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Master's Thesis of Global Sport Management

Factors affecting the management of Taekwondo competition in Thailand during the epidemic situation of Covid19

코로나-19 에피데믹 상황 속 태국 내 태권도 대
회 운영에 영향을 미치는 요인에 대하여

2023년 8월

서울대학교 대학원

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이 논문은 문화체육관광부와 국민체육진흥공단 지원을 받아 수행된 연구임
This work was supported by the Ministry of Culture, Sports, and Tourism and Sports Promotion Foundation

Factors affecting the management of Taekwondo competition in Thailand during the epidemic situation of Covid19

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Abstract

Factors affecting the management of Taekwondo competition in Thailand during the epidemic situation of Covid19

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The purposes of this research are 1) To study the management of taekwondo competition in Thailand during the epidemic situation of COVID-19 and 2) To study personal factors that can affect the management of taekwondo competition during the epidemic situation of COVID-19. The sample group uses the association's executive committee, association officials, referees, coaches, sports scientists, and taekwondo athletes of the 106 Taekwondo Association of Thailand. The data were collected using a questionnaire. Statistics used in data analysis were frequency, percentage, mean, standard deviation, t-test, F-test (One - Way Analysis of Variance), and

Multiple Regression. The research results showed that 1.) The management of taekwondo competition during the epidemic situation of COVID-19 found overall at the highest score level when classified by variables; it was found that leadership at first highest ranked, followed by planning at the 2nd highest, and controlling was the 3rd highest rated, and organizing was at the 4th high level, respectively. Furthermore, factors affecting the management of taekwondo competition in Thailand during the epidemic situation of COVID-19. Found that different personal factors affected the management of taekwondo competition during the epidemic situation of COVID-19 differing in terms of; gender, age, education level, income, job position, and the length of work affecting the management of taekwondo competition during the epidemic situation of the ID-19 are no different than before Covid-19.

Keywords: Sports Management, Taekwondo, COVID-19, competition, Leadership, Organizing

Student Number: 2021-25654

Acknowledgment

This research work was accomplished well. Since it is courtesy of Professor Yukyoum Kim to serve as an advisor at this time, including taking the time to provide advice and suggestions, I would like to thank him throughout the study. In addition, the researcher would like to thank all faculty members who have offered work-applicable knowledge. Thank you, dear friend, Jargal Sukbaatar, who has been by my side since the first day we met; thank you for encouraging, pushing, and listening to me during the darkest days. However, you always remain a bright light. Also, my DTM journey friends Charuni and Jean-Paul, with whom you always support me, and thank you so much, Amir Najib, for helping me until the last minute to revise my thesis details to support my two lovely friends, Gala Zulbaatar and JungA Kim. Including gratitude for the support of my family and friends who have always been by my side. I appreciate all respondents taking the time to complete the questionnaire for this study and dependable, close companions who are always present. The researcher hopes that those interested will find this helpful research—Factors influencing the management of taekwondo competition during the epidemic situation of COVID-19. If there are any flaws in this research, the researcher apologizes here.

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List of Abbreviations

TAT	Taekwondo Association of Thailand
WT	World Taekwondo
SAT	Sport Authority of Thailand
S.D.	Standard Derivation

Chapter 1. Introduction

1.1 Context of Taekwondo in Thailand

Sport is a form of exercise that positively affects the practitioner's physical, mental, emotional, social, and intellectual health. In addition, it is recognized that sports have a positive impact on population quality contributing to the social and national development. Sports play an important role on people lives for establishing discipline and fostering friendship, unity, reconciliation, and national pride through athletes' success in national and international sporting competitions.

Taekwondo is one of the most popular sports around the world. Korea created this martial, and their people have been practicing taekwondo for thousands of years. Across the nation, taekwondo training centers have appeared, training instructors, and sending out specialists. Nowadays, Taekwondo instructors are dispersed across numerous countries.

Following taekwondo's adoption as Korea's national martial art in 1971, the National Kukkiwon Taekwondo Center was founded in Seoul as the central fighting style organization. On May 28, 1973, Taekwondo (Pattern), Taekwondo (Training), Taekwondo (Competition), Taekwondo (Administration), and World Taekwondo (WT) were established to oversee

more than 108 member nations. Since its inception, the World Taekwondo Championship has been held every two years. According to the Federation's president, there were initially only 50 member countries, but there are now over 211 countries plus one nation (refugees). Mr. Un Yong Kim was the first to incorporate taekwondo into sport successfully. First, in 1974 at the Asian Games and in 2000, at the Olympic Games in Sydney, Australia. Develop a superior management system for the Association, as well as a judging system and competition rules consistent with World Taekwondo standards, to make taekwondo a more progressive sport in Thailand. In addition, utilizing sports science to enhance the potential of athletes increases their abilities and sizes. This led to encourage athletes to participate in more intense and diverse competitions pursuing an Olympic gold medal (Taekwondo Association of Thailand, 2022). The outcomes of these sporting events motivate a new generation of young people (Intachareon, 2019).

