



## A Construction of Management Model to Promote Career for National Football Players Retirement of China Football Association

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### Abstract

**Background and Aim:** The issue of employment placement for retired professional football players is urgent. Therefore, we must promote our country's the rapid, vigorous, healthy and sustainable development of professional football sports must well solve the employment placement problem of retired professional football players and relieve their worries. So, the purpose of this study was to construct the management model to promote career for national football players retirement of China football association.

**Materials and Methods:** This study is a survey type. The populations of this research include 7 experts' interview. 50 current football national player and retired football national player (past 5 years), 110 football club leaders, 1 football association leader and 10 coaches for questionnaire method. The Delphi process will involve a total of 19 experts, and connoisseurship method using 9 experts to confirm the management model to promote career for national football players retirement of China football association.

**Result:** 1) Using a questionnaire about the problem and obstruction to promote career for national football players retirement of China football association. It was found that the average level of problems in each area was high. And in each component, there will be problems with a high average level as well. 2) After the researcher asked questions by interview method based on POLC theory to 7 experts, in the planning component. There are a total 13 elements were obtained, organizing component, there are a total 8 elements were obtained, for the leading component, there are a total of 11 elements were obtained, and for the controlling component, there are a total of 11 elements were obtained. 3) After two round Delphi method, the elements in each aspect can be summarized as follows: The planning component consists of 15 elements, the organizing component consists of 9 elements, the leading component consists of 9 elements, the controlling component consists of 8 elements.

**Conclusion:** From the management model to promote careers for national football players retirement of China Football Association that the researcher has created according to the PLOC management theory, it is found that most of the problems are still at a high level. Therefore, the researcher created a draft management model and then sent it to experts to help confirm and suggest methods for creating the model. After confirming the model, it can be concluded that the management model is scientific and can be practically applied according to the context of the country and type of sport.

**Keywords:** Management Model; Promote Career; National Football Players Retirement; China Football Association

### Introduction

The placement of retired athletes has always been a difficult issue in the field of competitive sports in China. The placement of retired athletes is not only related to the future career development of the athletes themselves but also to the harmony and stability of society. After years of practice and exploration, relevant domestic departments and institutions have gradually developed a set of relevant policies and countermeasures to solve the placement problem of retired athletes through continuous attempts (Liu, 2007)

In 2015, China proposed the "Overall Plan for the Reform and Development of Chinese Football", which evaluated football as having a wide range of social impacts. Developing and revitalizing football is important for improving national physical fitness, enriching cultural life, promoting the spirit of patriotism and collectivism, cultivating sports culture, and developing football. The sports industry and the realization of the dream of a sports power are of great significance, and



they also play a positive role in promoting economic, social and cultural construction. Revitalizing football is an important task in developing sports and building a sports power. China football reform and development has ushered in unprecedented opportunities (Wang, 2012). Ushering in a new development climax. In order to implement the "Overall Plan for the Reform and Development of Chinese Football", improve and strengthen the labor security management system of professional football clubs, and safeguard the legitimate rights and interests of workers such as clubs and players, the Ministry of Human Resources and Social Security, together with the General Administration of Sports, the Ministry of Education, and the All-China Federation of Trade Unions jointly issued the "On Strengthening and Opinions on Improving the Labor Security Management of Professional Football Clubs", which puts forward clear requirements in terms of improving the collective consultation mechanism, increasing labor contract management, urging legal participation in social insurance, and promoting the transfer of football players to employment (Liang, 2022).

The government has attention to the re-employment issue of retired players, and the successive issuance of relevant policies will greatly alleviate the re-employment pressure of retired players that has become a common concept for clubs and players to focus on competitive performance. Young people participating in professional training basically implement centralized training methods, cause prevents young players from receiving a complete school education. They are out of touch with society. A large number of players are at a loss after retirement and cannot smoothly integrate into society, and their mentality has also been greatly affected. At the same time, the players are exposed to high-intensity training and competition for many years, which is often accompanied by injuries.

When it comes to re-employment of sport players after retirement, there are several prominent problems: low employment quality, narrow employment channels, lack of policy guarantees for employment, etc. The country and society must start from these aspects to improve employment levels and help sport players through the employment transition period. In addition, the re-employment difficulties of sport players are also closely related to the quality of themselves. The cultural level of many sport players is low and needs to be further improved as a whole.

However, the number of Chinese men's football players is much larger than that of women's football players, and from 2022 to 2023, the Chinese Football Association announced that 8 football teams will be disbanded, which means that at least 300 football players are facing unemployment. Like this, a large number of men's football players face the problem of "no football to play, no team to play" every year, and the Chinese Football Association has not established a "professional player - training platform - employment training - docking with enterprises - internship and employment" mode. Although the country has introduced a series of policies to support football players after retirement in recent years, players mainly rely on their personal abilities to find employment after retirement, without a complete system to support it (He, 2015).

