



A Managerial Development Model for Promoting Elite Futsal Players at University

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Abstract

Background and Aim: As the sports industry develops and society pursues a healthy lifestyle, sports are becoming increasingly important in higher education. Futsal, due to its relatively low requirements for field facilities, is more suitable for implementation on university campuses. However, despite the high popularity of futsal on university campuses, most universities' futsal training focuses more on popularization and entertainment, without giving enough attention to the improvement of competitive levels. The purpose of this study was to construct a managerial development model for promoting elite futsal players in university.

Materials and Methods: This study is a survey type. The population of this research includes Sampling includes 7 expert interviews. 250 elite futsal players and 20 coaches for the questionnaire method for drafting the managerial development model. 19 experts will be selected to construct the development model for elite futsal players by the Delphi consensus method. 9 experts will be used to verify the draft of the managerial development model for elite futsal players. Using questions created by the researcher that are based on the POLC theories. After analyzing the data, the researcher drafted the managerial development model. After that, send the managerial development model to experts for improvement. Complete editing in the Delphi consensus method and final confirmation with the connoisseurship method by experts.

Result: After constructing the draft of the managerial development model for developing elite futsal players in the university, it was found that there were 12 planning elements, 11 organization elements, 14 leading elements, and 8 controlling elements, totaling 45 elements. There are two elements with a mean of 4.44 "A policy has been established to promote elite athletes in universities", and "Relevant personnel is promoted to attend training in various courses to develop the organization's knowledge in preparing a team of elite futsal athletes", showing that these three elements are highly effective in use. The remaining elements have an average of 4.56 to 4.76, indicating that these elements are very highly effective in their application.

Conclusion: In the development of elite futsal athletes, the experts highlighted that many universities lack a clear management service system structure. This deficiency extends to areas such as budget management within the organization, the allocation of personnel appropriate to their roles and responsibilities, and the preparation of equipment and venues. Consequently, the management plan system lacks specificity. The university should clearly adhere to this policy by allocating time effectively to students. One of the key issues is the lack of communication and collaboration among personnel involved in developing futsal athletes within the university. Additionally, balancing the demands of both learning and studying is in alignment with the established educational system.

Keywords: Managerial Development Model; Elite Futsal Players; University

Introduction

This study aims to explore and analyze the possibility and methods of cultivating elite futsal players in 10 universities in Guangzhou. Futsal, as a widely popular and highly participatory sport, plays a crucial role in improving students' physical fitness, teamwork skills, and competitive abilities (Sun, 2023). However, how to effectively cultivate elite futsal players in a university environment is a question worth in-depth research. For instance, are the current training modes and methods suitable for the physical and psychological characteristics of university students? How to effectively improve students' futsal skills and competitive levels while ensuring their academic performance? These are the problems we need to deeply research and solve. Therefore, we proposed this study, hoping to deeply research the training and competitive level of futsal at the university in Guangdong province, identify existing problems and challenges, and propose effective solutions and methods. We will conduct a comprehensive analysis from multiple aspects such as training modes, coach guidance, student participation, and sports facilities, in hopes of finding the futsal cultivation mode most suitable for the environment of the university in Guangdong province. In addition, we will also refer to relevant successful experiences at home and abroad, combined with the actual situation of the university in Guangdong province, to explore a futsal training mode suitable for the university environment in our





country. We believe that through this study, we can not only improve the competitive level of futsal players at universities in Guangdong province and enhance students' physical fitness but also provide references for other universities and promote the development of futsal in universities across our country. At the same time, we also hope that through this study, we can attract more people's attention to university sports and promote the development of university sports in our country.

As the sports industry develops and society pursues a healthy lifestyle, sports are becoming increasingly important in higher education. Futsal, due to its relatively low requirements for field facilities, is more suitable for implementation on university campuses (Tan, 2023). However, despite the high popularity of futsal on university campuses, most universities' futsal training focuses more on popularization and entertainment, without giving enough attention to the improvement of competitive levels. This phenomenon may lead to insufficient improvement of university students' physical fitness and competitive skills and is also not conducive to the development of university sports. Therefore, this study raises the issue of effectively cultivating elite futsal players in a university environment, aiming to explore and analyze the possibilities and methods. We will conduct a comprehensive analysis from multiple aspects such as futsal training modes, coach guidance, student participation, and sports facilities, in hopes of finding a futsal cultivation mode suitable for the university environment. In addition, we will also refer to relevant successful experiences at home and abroad, combined with the actual situation of universities in our country, to explore a futsal training mode suitable for the university environment in our country. We believe that through this study, we can not only improve the physical fitness of university students but also promote the development of university sports. In summary, the goal of this study is to find an effective method to cultivate elite futsal players in a university environment, providing a new and effective development path for university sports in our country.