Taekwondo in Thailand has received significant attention since the first Olympic bronze medalist in 2004. Since then, there has been an increase in the people practicing this sport. It was promoted since 1973, and over one million people practice it today. Taekwondo is one of the most popular sports in the Thai afterschool program's curriculum, and there are numerous academies in every district of Thailand. Moreover, the popularity of

taekwondo has been validated by several international recognitions, including the Asian Games, the World Championship, and the most significant event, the Olympic Games. Since 2004 as an officially recognized sport and after the Athens Olympic Games, Thailand has continued to build medalists, including Ms. Yaowapa Boorapolchai, the sport's first Olympic medalist, and Ms. Panipak Wonpattakit, the sport's first Olympic gold medalist. She is currently the top-ranked Taekwondo athlete in the world, according to the Olympic Kyorugi Ranking for Women - 49kg (World Taekwondo, 2022)

According to Sawangpai (2019) the importance and results of this taekwondo development are in part because of The Seventh National Sports Development Plan (2022-2027) focusing on sports development. The plan has been forwarded to the Sports Authority of Thailand, which implemented the Strategic Plan for the Sports Authority of Thailand, 2022 - 2027. This plan has a vision of "Developing sports for excellence and sports for professionals to create happiness and economic value for society with standardized management," with a focus on getting at least 45 percent of people from all sectors to exercise and play sports regularly least 30 minutes, three times per week by 2027 (Ministry of Tourism and Sports, 2022).

Consequently, each era's government has established a policy for implementing public policies in sports, encouraging individuals to be

excellent in sports and pursue more careers in sports. Every national economic and social development plan based on this plan was required to promote understanding and good relations between all human beings, resulting in a peaceful society where these things exist. In addition, it served as a crucial foundation for the nation's future progress and prosperity in various fields.

As the sports industry contributes to the nation's growth, Thailand could benefit greatly, socially, and economically, from the success that Taekwondo has in the country. In addition to being an indicator of the nation's progress, this would increase people's income, promote sports tourism, and improve one's and the country's reputation (Bongkoch, 2019).

1.2 Problem Identification

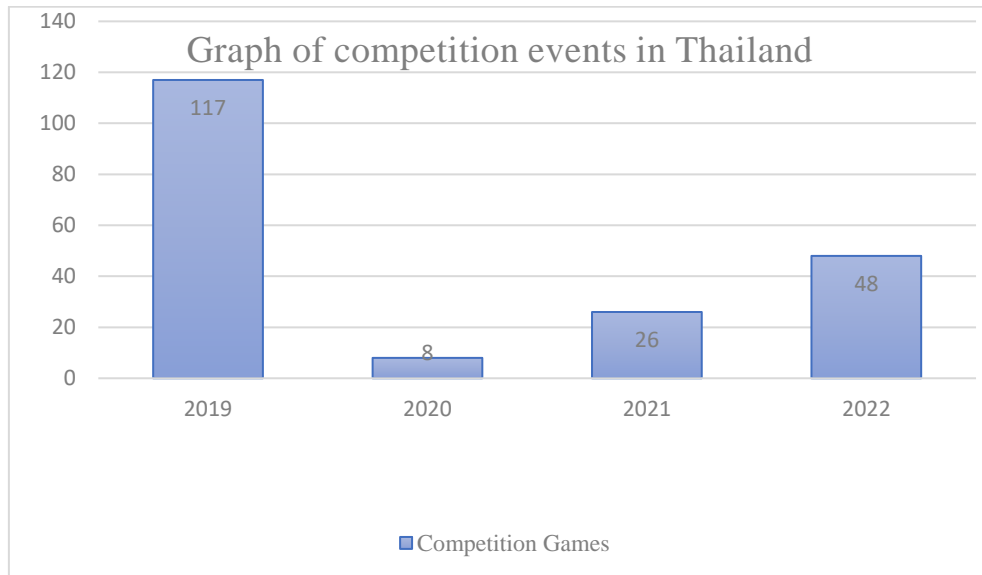
Despite the popularity of Taekwondo in Thailand, a global situation has stopped the effort of sports managers to promote this sport. In other words, the pandemic has affected Taekwondo's promotion and competition in this country.

COVID-19 became widespread by the end of 2019, making complex efforts to promote Taekwondo. A novel coronavirus-based sickness first appeared in Wuhan and quickly spread to the rest of the globe. It had an impact on people's lives, the economy, society, and companies all around the

world, including Thailand. People must work from home, cannot travel, and are barred from managing businesses like restaurants, hotels, department stores, and large-scale events. Campaigns to promote face masks are strongly enforced at COVID-19, among other events. Online companies are expanding quickly nowadays (Krittanon & Grichawat, 2022). The pandemic has impacted the planning of sporting events, and the number of tournaments has decreased. According to (Gmacgroup & Thannam Taekwondo, 2022), the results of the games in Thailand for instance, over 100 games were held in 2019, but only 26 games were held for the offline event in 2021. This hinders the growth of taekwondo competitors. In addition, due to covid-19 and the lack of internet access in some regions, as well as the techniques issued, athletes cannot concentrate and perform well.

