-Jahra Sporting Club
11	Al-Fahaheel Sporting Club
12	Al-Naser Sporting Club
13	Khitan Sporting Club
14	Tadhamon Sporting Club
15	Kuwait Shooting Sport Club
16	Hunting and Equestrian Club
17	Kuwait Sea Sport Club
18	Kuwait Disabled Sport Club
19	Kuwait Camel Racing Club
20	Al-Fatat Sport Club (women club)
21	Kuwait Bowling Club
22	Kuwait Sports Club the Deaf
23	Kuwait Motor Sport Club

APPENDIX B

SPORTS ASSOCIATIONS/FEDERATIONS

SL	Name
1	Kuwait Table Tennis Association
2	Kuwait Volleyball Association
3	Kuwait Handball Association
4	Kuwait Basketball Association
5	Kuwait Football Association
6	Kuwait Gymnastic Federation
7	Kuwait Amateur Association
8	Kuwait Karate Federation
9	Kuwait Judo and Taekwondo Federation
10	Kuwait Boxing and Weightlifting Association
11	Kuwait Amateur Athletic federation
12	Kuwait Swimming Association
13	Kuwait Tennis Federation
14	Kuwait Squash Federation
15	Kuwait Olympic Committee

APPENDIX C

YOUTH CENTERSIN KUWAIT

SL	Name
1	Al-Faiha'a Youth Center
2	Al-Qadisia Youth Center
3	Al-Dai'ya Youth Center
4	Al- Shamia Youth Center
5	Al- Jahra Youth Center
6	Al-Sabahiya Youth Center
7	Al-Salmiya youth Center
8	Al-Ardia Youth Center
9	Sabah Al-Salem Youth Center
10	Daiya Youth Theatre
11	Hawalli Youth House
12	Al-Salmiya Youth House
13	Al-Dai'ya Popular Arts Team
14	Al-Jahra Wandering Camp
15	Al-Sulaaibia Wandering Camp

APPENDIX D

WOMEN CENTERSIN KUWAIT

SL	Name
1	Al-Nuzha Women Center
2	Kaifan Women Center
3	Al-Uyoon Women Center
4	Al-Qurain Women Sporting Center
5	Al-Andalous Women Sporting Center
6	Al-Odailia Women Sporting Center
7	Mushrif Women Sporting Center
8	Al-Jahra Women Sporting Center

APPENDIX E

PUBLIC PARKS

SL	Name
1	Al-Nauzha Sports Park
2	Kaifan Sports Park
3	Mushrif Sports Park
4	Sabahiya Sports Park
5	Al-Sulaibia Sports Park
6	Al-Sulaibkaht Sports Park
7	Al-Qurain Sports Park
8	Hawalli Sports Park
9	Daiya Sports Park
10	Sabah Al-Salem Sports Park
11	Al- Jahra Sports Park
12	Al-Qadisia Sports Park

APPENDIX F

Part I – Function of Sport

Sport can serve many functions for participants and the community. Listed below are the more critical functions that need to be considered in the formulation of sport policy. Using the scale shown below, please indicate the extent to which each function of sport is critical in Kuwait by circling the appropriate number on the rating scale to the right. There are no right and wrong answers, so please do not spend too much time on any item. Your honest and spontaneous response is critical. Please respond to all items.

		Not Critical					Very Critical	
1.	Creation of community pride	1	2	3	4	5	6	7
2.	Development of competitive spirit	1	2	3	4	5	6	7
3.	Promotion of emotional health	1	2	3	4	5	6	7
4.	Promotion of tourism	1	2	3	4	5	6	7
5.	Creation of job opportunity	1	2	3	4	5	6	7
6.	Enhancement of community's image	1	2	3	4	5	6	7
7.	Promotion of physical health	1	2	3	4	5	6	7
8.	Generation of business activity	1	2	3	4	5	6	7
9.	Feeling of well-being	1	2	3	4	5	6	7
10.	Development of physical fitness	1	2	3	4	5	6	7
11.	Promotion of fan identification with specific teams	1	2	3	4	5	6	7
12.	Promotion of mental health	1	2	3	4	5	6	7
13.	Fostering of national prestige	1	2	3	4	5	6	7
14.	Reduction in stress and tension	1	2	3	4	5	6	7
15.	Satisfying spectator desires	1	2	3	4	5	6	7
16.	Provision of entertainment	1	2	3	4	5	6	7
17.	Enhanced community pride	1	2	3	4	5	6	7

Part II- Significance of Sport Domains

This section deals with the relative emphasis that should be placed on one or more of the three domains of sport: mass sport, elite sport, spectator sport. Please read the following descriptions of the three domains.