This study will use a variety of research methods, combined with the management theory, to gain a comprehensive understanding and analysis of the current state of futsal in universities. Firstly, we will conduct a literature review, collecting and organizing related research and materials about futsal, to understand the basic information such as the development history, training modes, and competition rules of futsal. This step is crucial as it provides us with the foundational knowledge and theoretical framework of futsal. At the same time, the literature review can also help us understand the development status and trends of futsal both domestically and internationally, providing a theoretical basis and reference for subsequent research. Secondly, we will conduct a questionnaire survey to understand university students' cognition and attitudes towards futsal, as well as their participation in futsal training and competitions. This step will allow us to better understand the needs and expectations of university students, as well as the problems they encounter in futsal training and competitions. The questionnaire survey can help us understand the actual needs and problems of university students, providing empirical evidence for our proposed solutions. In addition, we will also use the Focus group method, inviting experts and coaches in futsal to have in-depth discussions and predictions about the training modes, competition rules, and teaching methods of futsal. The Focus group method is a structured communication technique, mainly used to collect expert opinions and suggestions to solve complex problems. Through the Focus group method, we can collect valuable opinions from experts and coaches in the field of futsal, which will help us propose a more scientific and accurate futsal training managerial development model. After collecting and analyzing the above data and information, we will refer to relevant successful experiences both domestically and internationally, combined with the actual situation of universities in our country, to explore a futsal training mode suitable for the university environment in our country (Zhai, 2023).

Through this research, we hope to provide valuable references and suggestions for the development of elite futsal players in universities. As a widely popular and highly participatory sport, futsal plays a significant role in enhancing students' physical fitness, teamwork abilities, and competitive skills. However, effectively cultivating elite futsal players in a university environment is a question worth in-depth exploration. We hope that this research about the development managerial development model for elite futsal players in universities in Guangzhou province can provide other universities with valuable references and suggestions, assisting them in improving training methods and enhancing students' futsal skills and competitive levels. Simultaneously, we aim to validate the effectiveness of our proposed training mode through experimental research, thereby providing an effective method for cultivating futsal players in universities (Liu & Zhou, 2020). We plan to pilot our proposed training mode in several universities and verify its effectiveness and applicability by observing and evaluating students' training results and competitive levels. We believe that through this scientifically rigorous research method, we can provide an effective solution for futsal training in Chinese universities. Furthermore, we hope that our research can draw more attention to university sports and promote the development of university sports in China. University sports not only enhance





students' physical fitness but also cultivate their teamwork abilities and competitive spirit, playing a crucial role in students' holistic development. However, the development of university sports in China currently faces several challenges, such as insufficient facilities, low coaching levels, and low student participation. We hope that our research can draw attention from all sectors of society to university sports and promote the development of university sports in China. In summary, the goal of this research is to provide valuable references and suggestions for the development of futsal in universities through research and experimental validation of futsal training modes. We also hope to draw more attention to university sports and promote the development of university sports in China. We believe that through our efforts, we can provide a new and effective development path for university sports in China, especially for the development of futsal.

Objectives

The main objective of the study was to Develop a managerial model for promoting elite futsal players in university.

Literature Review

1. Futsal Development

Futsal is an indoor team sport that is played worldwide by men and women, boys and girls, in both professional and amateur leagues but also schools and most futsal academies as a strategy to improve players' development (Barbero-Alvarez et al., 2008). Over the last 15 years, its popularity increased a lot, which may be confirmed by the rising number of male and female participants, and it is being promoted and recognized by FIFA and UEFA, with the organization of new youth and senior female European Competitions (Lago-Fuentes et al., 2020).

Five-a-side football is a variation within the development of the football sport. It emerged as a result of football enthusiasts reducing the scale when there are insufficient players or space to meet the standard requirements. Five-a-side football has its own World Cup and Continental Cup. In the 2016 Rio Olympics, five-a-side football became an official competition event.

Five-a-side football originated in Northern Europe and initially served as a game to enhance players' tactical efficiency in practice. Gradually, it evolved into a competitive sport. However, modern indoor football emerged from two cities, Montevideo in Uruguay, and São Paulo in Brazil. In 1988, the "Fédération Internationale de Football Association" (FIFA) included the Five-a-Side Football Committee, contributing to the expansion of indoor football. To promote the sport, FIFA organized the inaugural Five-a-Side Football World Championship from January 5th to 15th, 1989, in the Netherlands. Sixteen teams participated, with Brazil, the Netherlands, and the United States securing the top three positions. Due to FIFA's commitment to Five-a-Side football, the World Championship is held every four years. FIFA's membership now encompasses 208 countries and regions, establishing Five-a-Side football as a significant event, wielding substantial influence (Wang, 2004).