Figure 1

Graph of the competition events in Thailand before pandemic and after recover period



For that reason, the Ministry of Tourism and Sports, which has oversight, has drafted a guide for businesses and sporting events to follow to prevent the spread of the virus. How a sporting event organizer must organize the event must be consistent with the announcement by managing registration for the event and ensuring compliance with preventive measures. Those actions must be conducted by the individual who organizes a spectator sporting event. Classified according to stadium type and cheering characteristics for each sport Consider limiting the number of spectators at sporting events following the level of epidemic management. Outdoor arenas

are limited to 4,000 to 6,000 spectators, and indoor arenas are limited to 1,000 to 2,000 spectators; preventative measures must follow the conditions for organizing and diverse systems in strict accordance with government directives. It will aid in reducing the incidence of sports-related injuries (Ministry of Tourism and Sports Thailand, 2020).

In addition, the Sports Association of Thailand's management process identified problems in the human resource planning procedure. The planning and management process is applied to the board of directors and the task analysis of the organization. Sometimes, executive committee members need to comprehend their responsibilities and scope of work. For example, plan and prepare athletes to win various competitions leading to the Olympic Games (Sittipong, 2021).

From the present study, the researcher is interested in studying the factors affecting the management of taekwondo for competition during the COVID-19 epidemic, as well as the development of taekwondo sports and the ability of athletes to compete successfully. The study will contribute to develop efficient and effective national sports standards.

1.3 Research Questions

This study aims to comprehend and study the factors affecting the management of taekwondo competition in Thailand during the epidemic

situation of COVID-19. Specifically, is addressed the following questions:

RQ1. Are the personal factors (demographic factors) affecting the Taekwondo competition management in Thailand during the epidemic situation of Covid-19?

RQ2. How are the management process (POLC) factors affecting the management of taekwondo competition in Thailand during the epidemic situation of Covid-19?

1.4 Research Hypotheses

Hypotheses 1

H1A. Gender does not affect the sport management of taekwondo competition in Thailand during the epidemic situation of Covid – 19.

H1B. Age has a positive effect in the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19.

H1C. Education level has a positive effect in the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19.

H1D. Income has a positive effect in the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19.

H1E. Position (Job title) has a positive effect in the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19.

H1F. Length of work has a positive effect in the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19.

Hypotheses 2

H2A. Planning factor has a positive effect on sport management of taekwondo competition in Thailand during the epidemic situation of Covid – 19.

H2B. Organizing factor has a positive effect on sport management of taekwondo competition in Thailand during the epidemic situation of Covid – 19.

H2C. Leading factor has a positive effect on sport management of taekwondo competition in Thailand during the epidemic situation of Covid – 19.

H2D. Controlling factor has a positive effect on sport management of taekwondo competition in Thailand during the epidemic situation of Covid – 19.

1.5 Research Significance

The pandemic has affected the way in which sports organizations manage and promote sports. These times made institution to change faster and in a shifty pace. Therefore, the style of work and implementation of new management strategies will propel the organization to its highest level of effectiveness (Poomwarin et al., 2022). Studying management factors for sports organizations during the pandemic is important for several reasons:

Financial sustainability: The pandemic has severely impacted the financial sustainability of many sports organizations, with cancelled or postponed events leading to significant revenue losses. Understanding management factors such as financial management, revenue diversification, and sponsorship development can help sports organizations navigate the financial challenges of the pandemic.

Athlete well-being: The pandemic has also had a significant impact on athlete well-being, with many experiencing disruptions to their training and competition schedules, as well as increased stress and anxiety. Effective management during this time can help to mitigate these negative effects and promote the well-being of athletes. Furthermore, people can improve their

quality of life, family, community, and society by enhancing their physical and mental health, leading to effective participation in economic, social, and political development (Nutnapak, 2018).

Fan engagement: The pandemic has disrupted the traditional ways in which sports organizations engage with their fans, with many events being held without spectators or cancelled altogether. Effective management can help sports organizations adapt to these changes and maintain fan engagement and loyalty.

Organizational structure: The pandemic has highlighted the need for sports organizations to be agile and adaptable in the face of uncertainty. Understanding management factors such as organizational structure, decision-making processes, and strategic planning can help sports organizations become more resilient and better equipped to handle future challenges. This Management relies on the adaptability Management of everyone (Shongpranam et al., 2021).

Community impact: Sports organizations have a unique role to play in their communities, and the pandemic has highlighted the importance of this

role. Management factors can help sports organizations contribute to the greater good during this challenging time.

In summary, studying management factors for sports organizations during the pandemic is important for financial sustainability, athlete well-being, fan engagement, organizational structure, and community impact. Therefore, studies addressing how to improve the management of sport competition in adverse situations like the pandemic are necessary.

Chapter 2. Literature Review

2.1 Concepts and Theories Regarding Personal Factors

In the study of the concept of personal factors, the following researcher and academics were identified:

Personal factors" have been defined by (Intachareon, 2019) as the characteristics of information related to individuals, such as age, education level, length of employment in the organization, and position level, which affect the commitment to the organization.

1. Age indicates a person's level of maturity. Older people have ideas and are more prudent in decision-making than younger people. People who have been with the organization for an extended period will become familiar with its culture. To change jobs, they are still determining their suitability for the new position. Therefore, most organizations have age restrictions for hiring new employees, beginning with the youngest and excluding the older candidates. Consequently, senior citizens choose to remain with the same organization.
2. Education level: People who can study at a higher level, have life experiences, and possess a variety of information will be able to make better decisions. Therefore, people with a prominent level of

education can choose where to work and move from one organization to another.