Sport can be categorized into;

- (a) **MASS SPORT** refers to that domain of sport where participants seek the pleasure and fun of participation, and/or the health and fitness benefits derived from such participation.
- (b) **ELITE SPORT** refers to that domain of sport where participants have attained a relatively high level of excellence in a sport. Such excellence is achieved through intensity, dedication and sacrifice in preparing for competitions necessary to prove one's relative excellence.
- (c) **COMMERCIAL SPORT** is that domain of sport where the achieved excellence in a specific sport is commercialized and offered as entertainment in the form of organized competitions among elite competitors and/or teams. What distinguishes "commercial sport" from "elite sport" is the generation of revenue by charging entrance fees to sporting events.

Directions:

Please indicate below your view of the emphasis that should be placed on these three domains of sport in Kuwait. Do this by placing a % beside each domain that best represents the amount of influence you believe should be placed on the three domains.

Sport Form	Percentage Emphasis
Mass Sport	
Elite Sport	
Commercial Sport	
Total	100%

Part III - Sport Services and Organizational Forms

The purpose of the following questionnaire is to assess your opinions on the type of organization that is best suited to carry out each of the listed processes in the Kuwaiti context. First, please read the definitions provided below to review the distinctions among organizational forms that are meaningful for this research.

Public Organization

Central, provincial, and/or regional governments and/or their units that provide services to the public.

Private For-Profit Organizations

An organization owned and operated by private owners or shareholders engaging in commercial activities to make a profit for owners/shareholders.

Private Nonprofit Organization

An organization owned and operated by members providing services for the benefit of members and/or clients. Any surplus of revenue over expenditure would be invested back into the organizations and its programs.

For-Profit and Public Combine

A private for-profit organization that is funded by government to provide specified services to the public.

Nonprofit and Public Combine

A private nonprofit organization that is funded by government to provide specified services to the public.

Directions:

Listed below are various sport services that need to be provided to the public. Based on the distinctions among organizational forms provided on the previous page, please mark an **X** in the appropriate column on the right side to indicate the organizational form that is best suited to deliver the listed sport services. Please mark only one. There is no right and wrong answer, so please do not spend too much time on any item. Your honest and spontaneous response is critical. Please respond to all items.

For Example, if you think a profit-oriented organization is most suited to offer “fitness clinics”, you would mark an **X** in that column and so on.

		Public	Non-Profit	Profit	Public/Nonprofit	Public/Profit
1	Teaching of basic sport skills					
2	Building/maintaining stadiums for spectators					
3	Build/maintain recreational playgrounds					
4	Marketing of professional sport leagues					
5	Training and certifying sport scientists					
6	Publicizing the benefits of sport participation					
7	Providing of quality amenities for spectators					
8	Training sports teachers and leaders					
9	Identification and selection of sport talent					
10	Providing of quality facilities for spectators					
11	Organizing international competitions for elite athletes					
12	Organizing competitions among professional sport teams					
13	Training and certifying officials for elite sport					
14	Organizing sports for recreation/leisure					
15	Facilitation of competitive sports clubs					
16	Raising funds for the elite teams/athletes					
17	Promoting the formation of professional sport leagues					
18	Organizing sports camps and clinics					

		Public	Non-Profit	Profit	Public/ Nonprofit	Public/ Profit
19	Concession sales in and around the sport stadium					
20	Training and certifying coaches for elite sport					
21	Developing fitness instruction manuals					
22	Securing Media contracts					
23	Sale of team sponsored merchandise					
24	Organizing competitions for age-group elite teams					
25	Publishing manuals for volunteers leaders					
26	Organizing and conducting community level sports programs (e.g., 5k Run; Mother/Daughter Softball)					
27	Building and maintaining facilities for training of elite athletes					
28	Training and certifying fitness instructors					
29	Coaching elite teams					
30	Licensing products					
31	Providing fitness programs					
32	Training talented individuals					
33	Securing sponsorship for elite teams					

Part IV- Background Information

To complete this survey, please answer the questions below. Mark an **X** on the line of the most appropriate response. All information is confidential.