Seaman (2001) It was discovered through investigation that Five-a-side football in Brazil serves as a training method. Due to its small field size and limited number of players, both attacking and defending sides are frequently engaged in intense confrontations. The rapid transitions between offense and defense, coupled with the fast pace of the game, effectively cultivate players' ability to employ quick and precise technical and tactical skills, thereby enhancing their tactical awareness. However, due to objective constraints, no more valuable literature resources were found during the research process.

Influenced by the international context, Five-a-side football has gradually taken root and grown in China. In 1984, China hosted its first national Five-a-side invitational tournament in Guangzhou. In October 1989, Shanghai organized the "Zhij Cup" indoor Five-a-side football invitational tournament, featuring teams from Shanghai, Guangdong, and Dalian, representing different levels including outstanding teams, amateur teams, and youth teams. In 1995, the Chinese Football Association held the "Hengxiang Cup" indoor Five-a-side football championship. On July 1, 2003, the first National Indoor Five-a-side Championship was held in Guangzhou, during which a national team was selected to represent China at the Asian Indoor Five-a-side Championship.

Since then, the Chinese Football Association, to align with international standards and swiftly elevate and popularize Five-a-side football in China, incorporated indoor Five-a-side football as an official event within the Chinese Professional Football League, organizing it annually.

After the inaugural "Li Ning Cup" Five-a-side football league in 2003, the response from university football enthusiasts across the nation was enthusiastic. The format's characteristics, such as fewer players, smaller field size, and shorter match duration, resonated well with college students. The





promotion of Five-a-side football at universities has played a positive role in alleviating the demand and supply imbalance of sports facilities on campuses. (Lu, 2007).

2. Developing Futsal in Ordinary Colleges and Universities in China

Yang (2001), the advantages of implementing Five-a-side football in universities. It is less affected by the availability of fields and equipment, which not only fosters students' interest in Five-a-side football but also promotes its development and popularity within university settings. Additionally, given the rapid expansion of universities, introducing Five-a-side football can help alleviate the shortage of football activity spaces on campuses.

Analysis of the Current Situation and Development Strategies of Five-a-side Football in Shanghai. The study incorporates external factors such as Shanghai football clubs to propose strategies. The development of Five-a-side football in Shanghai involves increased investment in sports funding, the establishment of dedicated Five-a-side football facilities, enhanced training for football coaches, and the reduction of costs for amateur football training. These steps aim to allow more football enthusiasts to experience the charm of Five-a-side football, ultimately raising the level of Five-a-side football in Shanghai. (Liang, 2006).

Zhu (2008) indicated that through investigation and development strategies of Five-a-side Football in ordinary universities in Fujian Province, a survey was conducted based on the development status of Five-a-side football in ordinary universities in Fujian Province. It can identify the following issues in the development of Five-a-side football in Fujian Province: inadequate supply of Five-a-side football facilities, uneven quality of coaches, lack of targeted training for Five-a-side football, insufficient financial investment by schools in Five-a-side football, and insufficient offering of related courses. To address these problems, efforts should be made to improve and vigorously promote the development of Five-a-side football.

The aforementioned literature studies suggest that to improve the Five-a-side football competition activities in ordinary universities across various provinces in China, several steps should be taken. Firstly, there is a need to enhance facility construction and increase investment in sports funding. Secondly, the focus should be on competitive matches as the core, with inter-school competitions being a priority, along with the widespread organization of community-based contests. This should be accompanied by a gradual enhancement of various institutions and regulatory systems. The driving forces of the competition system need to be clearly defined, with ongoing democratization proposals. Conflicts within competitions should be approached with a competitive attitude. Attention should be given to the selection and cultivation of innovative management talents, and valuable insights can be gained from advanced experiences abroad.