3. Length of work to the company, the length of time that a member of an organization sacrifices physical strength corresponds to the member's tenure in the organization. Intelligence, accumulate experience, develop expertise in the position as time passes. Consequently, the longer a member of an organization is employed, the greater their commitment to the organization
4. Position (Job title) among the indicators of social status is rank , because when a person holds a high-ranking position, recognition, acceptance, and benefits such as decision-making authority and command rights are enhanced.

Putsorn (2018) said that personal factors consisting of age, gender, family characteristics, income, position, and education level are accepted factors used as a criterion for market segmentation and finding the average value. The measurement of the population can determine the target market and is easier to analyze than other variables. Demographic variables are as follows:

1. Age, merchandise, and services utilizing the age differences between market segments, analysts can investigate the needs of specific market segments by targeting that demographic.
2. Gender, a vital market segmentation factor, must be thoroughly investigated. Gender Nowadays, There is a shift in consumption patterns. Such alterations may be the result of more women working.
3. Education, people with high levels of education, affluent occupations, and wealthy incomes are the variables most fundamental to the segmentation of the general market. However, a large portion of the user population consists of low-income families. It suggests that income is an indicator of purchasing power.

Fortunately, lifestyle factors, personal preferences, and fashion trends, among other variables, may influence the actual selection of products. Earnings are frequently considered a metric. However, it will be correlated with individual income and demographic or other variables to precisely define

the target audience. The criteria may include the income bracket, age, and occupation.

According to Chansukwong (2019), demographic characteristics include age, gender, family size, marital status, income, occupation, and level of education. These elements are essential promotional segmentation criteria. Demographics are crucial, along with quantifiable demographic statistics that can aid in determining your target market. In addition to being easier to measure than other variables, the following are critical demographic variables:

1. Age refers to the period of a group of consumers concerning the consumption of goods or services that can meet the needs of consumers of various ages.
2. Gender is a variable that contributes to market segmentation, so marketers must examine this variable thoroughly. Because of gender variables in the modern era, consumption patterns have shifted from the past. Such alterations could be the result of more women working outside the home.
3. Family characteristics (marital status) refer to the family characteristics that have always been an integral part of the marketing strategy. And this is especially crucial in terms of the consumer unit. Marketers will consider the number and type of people in households

who use a particular product and the demographics and media structure associated with that product. Family decision-makers will assist in the development of effective marketing strategies.

4. Income, education, and occupation are significant variables in determining the market segment. Marketers are typically interested in consumers with high incomes. However, low-income households represent a sizable market. The primary issue with marketing segmentation based solely on income criteria is that income measures a consumer's ability or inability to purchase a product. In addition, the selection of a tangible product may also be influenced by lifestyle factors, preferences, occupations, education, etc. Although revenue is a standard criterion, most marketers associate it with the variable: income plus demographic or other variables to define the target market more precisely.

From the study of demographic characteristics, it is possible to conclude that personal factors serve as a criterion for distinguishing between individuals. In this study, the researcher considered personal factors, including gender, age, level of education, income, job position, and length of employment. To be used in the description of factors affecting the Management of Taekwondo competition during the epidemic situation of

COVID-19. In addition, the researcher used this variable to analyze this study's data further.

2.2 Concepts and Theories of Management

2.2.1. Definition of Management

Boonprasit (2017) defines that management refers to management in general, so it is essential to understand the concept and history of management because it is the basis for the beginning and development up to the present; the executives should consider many aspects of management such as the roles and responsibilities of management. In addition, the significance of the environment or circumstances that affect the organization, adaptation, and management style knowledge will aid in success.

Administration and management have similar meanings, according to Susthisanga (2019) but are used in different contexts; that is, the administration is employed in government circles, meaning activities in which two or more people cooperate—collaborating to achieve one or more individual objectives through an organized process applying appropriate resources and techniques. On the other hand, in the private sector, management is the process that the command executes to achieve the organization's goals using personnel and administrative resources.

As Intachareon (2019) mentioned that management results from combining the administration and management of the world; both terms have very similar meanings and are frequently used interchange because they refer to the same administration but are employed differently. In other words, the term "administration" is commonly applied to policy-level executives within the bureaucratic system. On the other hand, the term management is prevalent in business administration or private systems, albeit with fewer policy implementers can be used interchangeably. Therefore, management is necessary for all operations—activities required for the procedure's success following its goals.

Also, administration is a continuous and coordinated activity that executives must engage in to achieve the organization's goals. It involves personnel and resource collaboration. It is a sequential procedure relying on a third party to work efficiently and effectively with others in completing work (Shongpranam et al., 2021)

Management refers to the process of working with individuals. For effectiveness and efficiency, systematic work method by bringing administrative resources to manage steps and coordinating the use of internal and external resources that influence success, project management ensures success—incorporating organizational skills, including personnel, materials,

equipment, and capital, as well as pertinent information, into an organization appropriately. According to the organization's predetermined goals, the efficiency and effectiveness of its operations. This procedure will eventually lead to effective sports management.

2.2.1 Management process factors

In this study variables were used to examine the factors affecting the management of competitive taekwondo in the context of the COVID-19 epidemic. The personal factors included gender, age, and level of education, income, job position, and length of employment. Management Process Factors (POLC), including planning, organizing, Leading, and controlling, were the independent variables used in this study.