1. Gender Male _____ Female _____
2. Age _____
3. Years of experience as sport leader _____
4. Position held in sport organization:
____ President
____ Vice President
____ Treasurer
____ Assistant Treasurer
____ Secretary-General
____ Assistant Secretary-General
____ Board Member
____ Director General
____ Director
____ Deputy Director
____ Coach
____ Athlete
5. Mention name of your discipline sport division/ department/ federation/ youth center

6. Place of your organization:
____ Capital
____ Hawalli
____ Ahmadi
____ Jahrah
____ Farwaniya
____ Mubarak Al- Kabir
7. If you are an administrator, please briefly describe your role in the organization

APPENDIX G

السادة / الإداريين / المدربين / اللاعبين المحترمين

بعد التحية

يرجى التكرم بتعبئة الاستبيان المرفق و الخاص بدراسة (تطوير الحركة الرياضية في الكويت في ضوء مفاهيم المسنولين في مجال الرياضة حول أهميتها و أدائها) لتقديم رسالة الدكتوراه حيث ان مساهمتكم في تعبئة الاستبيان ستضفي الكثير من الوضوح لما يتطلبه الوضع الرياضي في كويتنا الحبيبة ، علما بأن المعلومات التي ستقدم من قبلكم سيتم التعامل معها بسرية لغرض البحث .
وتفضلوا بقبول فائق الاحترام ،،،،،
بيانات شخصية

الرجاء وضع إشارة (✓) أمام الإجابة المناسبة :

1. الجنس ☐ ذكر ☐ أنثى

2. العمر

3. سنوات الخبرة كقائد رياضي

4. المنصب في المنظمة الرياضية

الرئيس	<input type="text"/>	الهنية العامة للشباب والرياضة	<input type="text"/>
نائب الرئيس	<input type="text"/>	الاتحاد	<input type="text"/>
أمين الخزانة	<input type="text"/>	النادي	<input type="text"/>
مساعد أمين الخزانة	<input type="text"/>	مركز شباب	<input type="text"/>
الأمين العام	<input type="text"/>		
مساعد الأمين العام	<input type="text"/>		
عضو مجلس الإدارة	<input type="text"/>		
المدير العام	<input type="text"/>		
المدير	<input type="text"/>		
نائب المدير	<input type="text"/>		
مدرب	<input type="text"/>		

5. اذكر اسم الرياضة التي تنتمي إليها (الفصيلة / القسم / الاتحاد/ مركز الشباب

6. مكان منظمتك :

العاصمة
حولي
ألا حمدي
الجهراء
الفروانية
مبارك الكبير

7. إذا كنت إداريا يرجى وصف دورك في المنظمة باختصار :

بنود الاستبيان

الجزء الأول: وظيفة الرياضة

يمكن للرياضة أن تخدم وظائف عديدة للمشاركين فيها وكذلك للمجتمع. ومدرج أدناه أهم الوظائف التي يجب الاهتمام بها عند وضع السياسة الرياضية. وباستخدام المقياس الظاهر أدناه يرجى الإشارة إلى مدى أهمية كل وظيفة من هذه الوظائف بالنسبة للرياضة في الكويت عن طريق وضع دائرة حول الرقم المناسب في المقياس التقويمي على اليمين. لا توجد إجابات صحيحة وإجابات خاطئة لذا يرجى عدم إضاعة كثير من الوقت على أي بند من البنود. ومن المهم جداً أن تكون إجابتك صادقة وعفوية. الرجاء الإجابة على جميع البنود.