The issue of employment placement for retired professional football players is urgent. Since the average age of our country's football players when they retire is around 30 years old, it not only affects the professional level of the sport, but also aggravates the pessimistic situation of employment difficulties for professional football players after their retirement. Therefore, we must promote our country's The rapid, vigorous, healthy and sustainable development of professional football sports must well solve the employment placement problem of retired professional football players and relieve their worries; there are many problems in the employment placement of professional football players after retirement, and these The problem mainly focuses on the narrow employment placement channels for retired professional football players. The factors affecting it include social background factors, personal factors, career planning factors of professional football players, cultural level factors, re-employment concept factors, etc.; the improvement of the social environment and the improvement of national policies is a guarantee for the employment placement of professional women's football players after their retirement. Moreover, in China, there are almost no studies on the re-employment of Chinese male football players after retirement. The current research focuses on the re-employment of Chinese female players after retirement.

Therefore, this research objective was to construct the management model to promote career for national football players retirement of China football association Including providing guidelines for managing organizations in dealing with retired players.

## Objectives

To construct the management model to promote career for national football players retirement of China football association.



## Literature Review

### 1. National sports player

Sports player refer to people who play various sports, both amateur and professional. In playing various sports, they must have different skills. And each type of sport, for example, football players must have good foot skills, etc. Throughout history sport and national identity have been inextricably linked. A national sport player or an individual athlete may represent an entire nation and foster a sense of national pride amongst members of a given nation.

A national sports team (commonly known as a national team or a national side) is a team that represents a nation, rather than a particular club or region, in an international sport. The term is most commonly associated with team sports, for example association football (soccer), curling, or basketball. However, it can be applied to groups of individuals representing a country where regular play is done by individuals, and individual scores are aggregated to get a team result. National teams often compete at various levels and age groups, and have a number of different selection criteria based on national and their respective federations' rules. National teams are not always composed of the best available individual players. National teams, like other sporting teams, are often grouped by sex, age or other criteria. The most prestigious national teams are often the senior men's and women's teams. However, they may not be the most popular or successful (The Most Popular Sports in the World, 2019).

The factors affecting the success of Thai national women's volleyball players were internal environment factors. It consists of inputs, processes, outputs, supporters and stakeholders. External environmental factors include politics, economy, societies, culture and technology (Panaseri and Rucksapoldech, 2023).

Joining a national sports team requires a combination of talent, hard work, and dedication. The exact process for joining a national sports team can vary depending on the sport and the country, but here are some general steps that athletes can take to increase their chances of making the team:

1. Develop skills and athleticism: Athletes who want to join a national sports team need to have a high level of skill and athleticism in their sport. This requires years of training, practice, and dedication to improving their physical and mental abilities.
2. Participate in competitions: Athletes who want to join a national sports team need to participate in local, regional, and national competitions to showcase their skills and abilities. This can include amateur and professional competitions, as well as tryouts and scouting events.
3. Gain recognition and accolades: Athletes who perform well in competitions can gain recognition and accolades that can help them stand out to coaches and selectors. This can include awards, medals, rankings, and records.
4. Attend training camps and programs: National sports teams often hold training camps and programs to identify and develop talented athletes. Attending these programs can provide athletes with exposure to top coaches and selectors, as well as opportunities to improve their skills and fitness.
5. Maintain a healthy lifestyle: Athletes who want to join a national sports team need to maintain a healthy lifestyle that includes proper nutrition, rest, and recovery. This can help them to stay in peak physical and mental condition and improve their chances of success.

### 2. Football national player

The Chinese Football National Team is organized and established by the Chinese Football Association. Its members are football players from all over China, as well as coaching staff members from various regions. All players of the Chinese team have Chinese nationality, and members of the coaching staff can be from around the world. Football coaches from all over the country established the new Chinese national men's football team on July 22, 1952 after the founding of the People's Republic of China. It has a history of several decades.

The record of the Chinese national football team in the world series has not been very good. There are various reasons for this. First of all, players in Asia are generally shorter, but players in Europe and the United States are taller. In football matches Physical confrontation is one of the most important factors. As a result, the Chinese team does not have any advantage in physical confrontation,



so it will be more difficult to protect the ball during the game. China's physical confrontation ability of players is generally weak, and it is difficult to control the ball. The ability is also very poor.

The number one football event in international football today is the World Cup. The Chinese team has only participated in the main match of the World Cup once in history. The 2002 World Cup was held in Asia. At that time, South Korea and Japan hosted the World Cup at the same time. As the host country, they directly advance to the World Cup main game, so the Chinese team will have an easier time in the qualifying stage. Without two powerful competitors, the Chinese team has also historically entered the World Cup main game.

In the last national team rankings in 2017, the Chinese men's football team ranked 75th in the world and 7th in Asia. In recent years, the country's performance has been hovering at the second-tier level in Asia. Despite the rapid development of the league, the national team's performance has not substantially improved. By reviewing the literature related to national team research, the research results are summarized into the following aspects. Regarding the international rankings, by checking the FIFA official website, the international rankings of the Chinese national team have been at a low level from 2012 to 2018, with the highest ranking being 57th in 2017 and the lowest ranking being 109th in 2013 (Cao, 2015).