3. Performance and Tactical Analysis of Futsal

In recent years, training and match analysis has played a major role in supporting the development of modern-day football, aiding both coaches and players alike. This area of analysis within futsal is also prevalent although to a lesser degree. Leite (2012) analyzed the offensive actions of the Portuguese futsal team which resulted in the finalization of play with Portugal in an offensive phase. Three games were analyzed during the European Futsal Championship in 2010, which saw the Portuguese team carry out a total of 167 finalizations. A total of 95 finalizations (56.89%) originated from organized or tactical game (OG) actions, 29 finalizations (17.36%) were from counterattack actions (CA) and 43 finalizations (25.75%) were from stopped ball (SB) actions. The importance of each action is represented by the total number of goals (13); 2 were scored (15.39%) in the OG actions, 5 goals (38.46%) in CA actions, and 6 goals (46.15%) in SB actions. Portugal finalized their offensive phase mainly in the OG actions (56.89%) but the team's effectiveness was low, compared to stopped ball actions (SB), where 15% of goals were scored. This research is of particular interest to coaches and players influencing the debate around the varied tactical approaches to futsal. Further research is necessary to compare these results with other elite national teams but to also broaden the base of knowledge to compare offensive approaches to support a coach's tactical preparation. Polidoro et al. (2013) developed a pilot study for video analysis of futsal training to see whether a sample of participants who regularly watch video recordings of their games or specific motor performance patterns are better at learning specific techniques than a control group of participants who did not. Twenty players with the same technical characteristics were asked to practice twice a week for one year, but only 10 players (sample group) viewed training videos before each practice. Each group was tested at the beginning, during, and at the end of the study on three techniques from the fundamentals of play: control of the ball (sole of the foot), driving the ball (dribbling with the sole of the foot) and shooting (from the toe or tip). The findings showed that significant improvement in the execution of the techniques was found in the sample group that used video analysis. Recommendations were made





to undertake an in-depth study with a larger study sample. Video technology was also used by Travassos et al., (2012), to study how interpersonal coordination tendencies of players in futsal constrained performance of passing actions. From 24 digitized video film clips of attacking phases in competitive futsal, the results found that; the performance of passing actions was constrained by a convergence in interpersonal distance values between players. Pass efficacy seemed to be constrained by changes in interpersonal distance values between the ball carrier and the 2nd defender without a correspondent adaptation in ball velocity. In conclusion, findings suggest three training phases for developing passing performance in futsal by manipulating key constraints in the performance environment relative to the interpersonal distance values between players.

4. Management Theory

4.1 POLC Management Theory

POLC is a management theory that cares about processes from start to finish. starting from planning operation until the evaluation. One of POLC's strengths is its focus on leadership, which is a key factor in effective work management services. The advantage of POLC is to pay attention to standardization in every detail, emphasizing practice. according to the standards set strictly It has a positive effect on clear evaluation. Can measure the efficiency of work well (Zoommartd, 2022).

P – Planning is defining activities and tasks. that must be practiced in each period to be a guideline as well as a direction in the operation Planning should include establishing objectives and the steps to be taken to achieve the desired results. There are many types of planning, including Strategic Planning, Tactical Planning, and Operational Planning.

O – Organization management is the determination of position structure, roles, duties, and work of all sectors to be consistent, smooth, and without overlapping. Organization management also includes organizing work to make work without interruption. Allocate the right people to the job Manage work systematically. to achieve the greatest work efficiency.

L – Leading Conditions to control work to be accomplished It must be able to motivate everyone to want to work together. Must manage personnel well. must understand their work and those of their subordinates Including having good problem-solving skills making careful, quick, and good decisions, able to lead everyone to achieve their goals to success.

C –Control is taking care of personnel as well as performing various tasks. by the planned work plan as well as following up and evaluating whether the performance is as planned or not. achieve objectives or not, how much success? Controlling also means dealing with problems effectively. Efficiency has the least impact on work as well.

Based on the relevant research studies, it has been found that in China, the research about the development of Futsal (five-a-side football) in ordinary colleges and universities in China. It involves analyzing the current status and trends of Futsal's growth, considering factors such as facilities, training quality, coaching, and funding. The study suggests strategies for improvement, such as enhancing sports facilities, improving coaching quality, and promoting Futsal through competitions and curriculum integration. The goal is to harness Futsal's advantages, address challenges, and ultimately contribute to the advancement of Futsal in Chinese higher education institutions.

However, there is still no established the development managerial development model for elite futsal players. Therefore, the researcher aims to create a development managerial development model to serve as a promotional framework for ordinary colleges and universities in China.

Conceptual Framework

The research title “A Managerial Development Model for Promoting Elite Futsal Players in University” was designed as follows