The sports management section (4M) consists of personnel management (man), budget management (money), Management of equipment (materials), and management. The researcher used details in the following topics to determine the dependent variable.

Refers to Management Process Factors (POLC). The management process is an essential function and responsibility. Each organization's executives have distinct duties and responsibilities, containing a researcher and academics have provided the following description of the management process (POLC):

a. Planning

Concerning to planning, Boonprasit (2017) stated that to set goals is to establish guidelines for the operation of the organization; the formulation of planning will vary based on the plan's objectives and may include strategic plans, action plans, short-term development plans, long-term plans, and specific plans.

Planning is also a management activity that establishes goals and strategies. The most effective planning, in terms of Jansukwong (2019), involves establishing objectives, creating alternative operating procedures, and predicting future outcomes. The planning process entails establishing the mission and objectives and the activities necessary to achieve those objectives.

Planning is the most important and necessary task, along with management. It is one of the variables crucial to the administration's process or mission. A good plan will result in the organization's operations efficiently achieving its desired objectives, policies, and goals (Numwong, 2021).

Planning refers to the process of determining organizational objectives. Next, consider the methods necessary to achieve this objective. Finally, there is a decision to postpone how to achieve the organization's goals, which consists of an Evaluation of the present condition of the organization. Establishing objectives or goals establishes guidelines for measures and

operational strategies, including determining the resources required to operate the organization.

b. Organizing

In words of Boonprasit (2017) organizing is a structural design, a presentation of plans from planning to implementation is a working system. Determine the scope of staffing duties and responsibilities under the job regulation, resource allocation, personnel recruitment, and training so that the organization can follow its vision, mission, and goals.

Intachareon (2019) stated that operations or practices is the implementation of planning decision-making alternatives. If the issue persists, it is necessary to execute and take appropriate action to achieve the desired results. It is a group-correctable task performed immediately in case of a problem. If another unit or group involves complexity, management must be notified to order another unit. Coordinate and collaborate to solve problems efficiently. The organization (organizing) is consisting of four main steps:

1. Job design is a collection of responsibilities and duties assigned to members of an organization.
2. The organizational structure is composed of groups of position, each organization category has a unique design.

3. Dividing authority and responsibilities to ensure proper command and work scope.
4. Coordination within and outside the organization must clearly understand the role of coordination for the organization to function efficiently and effectively.

Organization determines what work will be done by any suitable person, how are the group responsibilities assigned, who reports to whom, and where the decision will be made (Jansukwong, 2019). Organizational arrangements must be arranged for people to work, a formal process to ensure that an organization has competent employees at all levels of work. To achieve the objectives of the organization, both short-term and long-term.

They organize various operations and manage human and other resources to achieve the organization's objectives, including the structure's organization, regulations, and operational plans. Assign personnel to various responsibilities. Develop operating standards and particulars—organization of command and communication systems, including the resources and environment of the organization.

c. Leading

Leadership is the process by which a leader executes plans for the work that will be assigned (Boonprasit, 2017). It must meet the following

requirements: employing leadership, commanding, and motivating all levels of operators to ensure that assignments are carried out, and predetermined objectives are met.

Leadership is one of the most influential aspects of influencing others to exhibit the desired work behaviors and achieve goals (Jansukwong, 2019), which includes convincing subordinates to choose you. The most efficient channel for communication and conflict resolution.

Intachareon (2019) argues that leadership is the combination of executive leadership and motivation that enables members of an organization to work to their full potential to achieve its goals. Therefore, for executives to be influential, they must possess both leadership and motivation. In addition, executives must investigate how to enhance their leadership skills to inspire others and fulfill their responsibilities as an organization's leader.

It can be concluded that leadership (Leading) is the use of influence to motivate employees to perform tasks and achieve predetermined goals or it is the process of organizing members of an organization to collaborate in several ways. Due to the difficulty and complexity of human resources. Leadership and commanding require multiple skills, including teamwork and organizational communication incentives.

d. Controlling

Boonprasit (2017) stated that controlling is responsible for overseeing and monitoring the consistency of all levels of an organization's operations. Consistent with the intended purpose, evaluation of operational personnel, and effectiveness enhancement. There is an effective reporting system for each employee's performance for efficiency and effective.

Additionally, Cha-umpong (2018) points out that control implies that sports management agencies or organizations must control the operating system. Therefore, observe the development, supervise, and evaluate the agency or organization's sports management: provincial sports associations and numerous sports organizations.

Jansukwong (2019) emphasizes that controlling is the process of monitoring performance and making required adjustments. As a method for measuring performance against a standard or criteria to determine if the actual performance meets such standards or criteria. To enhance the improvement of the organization's performance.

In Intachareon's view (2019) controlling is monitoring the work in various parts of an organization to ensure that the results of operations meet the standards or goals that define the organization's control system. Therefore, efficiency is needed, a control process comprising all required steps,

beginning with defining the scope and what must be controlled. Therefore, we must adjust the collected data is then considered developing and enhancing the control process.

The conclusion that controlling is control over performance is based on a comparison to the objective and completion of tasks as required with correctness, efficiency, and efficacy. Supervise personnel, perform various functions, and monitor and evaluate whether the performance is under the plan.