### 3. Sport retired player

Retired players need to make a choice between remaining retired or getting reemployed. If they decide to re-join the Labor market, they need to search for professional occupations that fit their competencies, get offers and commit to one of them. Multiple variables can play a part in explaining what makes an unemployed person leave unemployment, seek a job opportunity, and accept it, and the theory of search is the basis for understanding the conditional probability of leaving unemployment and the length of time that an individual spends unemployed. In the case of professional sports players, engagement in top-performance sports can influence professional outcomes, either prejudicing or improving occupational opportunities. Literature states multiple factors that might determine the occupational opportunities of former sports players when their athletic careers come to an end. These include the athlete's education level, ethnicity, public recognition, transferable skills, contacts and social networks, the type of career followed or even the playing position (Sofia, et al, 2022).

Splitting possible occupations in two groups, baseball related jobs and no baseball occupations, Haerle's findings suggest that the level of education has a very strong influence on the non-sport related jobs. However, for the sports related occupations neither education nor even baseball skills are significant explanatory variables. However, the playing position during the active career influenced if the former players had baseball related jobs (Haerle's, 1975).

In "On the Current Situation and Ways of Reemployment of Retired players in the New Era", in order to solve this problem, we must focus on the goal of resolving the worries of retired athletes. Zhang (2004) believes that: under my country's existing system, relevant government departments should attach great importance to Attention, society provides strong support for the re-employment of athletes after retirement. Sports teams should strive to improve the ability of athletes to achieve excellent results while focusing on improving the cultural level, thereby improving the quality of each team member, thereby optimizing the size of the team, and improving the personal quality of retired athletes. Re-employment ability, thereby adapting to the diversified re-employment channels of society (Zhang, 2004).

The article "A Comparative Study on the Post-Retirement Employment Destinations of Chinese and Western Professional Football Players" written by Wang Tong discusses and compares the post-retirement destinies of some typical domestic and foreign players to identify problems, thereby improving the post-retirement employment situation of Chinese athletes through comparison. A detailed analysis shows that China's retired athletes have the following main gaps compared with foreign athletes: improving the success rate of athletes, increasing publicity, encouraging athletes to enter schools for further studies, psychological counseling before and after retirement, and improving the social insurance system. Although this reform and optimization is a long-term process, increasing reforms in these aspects will certainly promote the overall development of Chinese football (Wang, 2012).





Zou & Ma (2010) analyzed and studied China's national security system at different stages, conducted a detailed analysis and detailed analysis of the advantages and disadvantages of the security system implemented for retired athletes, and finally drew relevant conclusions. He believes that from a policy perspective, the protection mechanism for retired athletes has undergone reforms from the state to the unit. After this step-by-step in-depth reform, China's protection system and mechanism for retired athletes is gradually reconstructed and has achieved a more comprehensive Development, from the national, social and individual levels, more and more attention are paid to the issue of re-employment.

#### **4. Career for national sports retired player**

Xu & Yang (2017) sorted out the policy and regulatory documents of the central and provincial governments on retired athletes, analyzed the shortcomings of the existing protection policy documents, and believed that the formulation of the "Regulations on the Placement of Retired Athletes" is realistically necessary. Conduct a theoretical analysis of the feasibility and legislative principles of formulating the "Regulations on the Placement of Retired Athletes", and plan to compile 6 chapters and nearly 50 clauses to regulate the retirement placement of athletes and protect the career development rights of retired athletes through the force of the law. In addition, combined with the current Chinese sports management system, it is necessary to fully protect the career development rights and interests of athletes at different stages, focus on ensuring the orderly implementation of the retirement resettlement of athletes, and do a good job in protecting the labor rights and interests of active athletes and the career transition of retired athletes. It is also necessary to pay attention to the employment and further education issues of retired athletes, and help retired athletes complete career transitions, which will help protect the career development rights and interests of active athletes, eliminate the psychological pressure of employment of active athletes, promote the legalization process of my country's sports management system, and ensure Competitive sports in my country are booming.

Zhu & Zou (2021) proposed that the placement policies and regulations for retired athletes are an important institutional guarantee for the smooth career transition of Chinese athletes, and used the embeddedness theoretical framework to analyze the implementation effectiveness and placement status of retired athletes' placement policies and regulations in J Province. It is believed that the current resettlement policy for retired athletes faces practical difficulties such as insufficient implementation, separation from the sports management system, and difficulty in adapting to the development laws of the market economic system, which makes it difficult for retired athletes to complete career transitions. There are three levels of structure including culture and education, life security, and social networks. Sexual fault. In the future, China urgently needs to improve the employment and life security system for retired athletes, improve the policies and regulations for the security of retired athletes, reform the current security system structure, improve the retirement placement and career transition training guidance mechanism for athletes, follow the "people-oriented" system design concept, and set up retirement placement security for athletes. A multi-subject responsibility system, improve the supervision mechanism for the placement of retired athletes, strengthen the implementation of the retirement placement policy for athletes, strictly review the violations of regulations and disciplines of administrative departments at all levels in ensuring the placement of athletes, and better protect the career development rights of retired athletes.

The transition out of professional sports is very distinct from the regular retirement. National player careers have a very short time span and athletes start and terminate their careers at a young age, where the majority of workers in other occupations are still in the beginning of theirs (Pearson & Petipas, 1990).

National football player careers have a shorter duration than most common careers and players retire at a young age. However, contrarily to common belief, not all retired athletes can financially rely on their revenues from sport for the rest of their lives, and some retired players will pursue a secondary professional activity, either as a salaried employee or as an entrepreneur (Sofia, et al, 2022).