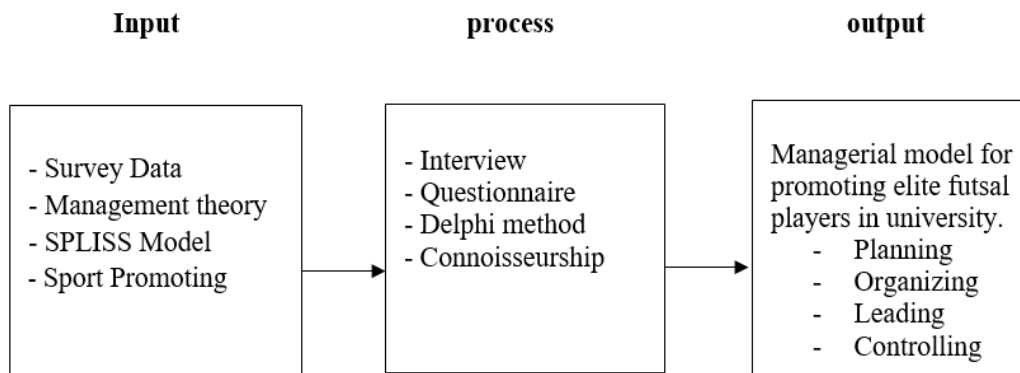


Figure 1 Conceptual Framework

Methodology

1. Population specification and size

In Guangdong Province, there are 10 representative universities can be this study populations that include: Hunan Normal University, Guangzhou Sport University, South China University of Technology, Jiaying University, Guangzhou University, Guangdong University of Finance, Guangdong Pharmaceutical University, Shaoguan University, Guangdong Polytechnic Normal University and Guangdong University of Foreign Studies. The populations of this research include 250 elite futsal players from 10 universities and 2 coaches from each university for a total of 20 coaches for the questionnaire method, to understand the actual needs and problems of university students, providing empirical evidence for proposed solutions.

2. Sampling

Using purposive sampling method as follows:

2.1 7 experts' interviews for the draft of the managerial development model that includes 2 futsal team managers, 2 futsal coaches, and 3 university administrators.

2.2 19 experts will be selected which include 3 of the President of the futsal association, 3 futsal university managers, 3 university coaches, 3 Meizhou city football association coaches, 3 university administrators, and 4 university professors, to draft the managerial model for promoting elite futsal players in university. by the Delphi method.

2.3 9 experts will be used to verify the draft of the managerial development model for elite futsal players by the connoisseurship method including 3 presidents of the futsal association, 3 university administrators, and 3 futsal team managers.

The research method is outlined as follows:

This research was divided into 4 Steps as follows:

Step 1: To survey the problem and obstruction of excellent futsal players in the university, Guangdong province.

(1) Review the literature on elite futsal players.

(2) Understand the problem and obstruction of elite futsal players at the university in Guangdong.

(3) Design the questionnaires then distribute to 250 elite futsal players, 20 coaches.

Step 2: To draft the managerial model for promoting elite futsal players in university, Guangdong province.

(1) Design the Delphi

(2) Data were collected from 19 experts using the 2-round Delphi method.

(3) Draft the managerial development model based on the results obtained from the Delphi method.

Step 3: To confirm the managerial model for promoting elite futsal players in the university, Guangdong.

(1) 9 experts were invited to connoisseurship.

Step 4: Summarize and report the managerial model for promoting elite futsal players in university, Guangzhou province.



Results

This research's main objective aims to construct a managerial development model for promoting elite futsal players at a university in Guangzhou. This study populations include Hunan Normal University, Guangzhou Sport University, South China University of Technology, Jiaying University, Guangzhou University, Guangdong University of Finance, Guangdong Pharmaceutical University, Shaoguan University, Guangdong Polytechnic Normal University, and Guangdong University of Foreign Studies. Each university has an excellent futsal team.

1. The results from interviews with 7 experts to survey the problem and obstruction of elite futsal players in university.

After the researcher has brought POLC theory which has a total of 4 sub-elements Planning, Organizing, Leading, and Control to survey the problem and obstruction of elite futsal players in university from interviews with 7 experts, it was found that the problem and obstruction of elite futsal players in university in every aspect and the collected problems will be similar. It is seen that:

In the development of elite futsal athletes, the experts highlighted that many universities lack a clear management service system structure. This deficiency extends to areas such as budget management within the organization, the allocation of personnel appropriate to their roles and responsibilities, and the preparation of equipment and venues. Consequently, the management plan system lacks specificity. The university should clearly adhere to this policy by allocating time effectively to students. This is crucial because most academic challenges stem from the need to balance futsal practice with study time.

It's important to recognize that time allocation alone may not address all aspects of developing an elite futsal athlete. This deficiency makes it difficult to nurture futsal athletes into elite performers. Furthermore, issues have been identified in the concurrent operation of the teaching and learning system with the promotion of futsal athletes. There is a notable absence of an efficient system that facilitates the development of elite futsal players. The universities should commence with athlete acquisition. The first step involves collaboration with high schools to establish criteria and qualifications for selecting top futsal athletes from high schools to enroll in universities. Welfare provisions for athletes are insufficient. It is recommended to offer scholarships, rewards, compensation, and allowance systems to incentivize participation in various programs. Subsequently, universities should allocate time for practice, competition, training, and study, ensuring that practice time does not negatively impact study time, which could lead to academic challenges.