ليس مهماً	1	2	3	4	5	6	7	مهماً جداً
1. تنمية حب الوطن	1	2	3	4	5	6	7	
2. تنمية روح المنافسة	1	2	3	4	5	6	7	
3. الارتقاء بالصحة النفسية	1	2	3	4	5	6	7	
4. الارتقاء بالسياحة	1	2	3	4	5	6	7	
5. خلق فرص عمل في المجال الرياضي	1	2	3	4	5	6	7	
6. تحسين صورة المجتمع	1	2	3	4	5	6	7	
7. الارتقاء بالصحة البدنية	1	2	3	4	5	6	7	
8. توليد نشاطات عمل تجارية	1	2	3	4	5	6	7	
9. الشعور بالسعادة والرضا	1	2	3	4	5	6	7	
10. تنمية اللياقة البدنية	1	2	3	4	5	6	7	
11. تعزيز انتماء المشجعين لفرق رياضية محددة	1	2	3	4	5	6	7	
12. الارتقاء بالصحة العقلية	1	2	3	4	5	6	7	
13. إعلاء صورة الوطن	1	2	3	4	5	6	7	
14. تخفيف الضغط والتوتر النفسي	1	2	3	4	5	6	7	
15. إشباع رغبة المتفرجين	1	2	3	4	5	6	7	
16. توفير التسلية والمتعة	1	2	3	4	5	6	7	
17. زيادة الفخر بالمجتمع	1	2	3	4	5	6	7	

الجزء الثاني: أهمية الميادين الرياضية

يعالج هذا القسم حجم التأكيد النسبي الذي يجب وضعه على واحد أو أكثر من هذه الميادين الثلاثة للرياضة: الرياضة للجميع، ورياضة النخبة، والرياضة التجارية. يرجى قراءة مواصفات كل ميدان من هذه الميادين الثلاثة. يمكن تصنيف الرياضة إلى:

1. **الرياضة للجميع:** وهي تشير إلى الميدان الرياضي الذي يسعى المشاركون فيه إلى الحصول على متعة وسعادة المشاركة، و/أو الحصول على منافع صحية وبدنية من خلال هذه المشاركة.
2. **رياضة النخبة:** وهي تشير إلى الميدان الرياضي الذي أكتسب فيه المشاركون قدراً عالياً نسبياً من التميز في الرياضة. مثل هذا التميز يتم إحرازه من خلال تكثيف الجهود والتفاني في العمل والتضحية أثناء التحضير للمنافسات الضرورية لتحقيق التميز النسبي.
3. **الرياضة التجارية:** وهي ذلك الميدان الرياضي الذي يتم فيه استغلال التميز المكتسب في رياضة ما تجارياً من خلال تقديمه كنوع من التسلية عبر المسابقات المنظمة بين المتنافسين من النخبة و/أو فرق النخبة. وما يميز الرياضة التجارية عن رياضة النخبة هو تحقيقها لعوائد ربحية من خلال فرض رسوم دخول لحضور النشاطات الرياضية.

التوجيهات:

يرجى تبين وجهة نظرك حول مدى التأكيد الذي يجب أن يوضع على هذه الميادين الثلاثة للرياضة في الكويت وذلك من خلال وضع نسبة مئوية بجانب كل ميدان تبين كمية التأثير الذي يتوجب باعتقادك وضعه على الميادين الثلاثة.

نوع الرياضة	النسبة المئوية للتأكيد
الرياضة للجميع	
رياضة النخبة	
الرياضة التجارية	
المجموع	100%

الجزء الثالث: الخدمات الرياضية وأشكال منظماتها

يهدف هذا الاستبيان إلى تقييم آرائكم حول نوع المنظمة الأنسب للقيام بتنفيذ كل واحدة من العمليات المدرجة أدناه في واقع الكويت. يرجى أولاً قراءة التعاريف المقدمة أدناه لمراجعة الاختلافات بين أشكال المنظمات المعنية في هذا البحث.

المنظمة الحكومية

النابعة للدولة وعلى سبيل المثال (مدارس، جامعات، أندية، مراكز شباب، إتحادات) والتي تقدم الخدمات الرياضية للجميع.

المنظمات الربحية الخاصة

أي منظمة يمتلكها أو يديرها أشخاص من القطاع الخاص أو مساهمون مشتركون في النشاطات التجارية التي تجني فوائد ربحية لمالكيها أو أصحاب الأسهم فيها.