Career management is a new important trend in the development of human resources management and a new model of human resources development and management. The placement of retired athletes is



related to social stability and the sustainable development of competitive sports in China. Paying attention to the career development and career transition of professional athletes is an urgent requirement for the sustainable development of competitive sports. The duration of the sports career stage has an impact on the career opportunities of athletes after retirement. The longer the time, the fewer opportunities for re-employment; the achievements of outstanding athletes show the role of capital in employment, and outstanding athletes' Sports performance is beneficial to athletes' employment (Zhong, 1998).

General Secretary Xi Jinping clearly pointed out in the report of the 19th National Congress: "Sports carry the dream of strengthening the country and revitalizing the nation. Strong sports make China strong. National sports flourish. Sports flourish." The sports industry affects the national development and positioning of retired athletes. This issue still attracts attention from all walks of life. With the development of China's sports industry, the number of professional athletes in our country continues to increase. Then the number of retired athletes increased. The recent policy recommendations regarding the placement of retired athletes are: After the introduction of this policy, the State Sports General Administration issued the "Notice on Further Improving the Employment and Job Work of Retired Athletes" in 2014. The resettlement work of retired athletes has made new progress and results, but compared with the resettlement situation of retired athletes abroad, the resettlement problem of retired athletes in China is still quite prominent (Dong, 2020).

Li, et al. (2006) took retired professional athletes in Hubei Province as their research subjects and tried to analyze the reasons for their difficulties in re-employment. They believe that the main reasons why retired athletes in Hubei Province have difficulty re-employing are: 1. The overall social employment situation is grim; 2. The threshold for retired athletes to study for further studies is high and difficult; 3. Compensation after retirement is generally based on material compensation. If you want to be re-employed, you can only rely on retired athletes themselves.

### **5. Football association management**

In the transition from professional sports teams under the planned economic system to professional football, team football players have lost the guarantee of national financial investment and must rely on their own human capital to find development opportunities in the market. Professional football clubs become self-financing sports enterprises and obtain investment income by providing football products to the market. The production of professional football service products has team characteristics, which determines that there is a relationship between clubs that is both competitive and cooperative. The production of football competition products is the result of competitors' labor through competition and cooperation. To achieve the purpose of competition, sports teams participating in the production of professional football service products must belong to two different stakeholders (Yang, 2006).

The football industry is an inevitable product of the market economy. It is a complex composed of a large and developed football market and more related industries derived from it. The economic activities surrounding football include: the commercial operation of football matches, the club's input and output, the development of intangible assets, the production and sales of football supplies, and the operations of other industries related to the football industry. Through the promotion of the Chinese Football Association and local governments, the basic framework of the Chinese football market has taken shape, that is, the professional football league and the Football Association Cup that have begun to take shape, diversified professional and amateur clubs, a mobile talent market for coaches and players, and a relatively stable advertising and sponsorship groups, the steadily developing paid television broadcast rights market, the ascendant football supplies and logo product market, and the intangible assets development market with unlimited potential, etc. (UNESCO, 1989)

In order to better develop the football market, the Chinese Football Association bundles the television broadcast rights and league naming rights of professional leagues together for overall marketing to strive for economic benefits for professional football clubs. Compared with individual clubs, the association has stronger negotiating power when it comes to negotiate with the buyer. This is also a common experience in the development process of professional sports in Western countries.



In terms of operation and construction, the J-League announces the income and expenditure of each club every year. Large clubs with better operating conditions need to jointly contribute funds to support and subsidize the development of small clubs. In terms of annual league broadcast revenue, the J-League adopts a 16+2 policy, which fully takes into account the four teams that are relegated and promoted each year to ensure the balance of payments between clubs to the greatest extent.

#### **6. Promotion for sport retired player**

In the article "Investigation and Research on the Current Situation of Employment Placement of Retired Athletes in Shanghai", Ma Guoxiang investigated and studied the current situation of employment placement of retired athletes in Shanghai, analyzed the main factors restricting employment placement, proposed basic countermeasures, and drew relevant conclusions and suggestions. Through the investigation of this article, it is found that employment placement, organizational placement and monetary placement are the main placement methods for retired athletes in Shanghai. There are the following problems in employment placement: 1 the lack of relevant social insurance system protection. 2. Job placement channels are not smooth. 3 The comprehensive quality of retired athletes is low. 4. Targeted vocational training for retired athletes is not strong. (Ma, 2010).

Liu (2007) summarized the concept of career management of retired athletes. Through research on the placement of outstanding retired athletes in Hunan Province, he found that there are still problems such as insufficient policy implementation and imperfect institutions in the placement of retired athletes. He also proposed that the organizational structure should be improved, establish an "organizational support" career management model in terms of system construction and policy formulation to help athletes achieve employment. At the same time, it is necessary to establish a guarantee system, conduct extensive publicity, strengthen guidance, and effectively manage the career of athletes.

Professional athletes and amateur athletes are the main types of athletes in the United States. Professional athletes basically belong to various clubs, and they rely on participating in professional competitions to earn huge incomes for themselves and their clubs. According to the law, the club is responsible for paying social insurance for its athletes and even purchasing commercial insurance for each athlete. If he is a star athlete, his insurance amount will also be huge. These are to ensure that if something unexpected happens during the game, the athletes will receive adequate compensation. Perfect personal security and generous income provide professional athletes with good protection during training, competition and retirement, allowing them to ensure that their lives will not be affected by retirement for a certain period of time after leaving the game.