One of the key issues is the lack of communication and collaboration among personnel involved in developing futsal athletes within the university. Additionally, balancing the demands of both learning and studying, in alignment with the established educational system, and participating in training, competitions, and activities can be challenging. Therefore, university personnel must work collectively to find solutions and coordinate communication to enable athletes to excel in both their academic pursuits and sports expertise.

2. The results from constructing the draft of the managerial development model for developing elite futsal players in university.

After constructing the draft of the managerial development model for developing elite futsal players in the university, it was found that there were 20 planning elements, 16 organization elements, 26 leading elements, and 18 controlling elements, for a total of 80 elements. After that, the researcher took all the elements and sent them to 19 experts to help with the analysis improved and revised. In conclusion, there were 12 planning elements, 11 organization elements, 14 leading elements, and 8 controlling elements, totaling 45 elements.

3. The results confirm the managerial development model for elite futsal players in university.

Based on the results of the focus group discussion conducted by experts, the next step in this research is to organize a seminar with subject matter experts (Connoisseurship). The criteria that were considered successful met the minimum threshold of ≥ 3.50 based on the scoring criteria of the Likert scale standards for determining grade levels. The Likert scale used in this research is as follows:

- An average score of 4.51 to 5.00 indicates a Very High level.
- An average score of 3.51 to 4.50 indicates a High level.
- An average score of 2.51 to 3.50 indicates a Medium level.
- An average score of 1.51 to 2.50 indicates a Low level.
- An average score of 1.00 to 1.50 indicates a Very Low level.

Table 1: The results of the Seminars with subject matter experts.