It can conclude from the studies mentioned above that Process Factor Management (POLC) emphasizes the process of policy compliance. Or a predetermined plan consists of Planning, Structure Organization (Organizing), Leadership (Leading), and controlling, which the researcher employed as variables in this study. To examine the factors affecting the management of taekwondo competition during the epidemic of COVID-19.

2.3 Sports Management (4M)

Sports Management (4M) is a fundamental aspect of management that ensures the continuity of activities and accomplish the objective which has been investigated. Moreover, academics have characterized sports management (4M) as follows:

a. Personal Management (Man)

Boonprasit (2017) stated that Personnel Management (Man) is the process by which an organization's personnel or employees are assigned. Therefore, volunteers must have an in-depth comprehension of sports and exercise activities, a degree in physical education or sports science, and excellent coordination.

On the other hand, Suksan (2018) noted that Personnel Management (Man) is essential to the operation of a successful business. Having adequate human resources is proportional to the quantity and quality of work. Hiring competent, enthusiastic, dedicated to success, and committed to the company is crucial—getting ready to recruit qualified applicants for administrative and other positions. The management must proceed with caution in all the situations.

In the words of Cha-umpong (2018) (Man) is the most significant factor because the existence of a business depends on the thoughts and power of

people. A person who operates or manages various business activities to ensure the operation's success.

Personnel Management (Man) is an essential factor in management, as can be deduced from agencies and institutions. Operational personnel is required. A competent performance must consist of qualified individuals accountable to the organization or agency responsibilities of the responsible person should be specified in detail. Provide the internal cycling club with concrete committees and members to coordinate and carry out activities.

b. Budget Management (Money)

Suksan (2018) maintains that budget management (Money) is one of the critical factors for management. The administration is responsible for budgeting and requesting funds from various sources. Personnel supervises whether the money requested is appropriately used or not. Such work requires honesty and integrity; intelligent, knowledgeable, and firm budgeting executives must consider things. It is crucial and is the factor that determines whether budget management will succeed or fail, and related organizations have good knowledge and understanding of budgeting systems and mechanisms and budget management to achieve the goals and objectives set.

Defines budget management (Money) as an essential factor that supports the provision of resources to nurture and facilitate the organization's

activities to proceed without interruption Helps determine the income and expenses of various projects. To carry to allocate resources efficiently Putsorn (2018). There must be quality allocation of resources and budget management to procure, develop, improve, repair, and use computer technology in the most economical way to create the highest quality of teaching and learning.

Shongpranam et al. (2021) stated that budget and finances are among the most critical management factors. Management is responsible for providing budgets and funds to various departments and supervising whether the requested funds are used appropriately. This work requires integrity, inventiveness, and tenacity Budgeting management must consider the following factors:

1. Economic management objectives to prevent the misuse of funds, management must be vigilant and waste money needlessly.
2. Executives are responsible for budget preparation, a must, and a multifaceted task requiring a project plan, expenditures, and funds from various sources. Executives must be aware of or consider preparing a budget.

Budget management (Money) is effectively acquiring and allocating funds. And productivity Money or budget is an essential component. In management, budgeting or money management enables the organization to operate effectively. Consequently, plan for financing from multiple sources. To be appropriate for use, it is the forecast of income and expenses in the form of a budget, income statement, and cash flow statement, in addition to financial information.

c. Management of Equipment (Materials)

In words of Boonprasit (2017) sports equipment and equipment management can be referred as the management of equipment, facilities, and location (Material). Exercise must meet the standards and be provided sufficiently to meet the population's needs. There is space for storing sports and fitness equipment to provide services to the public. It must be easy and safe to do so. A contact and coordination office must exist for sports and exercise activities. There is an inventory of equipment, materials, and supplies related to sports and exercise. And contain a club office/sports club/community club/exercise club.

Putsorn (2018) defines that the management of equipment, locations, and facilities (Material) as a factor with a high volume and value, like other factors, because the raw materials and items must acquire to ensure product quality and quantity. Therefore, with a supply system, effective maintenance, and a material management system, in addition to providing services and promoting the use thoroughly. Suitable hardware facilitates the management of information technology for quality operations, management and utilizing appropriate equipment, and creating value that satisfies needs is crucial.

Management of equipment, locations, and facilities (Material) allocate quality and sufficient equipment, areas, and facilities. With an efficient procurement and maintenance system, service and promotion of thorough use, and a suitable material management system, good operation and management will result.

d. Management

Management is related to preparing a development plan and establishing a budget to support the plan's goals and committee promoting sports and physical activity. Furthermore, a public relations event is taking place Boonprasit (2017). Making people aware of the activity plan and budget for the organization's operation will aid in gaining greater cooperation and trust from the people—the establishment of sports or exercise clubs. In

addition, the performance of organizations, clubs, and clubs is monitored and evaluated, and a registry of clubs and groups playing sports or exercising exists.

Suksan (2018), mentions management is a social process and a set of techniques for utilizing organizational resources in operations and implementing alterations to accomplish organizational goals. In addition, it is the efficient and effective monitoring of the organization's or personnel's implementation of the objectives to reach a particular purpose.