In South Korea, the government is not responsible for the employment and placement of retired athletes. However, the South Korean government allows outstanding athletes to exempt themselves from military service. In addition, the government also provides athletes with scientific and reasonable career planning and employment guidance. Through this series of policy guidance, the overall strength of Korean athletes' competitive sports is ensured. In addition, athletes who have made outstanding contributions to the development of national sports can also receive corresponding lifelong guarantees provided by the state based on their sports performance. While promoting active training of athletes, these policies also effectively reduce the risks of job placement after athletes retire.

As a major sports province, the Shandong Provincial Sports Bureau has made great efforts to expand employment channels. It has made efforts in policy, recruitment and placement, supporting athletes to go to college to achieve re-employment after retirement, and through appropriate support for self-employment to achieve re-employment for retired athletes. Provide a date. Shandong Province established the country's first dedicated sports coach training institution - Coaches College, and also opened career transition training classes for outstanding athletes of outstanding sports teams. In addition, Shandong Province has also created conditions for retired athletes to engage in physical education. The Ministry of Sports and Education Administration provides special training for retired athletes who plan to become teachers, and organizes participation in teacher qualification examinations. Actively recommend professionals to special industries such as public security special police (Ma, 2016).

#### **7. Management Theory**

### 7.1 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 in order 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, Operational Planning.

O – Organization management is the determination of position structure, roles, duties, and work of all sectors in order 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 in a systematic way. 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 own work and those of their subordinates Including having good problem-solving skills and making careful, quick, and good decisions great, able to lead everyone to achieve their goals to success.

C –Control is taking care of personnel as well as performing various tasks. in accordance with 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 in order to have the least impact on work as well.

### 8. Summary

According to related research studies, it is found that in China, there is still too little research on creating models to support national football retired players in employment. And it can be seen that China does not yet have a clear policy to support national football retired players, similar to South Korea. But there are still some provinces that have opened training centers to encourage national football retired players to have jobs.

And the growth trend of support for national football players after retirement is still unclear. Which may be influenced by the government system country concept or even the management of the club itself Promoting national football players after retirement to have jobs or to feel that they are still valuable to the country or organization is a challenge for this research. Therefore, the researcher aims to create a development management model to be used as a framework to support careers for post-retirement football players in China.

### Conceptual Framework

The research title “A Construct the Management Model to Promote Career for National Football Players Retirement of China Football Association” was designed as followed

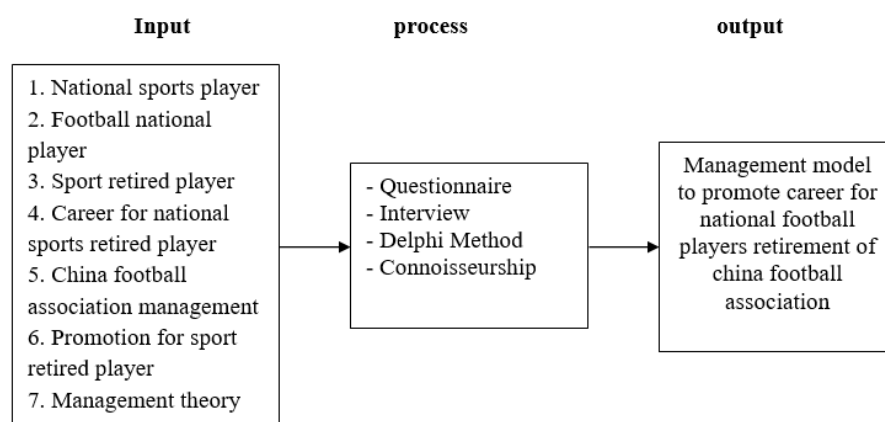


Figure 1 Conceptual Framework





## Methodology

### Population and Research participants

**1. Population specification and size:** In Guangdong Province there are 110 football clubs can be this study populations. This study will use 25 current football national player and 25 retired football national player (past 5 years), 110 football club leaders, 1 football association leader and 10 coaches, total 171 people. In this study use all of populations for questionnaire method to understand the problem and obstruction before construction management model to promote career for national football players retirement of China football association.

**2. Research Participants:** Using purposive sampling method as follow:

2.1 5 experts were used to determine the quality of the questionnaire. (IOC)

2.2 7 experts were used to interview experts to find ways to create a management model, including 2 club leaders, 1 coach, 1 team managers, and 3 owner of related agency executives. All of the experts work experience were more than 3 years.

2.3 The Delphi process will involve a total of 19 experts, including 6 current and 6 retired current and retired football national player, 2 team managers, 2 association presidents and 3 football association executive committee members. All of the experts work experience were more than 3 years.

2.4 Connoisseurship method using 9 experts including 3 academics, 2 team managers, 2 current national football players and 2 retired national football players. All of the experts work experience were more than 2 years.

**The research method is outlined as follows:** This research was divided in to 4 Steps as following:

**Step1:** To survey the problem and obstruction before construction management model to promote career for national football players retirement of China football association.