المنظمات الخاصة غير الربحية

أي منظمة يمتلكها أو يديرها أعضاء يقدمون خدمات لمصلحة الأعضاء و/أو العملاء. وأي فائض من عوائد النفقات يعاد استثماره في المنظمة وبرامجها.

المنظمة الحكومية والربحية المشتركة

وهي منظمة خاصة ربحية تمولها الحكومة لتقديم خدمات خاصة للشعب.

المنظمة الحكومية وغير النفعية المشتركة

وهي منظمة خاصة غير ربحية تمولها الحكومة لتقديم خدمات خاصة للشعب.

التوجيهات:

مدرجة أدناه مختلف الخدمات الرياضية التي يجب أن تقدم للشعب. واعتماداً على الاختلافات بين أشكال المنظمات المقدمة في الصفحة السابقة، يرجى وضع علامة X في العمود المناسب في الجهة اليمنى للإشارة إلى شكل المنظمة الأنسب لتقديم الخدمات الرياضية المدرجة في القائمة. يرجى وضع إشارة واحدة فقط في كل بند. ولا توجد إجابات صحيحة أو خاطئة لذلك يرجى عدم قضاء وقت طويل في الإجابة على أي بند من البنود. ومن المهم جداً أن تكون الإجابات صادقة وعفوية. الرجاء الإجابة على جميع البنود.
على سبيل المثال، إن كنت تعتقد أن المنظمة الربحية هي الأنسب لتقديم "عيادات اللياقة"، يجب عليك وضع علامة X في ذلك العمود وهكذا.

	حكومية	غير ربحية	ربحية	حكومية/غير ربحية	حكومية/ربحية
1	تعليم المهارات الرياضية الأساسية				
2	بناء المدرجات الرياضية للمتفرجين والحفاظ عليها				
3	بناء الملاعب الترفيهية والحفاظ عليها				
4	تسويق دوري لرياضة المحترفين				
5	تدريب واعتماد المختصين في مجال الرياضة				
6	إعلان الفوائد التي تجنيها من المشاركة الرياضية				
7	تقديم متعة عالية الجودة للمتفرجين				
8	تدريب الأساتذة والقادة الرياضيين				
9	التعرف على المواهب الرياضية وانتقائها				
10	تقديم مرافق وخدمات عالية الجودة للمتفرجين				
11	تنظيم المنافسات الدولية لرياضيي النخبة				
12	تنظيم المنافسات بين الفرق الرياضية المحترفة				
13	تدريب واعتماد كوادر جيدة لرياضة النخبة				
14	تنظيم رياضات الترفيه والتسلية				
15	تسهيل إنشاء النوادي الرياضية التنافسية				
16	جمع الأموال لفرق ورياضيي النخبة				
17	تشجيع وتشكيل دوري رياضات المتحرفين				
18	تنظيم المعسكرات الرياضية والعيادات الطبية				
19	ترخيص قواعد ولوائح البيع داخل وحول الاستاد الرياضي				
20	تأهيل واعتماد المدربين الجيدين لرياضة النخبة				

	حكومية	غير ربحية	ربحية	حكومية/غير ربحية	ربحية
21					إعداد كراسات تعليمية لتنمية اللياقة البدنية
22					تأمين العقود مع وسائل الإعلام
23					بيع منتجات الشركات الراعية للفرق الرياضية
24					تنظيم المسابقات لفرق النخبة حسب الفئات العمرية
25					توفير الكتيبات للقادة المتطوعين
26					تنظيم وإجراء البرامج الرياضية للمجتمع (مثل مسابقة الجري لمسافة 5 كم، مباراة الكرة اللينة بين الأُمهات والبنات)
27					بناء المرافق لتدريب رياضيو النخبة والحفاظ عليها
28					تدريب واعتماد مدربين جيّدون للياقة البدنية
29					تدريب فرق النخبة
30					ترخيص المنتجات الرياضية لبيعها
31					تقديم وتوفير برامج للياقة البدنية
32					تدريب الأفراد أصحاب المواهب
33					تأمين شركات راعيه لفرق النخبة