Also, management is an artistic and multifaceted process (Shongpranam et al.,2021). Follow the procedure by relying on the cooperation of the organization's members, aware of the abilities, aptitudes, needs, and expectations of the progress in the performance of members of the organization, as well as the organization's own, to accomplish the set objectives. The social and technical process of utilizing administrative resources in organizational operations and facilitating change to achieve a goal. The method of collecting and coordinating the use of administrative resources to accomplish the objectives of an organization.

In conclusion, "Management" is the process of managing and controlling to ensure the efficient operation of all entities. As a result, numerous business executives have attempted to invent innovations and discover ways to ensure the organization's success to achieve successful and effective organization-wide communication with the cooperation of all personnel. However, it is up to the leaders of an organization to implement management techniques.

According to the studies mentioned above, Sports Management (4M) is a process of administrative resource management, administration, and control, which consists of personnel management (man), budget management (money), management of equipment (material), and management to make all management efficient. And have complete effectiveness. Therefore, the study's findings are applied to the studies of Factors affecting the management of taekwondo competition in Thailand during the epidemic situation of COVID-19.

2.4 Studies about Management Factors in Sports

In a study conducted by Boonprasit (2017) , the author discussed about strategies to promote the excellence of Thai jujitsu athletes using questionnaires and in-depth interviews with seven experts. The sample group was divided proportionally into managers, coaches, referees of national team athletes, and athletes. The enhanced Delphi technique was used on a sample of 278 individuals, including seventeen experts, and in-depth interviews were conducted with five individuals to assess the strategy's suitability and feasibility. In addition, the needs index (PNI) and the t-test were modified. The excellence-promoting methods for Thai jujitsu athletes comprise nine strategic issues. The guidelines are implemented at the school, academy, club, regional, district, provincial, and international levels.

Also, Suksan (2018) has authored a report titled "Development of sports promotion strategies for excellence at Burapha University." The objective is to develop strategies for fostering excellence in sports at Burapha University. The research procedure included three steps:

1. To investigate the conditions, obstacles, problems, and needs in sports management for excellence at Burapha University utilizing a questionnaire; The sample group was comprised of 353 personnel and students chosen by proportional random sampling.

2. Analyze and prioritize the Needs Index (PNI) and use it to create a strategy.
3. Examine strategy elements and their suitability for implementation through a discussion among executives and trainers who are members of a stakeholder group of university athletics of six people.

According to the study's findings, Burapha University's sports promotion strategies for excellence include planning. There is a comprehensive plan to promote and develop sports for excellence, which consists of a detailed implementation strategy—building a network for developing sports clubs and evaluating their performance to achieve the goals. Organizationally speaking, the organizational structure is designed to cover missions. For example, there is always a system to encourage athletes to improve themselves and establish an executive sports committee for excellence to promote sports activities. Welfare and budget there is a budget for sending competitors to training competitions and award scholarships to exceptionally gifted athletes. Moreover, selection and appointment plans exist to recruit and select athletes in collaboration with associations and clubs. In addition, there is concrete monitoring and evaluation of operational outcomes regarding control and assessment. Athletes are evaluated at the end of each period, and the findings are used for further management.

Studied of the Participatory sports management model in local government organizations using the civil state principle concluded by Sawangpai (2019). The objective is to create a participatory sports management model in local government organizations. Using the civil state principle, it is a joint operation with the public sector, the private sector, and the public that is appropriate and feasible for implementation. It consists of POLC management processes: Planning, Organizational Management, Organization leadership (Leading), and Controlling. In addition, the Participatory Research (PAR) process uses Participatory Workshop (A-I-C) techniques, which are Knowledge Creation—creating development guidelines creating a guideline with community participation. In every step of formulating participatory sports management in local government organizations using the civil state principle, the results showed that participatory sports management using the civil state principle creates a participation process in every step of the preparation. Sports management model Consists of four activities management processes:

- Planning there are eight elements for planning activities. It is to define the central unit in operation, assign responsible persons to set goals and objectives, and schedule activities. Formulate an action plan. Set

plans for personnel, set budget plans, and communities set plans for sports venues.

- Organization Management of four elements, i.e., setting activities and designing and organizing work groups. First, determine the scope and duties of work. Next, select the organizational structure, and schedule a training seminar to educate about the guidelines for organizing sports activities.
- Organizational leadership (Leading) consists of three components: the public and private sectors. Public sector group.
- The controlling aspect consists of three components: the community reflects the results—assessment by the public sector, the private sector, the public, and the operational manual. To be consistent with each organization's context, every organization must be aware of the participatory work. Know how to own space, do activities, think, and create. Jointly develop and jointly solve problems and determine the direction of sports management. As a guideline for the development of strength according to the civil state principle.

Chunhawongwarit et al. (2022) conducted a study titled "Sports management for Excellence in organizing International bodybuilding and

fitness competitions" In 2022 during the epidemic of COVID-19. The objectives:

1. To study sports management leading to excellence in bodybuilding and fitness competitions on a global scale during the COVID-19 pandemic.
2. To study factors affecting sports management success to be excellent in organizing international bodybuilding and fitness competitions.
3. To propose guidelines for managing Sports to achieve excellence in organizing international bodybuilding and fitness competitions. The model of research is qualitative. The required information is obtained through document-based participatory observation and in-depth interviews with twenty key informants. In addition, all collected data were subjected to descriptive analysis.