(1) Review the literature on national football players retirement in China.

(2) Design the questionnaires then distributed to 50 current and retired national football players, 110 football club leaders, 1 football association leader and 10 coaches.

(3) Understand the current situations problem and obstruction of national football players retirement in China.

**Step 2:** To construct the management model to promote career for national football players retirement of China football association.

(1) Collect relevant literature on management model to promote career for national football players retirement of China football association.

(2) Draft the management model by interview data executives, coaches, team managers and owner of related agencies.

(3) Factors important to management modeling were selected by 19 experts from the Delphi method.

**Step 3:** To confirm the management model to promote career for national football players retirement of China football association.

(1) 9 experts were invited to connoisseurship

**Step 4:** Summarize and report the management model to promote career for national football players retirement of China football association.

## Results

### 1. Summarize result of survey the problem and obstruction to promote career for national football players retirement of China football association.

After the researcher surveyed using a questionnaire about the problem and obstruction to promote career for national football players retirement of China football association. It was found that the average level of problems in each area was high ( $\bar{X} \geq 3.57$ ). And in each component, there will be problems with a high average level as well, divided into planning component, there were 9 high-value problems, while the problem "There is a plan to prepare academically for the university's football players retirement" had the highest average ( $\bar{X} = 4.10$ ). On the organizing component, there were 7

high-value problems, while the problem “A committee is appointed to promote career for national football players after retirement” had the highest average ( $\bar{X} = 3.82$ ). On the leading component, there were 11 high-value problems, while the problem “There are activities to promote career of national football players retirement so that players can develop their abilities” had the highest average ( $\bar{X} = 3.83$ ). And on the controlling component, there were 11 high-value problems, while the problem “The evaluation of operational plans for national football players is consistent with the government policy” and item 10 “There is an annual performance reporting system for national football players” had the highest average ( $\bar{X} = 3.89$ ).

## 2. Summarize results of construct the draft of management model to promote career for national football players retirement of China football association.

After the researcher asked questions by interview method based on POLC theory to 7 experts, the conclusions were as follows: in the planning component, There are a total 13 elements were obtained, organizing component, there are a total 8 elements were obtained, for the leading component, there are a total of 11 elements were obtained, and for the controlling component, there are a total of 11 elements were obtained. And the researcher combined the results from the interviews with the results from the questionnaire analysis to create a draft of management model to promote career for national football players retirement of China football association.

After two round Delphi method can be seen: the median and Interquartile Range (IQR) for every element from the four-components model framework P-O-L-C had a median value greater than 3.50 and an IQR value less than 1.50. This indicates that the management model to promote career for national football players retirement of China football association has the potential to be implemented. In conclusion, the model developed by the researcher is accurate and reliable. Can be put into practice. the elements in each aspect can be summarized as follows: The planning component consists of 15 elements, the organizing component consists of 9 elements, the leading component consists of 9 elements, the controlling component consists of 8 elements.

## 3. Summarize results of confirm the management model to promote career for national football players retirement of China football association by connoisseurship method.

Based on the results of the Delphi method by 19 experts, the next step in this research is to organize a seminar with 9 experts by Connoisseurship method. The criteria that were considered successful met the minimum threshold of  $\geq 3.50$  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 9 method by Connoisseurship method.

Table 1: The results of the Seminars with 9 Instructors by Contentsearching method.				
NO	Content	N=19		Result
		Mdn.	IQR	
Planning				
1	The short-term promotion plan should include planning for professional training. According to the national football players interests.	4.56	0.50	Very high
2	The long-term plan should include contacting outside organizations to find training locations that meet the national football players interests after retirement to promote the careers of them. Such as universities, schools, other educational institutions, sports clubs or private companies.	4.67	0.67	Very high



NO	Content	N=19		Result
		Mdn.	IQR	
3	Coordination with external organizations the scope of football should be limited. In order to allow national football players to put their abilities to full use.	4.56	0.68	Very high
4	Establish a clear plan to promote the careers of national football players after retirement. Where the association should have a meeting head of football organization to find ways to promote careers and meeting regarding job positions that are still missing.	4.44	0.68	High
5	Short-term and long-term promotion plans it should be a plan that promotes athletic national football players and applying the football players knowledge and abilities to the maximum benefit to others and create the greatest benefit to society. Can practiced and support the physical condition and abilities of national football players after retirement as much as possible.	4.22	0.79	High
6	Plans to promote the careers of national football players after retirement must comply with the policies of the province or government, both in terms of manpower needs or government welfare.	4.56	0.50	Very high
7	Determine the qualifications of those who will be able to receive welfare or support from outside organizations. But the actual quality or ability of the athlete must still be taken into account.	4.44	0.68	High
8	National football players should be sent to practice with many agencies so that the players can discover or know the advantages and disadvantages of each type of work. Should be survey of football players' abilities and periodic training.	4.56	0.50	Very high
9	Create a budget plan to promote career for national football players after retirement. Budgets are allocated appropriately, enough to promote national football players and can be verified.	4.67	0.47	Very high
10	The association must invite speakers with specific expertise in the application of sports abilities for careers to provide knowledge to national football players before retirement.	4.67	0.67	Very high
11	Policies to promote career for national football players after retirement must cover all dimensions of their basic livelihood.	4.78	0.42	Very high
12	Set a mission to support policies to promote appropriate careers for national football players after retirement. And must be consistent with the abilities and vision of football.	4.67	0.67	Very high
13	Strategic plans must include both short-term, medium-term and long-term plans and must be followed up, always evaluate problems and solve them. And can promote career for national football players after retirement in the short, medium and long term.	4.33	0.67	High
14	Create an academic preparation plan to promote the careers of national football players after retirement for disseminating knowledge and abilities in educational institutions.	4.22	0.67	High