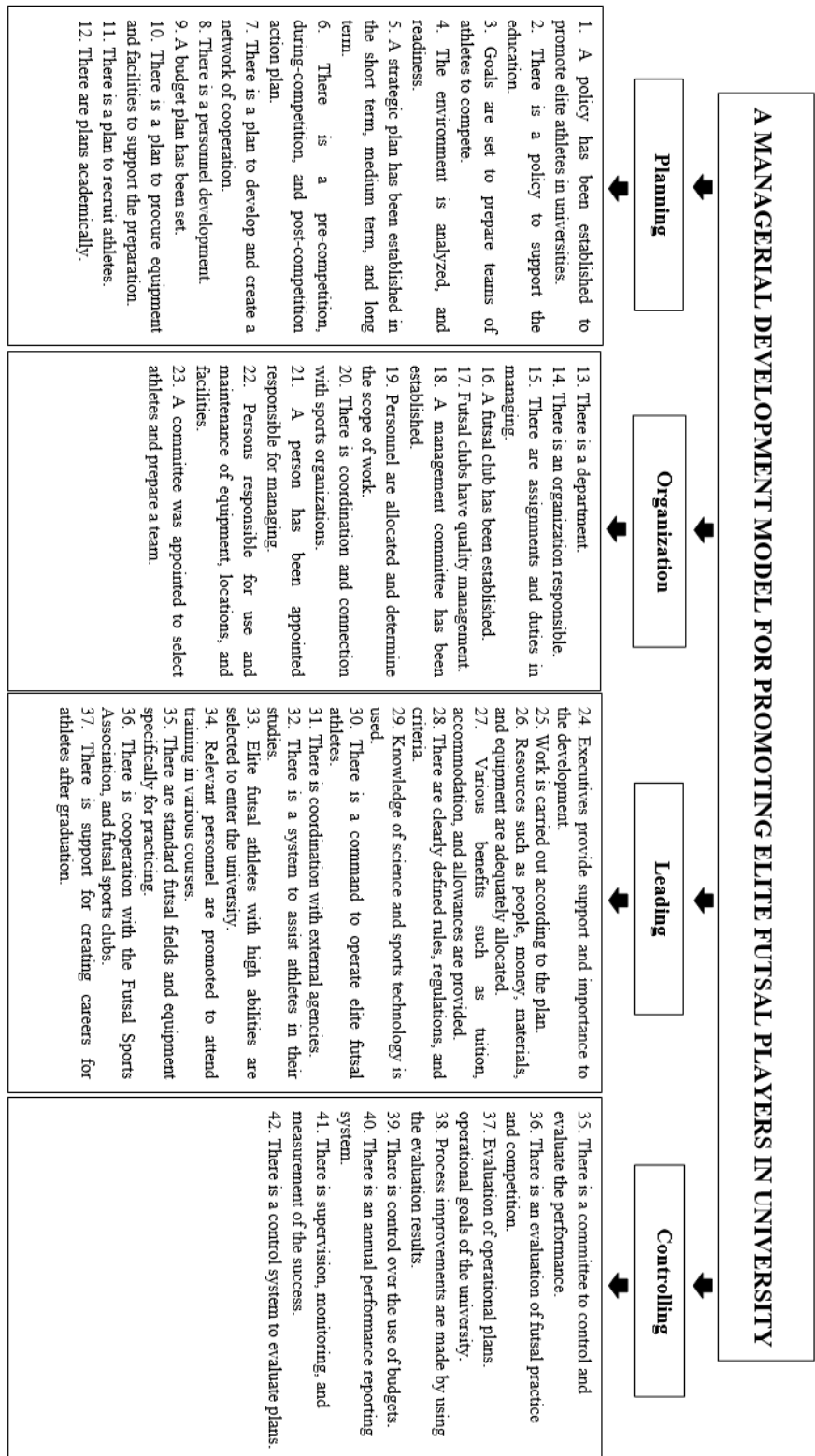
No	Contents	Level of response(N=9)		Result
		Mean	S.D.	
Planning				
1	A policy has been established to promote elite athletes in universities.	4.44	0.68	High
2	There is a policy to support the education of futsal athletes.	4.67	0.47	Very high
3	Goals are set to prepare teams of athletes to compete in various national and international competitions throughout the year.	4.78	0.42	Very high
4	The environment is analyzed, and the readiness of resources to be used in planning is assessed.	4.56	0.68	Very high
5	A strategic plan has been established for the development of elite futsal athletes in the short-term, medium-term, and long-term.	4.78	0.42	Very high
6	There is a pre-competition, during-competition, and post-competition action plan for elite futsal athletes.	4.56	0.50	Very high
7	There is a plan to develop and create a network of cooperation with universities, sports clubs, the Futsal Sports Association, and other related agencies.	4.67	0.47	Very high
8	There is a personnel development plan for officials involved in the development of elite futsal athletes.	4.56	0.50	Very high
9	A budget plan has been set for the development of elite futsal athletes.	4.78	0.42	Very high
10	There is a plan to procure equipment and facilities to support the preparation of elite futsal teams.	4.67	0.47	Very high
11	There is a plan to recruit athletes, a project for those with special abilities in futsal to continue their education.	4.78	0.42	Very high
12	There are plans to academically prepare the university's top futsal players.	4.78	0.42	Very high
Organization				
13	There is a department responsible for managing the university's elite futsal players.	4.67	0.42	Very high
14	There is an organization responsible for elite futsal athletes, and standards and performance indicators are set.	4.78	0.42	Very high
15	There are assignments and duties in managing elite futsal athletes according to their responsibilities and the order of command.	4.56	0.42	Very high
16	A futsal club has been established at the university.	4.67	0.42	Very high
17	Futsal clubs have quality management that focuses on developing top futsal athletes.	4.56	0.42	Very high
18	A management committee has been established for elite futsal athletes.	4.78	0.42	Very high
19	Personnel are allocated and the scope of work for each relevant and appropriate party.	4.78	0.42	Very high
20	There is coordination and connection with sports organizations both inside and outside the university.	4.67	0.42	Very high
21	A person has been appointed responsible for managing and operating the budget for elite futsal athletes.	4.89	0.42	Very high
22	Persons responsible for the use and maintenance of equipment, locations, and facilities for elite futsal athletes are appointed.	4.78	0.42	Very high
23	A committee was appointed to select athletes and prepare a team of futsal athletes to participate in the competition.	4.89	0.42	Very high
Leading				
24	Executives provide support and importance to the development of the university's top futsal athletes.	4.78	0.42	Very high





No	Contents	Level of response(N=9)		Result
		Mean	S.D.	
25	Work is carried out according to the plan for developing elite futsal athletes.	4.67	0.47	Very high
26	Resources such as people, money, materials, and equipment are adequately allocated toward the development of elite futsal athletes.	4.56	0.50	Very high
27	Various benefits such as tuition, accommodation, and allowances are provided to athletes and team officials appropriately.	4.67	0.47	Very high
28	There are clearly defined rules, regulations, and criteria for operating the organization.	4.56	0.50	Very high
29	Knowledge of science and sports technology is used in training and competitions for futsal athletes.	4.56	0.83	Very high
30	There is a command to operate elite futsal athletes, considering the abilities of the workers appropriately.	4.67	0.47	Very high
31	There is coordination with external agencies in developing the futsal team continuously.	4.56	0.50	Very high
32	There is a system to assist athletes in their studies, such as organizing a supplementary teaching system to facilitate athletes during training and competition.	4.67	0.47	Very high
33	Elite futsal athletes with high abilities are selected to enter the university.	4.78	0.42	Very high
34	Relevant personnel are promoted to attend training in various courses to develop the organization's knowledge in preparing a team of elite futsal athletes.	4.44	0.83	High
35	There are standard futsal fields and equipment specifically for practicing.	4.78	0.42	Very high
36	There is cooperation with the Futsal Sports Association, and futsal sports clubs to develop athletes and push them to the professional level.	4.67	0.47	Very high
37	There is support for creating careers for athletes after graduation.	4.78	0.42	Very high
Controlling				
38	There is a committee to control and evaluate the performance of the university's elite futsal athletes.	4.67	0.47	Very high
39	There is an evaluation of futsal practice and competition according to the set plan.	4.67	0.67	Very high
40	Evaluation of operational plans for elite futsal athletes is consistent with the operational goals of the university.	4.67	0.47	Very high
41	Process improvements are made by using the evaluation results to develop operations in developing top futsal athletes.	4.67	0.47	Very high
42	There is control over the use of budgets for the development of top futsal athletes.	4.67	0.47	Very high
43	There is an annual performance reporting system for elite futsal athletes.	4.56	0.50	Very high
44	There is supervision, monitoring, and measurement of the success of athletes in both academics and sports regularly.	4.78	0.42	Very high
45	There is a control system to evaluate plans for the development of elite futsal athletes.	4.56	0.68	Very high