NO	Content	N=19		Result
		Mdn.	IQR	
15	There is a plan for training for the mental development of national football players after retirement.	4.56	0.67	Very high
<b>Organizing</b>				
1	The structure of the organization must have a clear division of job positions. For example, the highest leader is the club president and is subdivided into national football players care department Welfare Department, Training Department, Human Resources and Finance Department Comprehensive planning.	4.22	0.67	High
2	Create a department that takes care of football. In managing work, there should be 1 leader who has high ability and responsibility.	4.78	0.67	Very high
3	Consider people coming to work from many areas. There are specialists or suitable job positions for national football players. Training high-level national football players requires highly skilled and experienced coaches. The organization should hire experienced and highly talented coaches to help take care of the national football players within the club.	4.67	0.67	Very high
4	Establish an agency responsible for managing the retirement of national football players. Including welfare management in accordance with the country's labor policy.	4.44	0.67	High
5	The agency's executive committee must be elected and everyone agrees on its abilities.	4.22	0.67	High
6	The agency responsible for promoting the retirement of national football players must have authority to command control and evaluate and follow up on work.	4.67	0.67	Very high
7	There is a clear structure, duties and responsibilities for managing and promote the careers of national football players after retirement for the responsible agency.	4.56	0.67	Very high
8	Select personnel with knowledge, abilities, and experience responsible for managing the careers of national football players after retirement.	4.67	0.67	Very high
9	Appoint a committee to promote the careers of national football players after retirement to investigate. or guarantee the quality of operations.	4.89	0.67	Very high
<b>Leading</b>				
1	Assignment of work to employees will be based on their abilities and should include rotation within the scope of competence. This is because the organization wants to cultivate people with diverse abilities.	4.67	0.47	Very high
2	Allocate people appropriately national football players must have outstanding achievements when they retire such as participating in national competitions and received an award Be the real person in the competition. If the national football players abilities do not meet the standard, the organization will refrain from consideration first.	4.78	0.42	Very high