From the calculation of the median values, it was determined that elements from the P-O-L-C model are used for managing and promoting elite futsal athletes in universities. Each element has a median value of ≥ 3.50 , indicating that all elements can be considered for inclusion in the model. The results can be summarized as an overall diagram of the model as follows:



Discussion

The researcher found that in the development of elite futsal athletes, the experts highlighted that many universities lack a clear management service system structure. Consequently, the management plan system lacks specificity. The university should clearly adhere to this policy by allocating time effectively to students. This is crucial because most academic challenges stem from the need to



balance futsal practice with study time. This is consistent with the research results of Zhu (2008) indicated that through investigation and development strategies of Five-a-side Football in ordinary universities in Fujian Province inadequate supply of futsal facilities, uneven quality of coaches, lack of targeted training for futsal, insufficient financial investment by schools in Five-a-side football, and insufficient offering of related courses. To address these problems, efforts should be made to improve and vigorously promote the development of Five-a-side football.

Furthermore, issues have been identified in the concurrent operation of the teaching and learning system with the promotion of futsal athletes. There is a notable absence of an efficient system that facilitates the development of elite futsal players. The universities should commence with athlete acquisition. The first step involves collaboration with high schools to establish criteria and qualifications for selecting top futsal athletes from high schools to enroll in universities and welfare provisions for athletes are insufficient. This is consistent with the research results of Li (2022) in “Exploration and Analysis on the Training of Applied Talents of Futsal Skills in Hengshui University” which found Futsal is a highly ornamental and interesting sport. Many schools have launched futsal courses. It can be said that schools are important places for developing futsal and cultivating futsal talents. As a local undergraduate college, Hengshui University shoulders the important task of developing local football. However, football teaching and social needs are out of touch. This article starts with how to better serve society and the local area and comprehensively analyzes the talent training goals of Hengshui University.

One of the key issues is the lack of communication and collaboration among personnel involved in developing futsal athletes within the university. Additionally, balancing the demands of both learning and studying, in alignment with the established educational system, and participating in training, competitions, and activities can be challenging. This is consistent with the research results of Zhong (2008) in the article “Investigation and Analysis of the Current Situation of Five-a-side Football Players in Chinese University Students” The author points out that the development of university-level futsal requires regular universities to enhance systematic training, improve training standards, increase venues for futsal matches, facilitate exchanges between competitions, and ideally introduce futsal courses in regular universities to promote communication among universities in Fujian and Taiwan.

Recommendation

1. Application of research

1.1 The results of the research found that from surveying the problem and obstruction of elite futsal players in university and constructing a model based on POLC theory, when the researcher sent the model to experts for confirmation all of the experts agreed that the model was of good quality, so the research results can be used effectively.

1.2 The results of this research can be applied to modeling other sports and can be applied to all universities in China.

1.3 Results of this research can be used as a basis for other research that is related to the management of the fitness center. However, researchers still recommend using it within China. Due to data analysis, the researcher has mainly used the context of China.

2. For further study

2.1 Although experts are divided into categories in the data analysis process. The researchers analyzed the interview results together. Therefore, in future research, the researcher recommends categorizing the data analysis and discussing the results to compare opinions.

2.2 This research uses basic statistical analysis. There is no complexity in using numbers. Therefore, the results may have low accuracy. In future research, the researcher recommends using numerical analysis to ask for advanced statistics. to increase reliability the accuracy of research results and more science.

2.3 This research focuses on elite futsal players in university. In future research, the researcher recommends researching elite futsal players outside of the university.





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