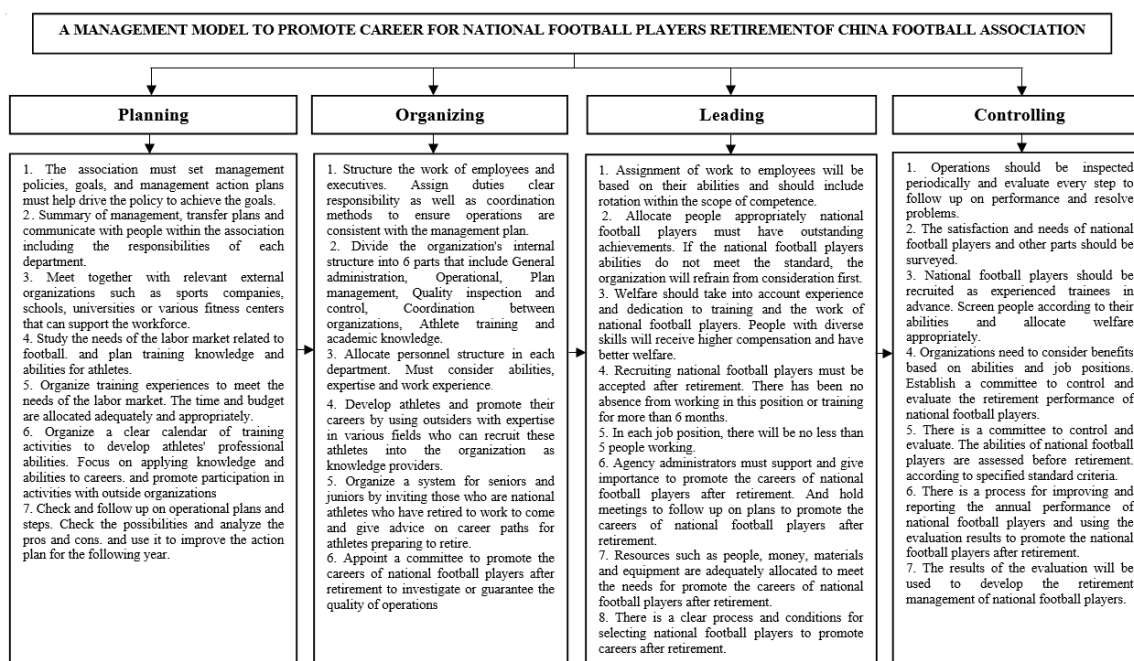




NO	Content	N=19		Result
		Mdn.	IQR	
3	Welfare should take into account experience and dedication to training and the work of national football players. People with diverse skills will receive higher compensation and have better welfare but they still have to do the work regularly.	4.89	0.31	Very high
4	Recruiting national football players must be accepted after retirement. There has been no absence from working in this position or training for more than 6 months.	4.56	0.50	Very high
5	In each job position, there will be no less than 5 people working, except for some executive positions such as club president, because the club has taken into account the workload and ability to work.	4.67	0.67	Very high
6	Agency administrators must support and give importance to promote the careers of national football players after retirement. And hold meetings to follow up on plans to promote the careers of national football players after retirement.	4.56	0.83	Very high
7	Resources such as people, money, materials and equipment are adequately allocated to meet the needs for promote the careers of national football players after retirement.	4.56	0.68	Very high
8	Knowledgeable people are invited to train on government policy in promoting the careers of national football players after retirement. Encourage relevant personnel to attend various training courses to develop the organization's knowledge.	4.22	0.92	High
9	There is a clear process and conditions for selecting national football players to promote careers after retirement.	4.56	0.68	Very high
<b>Controlling</b>				
1	Operations should be inspected periodically and scheduled in advance and evaluate every step to follow up on performance and resolve problems found in a timely manner.	4.67	0.67	Very high
2	The satisfaction and needs of national football players and other parts should be surveyed because those with a lot of experience will be able to see the problem in all aspects and the personal needs of those players as well.	4.56	0.68	Very high
3	There should be career promotion for national football players after retirement. Add appropriate job positions Provide welfare according to abilities and workload and have regular performance evaluations.	4.67	0.47	Very high
4	National football players should be recruited as experienced trainees in advance. Screen people according to their abilities and allocate welfare appropriately.	4.89	0.31	Very high
5	Organizations need to consider benefits based on abilities and job positions. If the demand is too high, it will cause the organization to become unbalanced. Establish a committee to control and evaluate the retirement performance of	4.78	0.42	Very high

NO	Content	N=19		Result
		Mdn.	IQR	
	national football players. Try to reduce problems as much as possible.			
6	There is a committee to control and evaluate. Create standards for appropriate participation in national football players. The abilities of national football players are assessed before retirement. according to specified standard criteria.	4.33	0.82	High
7	There is a process for improving and reporting the annual performance of national football players and using the evaluation results to promote the national football players after retirement. Controlling and evaluating the career promotion plan for national football players after retirement.	4.22	0.79	High
8	The results of the evaluation will be used to develop the retirement management of national football players.	4.78	0.42	Very high

From the calculation of the median values, it was determined that elements from the P-O-L-C model are used for promote career for national football players retirement of China football association by connoisseurship method. Each element has a median value of  $\geq 3.50$ , 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

From the survey of the problem, it will be found that in each component, there will be problems with a high average level as well, divided into planning component, the problem "There is a plan to prepare academically for the university's football players retirement" had the highest average. The result was consistent with Chen (2010) He proposed in his article that the cultural quality education of athletes should be strengthened, the teaching of cultural courses should be emphasized, and retired



athletes should be encouraged to enter colleges and universities for further study; at the same time, ideological and moral education should be strengthened, In order to achieve all-round development of athletes and change the career choices of retired athletes, it is also necessary to improve sports insurance and the protection mechanism for retired athletes.

On the organizing component, the problem “A committee is appointed to promote career for national football players after retirement” had the highest average. The result was consistent with Liu (2007) summarized the concept of career management of retired athletes. He found that there are still problems such as insufficient policy implementation and imperfect institutions in the placement of retired athletes. He also proposed that the organizational structure should be improved, establish an "organizational support" career management model in terms of system construction and policy formulation to help athletes achieve employment.

On the leading component, the problem “There are activities to promote career of national football players retirement so that players can develop their abilities” had the highest average. The result was consistent with Li (2010) pointed out that the research and development of foreign athletes' careers can be roughly divided into two levels. One is from the perspective of individual or group development, and the other is from the perspective of organizational management. He put forward three suggestions: Develop and implement Athletes' career planning plan; establishment of athletes' career planning development fund; establishment of athletes' career planning assistance system.

And on the controlling component, the problem “The evaluation of operational plans for national football players is consistent with the government policy” and item 10 “There is an annual performance reporting system for national football players” had the highest average ( $\bar{X} = 3.89$ ). The result was consistent with Zou & Ma (2010) analyzed and studied China's national security system at different stages, conducted a detailed analysis and detailed analysis of the advantages and disadvantages of the security system implemented for retired athletes, and finally drew relevant conclusions.

## Recommendation

### 1. Application of research

1.1 Results from this study It comes from collecting problems through the use of questionnaires to create a management model based on POLC theory. Therefore, the results from this study can be used in practice.

1.2 Results from this study It can be applied for creating management models for other sports associations in China.

1.3 Results of this research can be used as a basis for another research that is related to the management to promote career for sport players retirement. But researchers still recommend using it within China. This is because each country has different policies regarding sports promotion. If used in other countries, the researcher recommends referring to the sports policy of that country as the main focus.

### 2. Future Study

2.1. The experts used in this study were clearly screened. But everyone has a different experience. They have different roles in society. This may result in the results of this study being inaccurate with the actual situation. Therefore, in the next study. The researchers recommended using a larger number of experts per group.

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 advanced statistics. to increase reliability the accuracy of research results and more science.

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