According to the results, the government is committed to implementing six strategies following the 20-year National Strategy. These strategies include enhancing people's understanding of exercise and fundamental sports and promoting and encouraging people to exercise and engage in activities. In terms of sports, the research revealed that various factors influence sports management, leading to excellence in the direction of sports culture. For example, international bodybuilding and fitness factors include

- Improving the quality of sports organizations,
- Bolstering local sports networks,
- Enhancing the outstanding coaching and officiating capabilities of the nation's athletes.

2.5 Research Model

The proposed model was taken after reviewing the studies of factors affecting the management of taekwondo competition in Thailand during the epidemic situation of Covid – 19

Figure 2

Proposed Model: Independent Variable (Personal Factors) and Dependent Variables (Sport Management 4M)

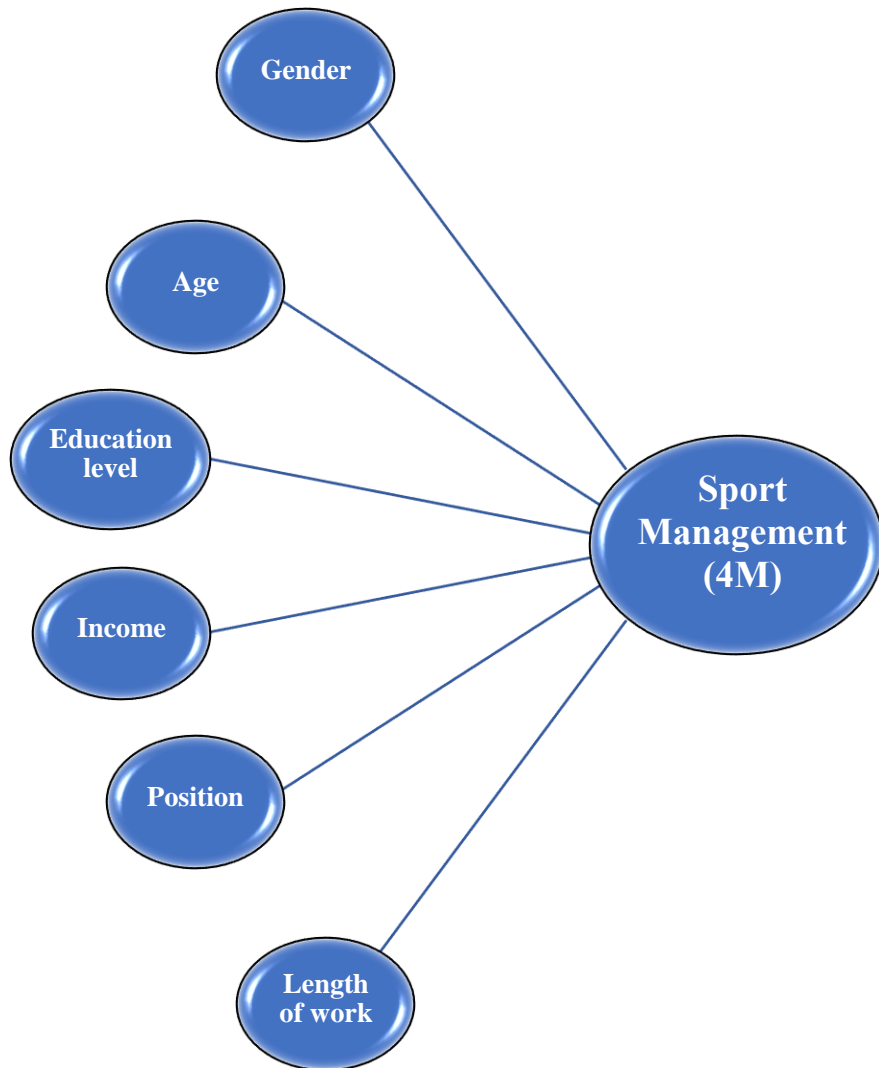


Figure 3

Proposed Model: Independent Variable Management Process Factors (POLC) and Dependent Variables (Sport Management 4M)



Chapter 3. Methods

3.1 Research Type

This study has a quantitative approach, according to Maddison (1987) defines:

Quantification clarifies issues which qualitative analysis leaves fuzzy. It is more readily contestable and likely to be contested. It sharpens scholarly discussion, sparks off rival hypotheses, and contributes to the dynamics of the research process.

As part of the investigation, a questionnaire was developed, and the data was analyzed with SPSS 26.0

3.2 Participants Characteristics

The participants of this study were 16 association executive committee members, seven association officials, 75 judges, six coaches, one sports scientist, and 39 taekwondo athletes of the Taekwondo Association of Thailand, 144 people, calculated from the formula Yamane (1973).

At the confidence level of about 95%, the sampling error at the 0.05 level,

The formula used is:

$$n = \frac{N}{1+(Ne^2)}$$

- Where n = sample size

N = population

e^2 = degree of tolerance = 5% or 0.05

Substitute values in formulas

$$n = \frac{144}{1+(144 \times 0.05^2)}$$

$$n = 105.88$$

To prevent data loss, the researcher used a sample of 105.88 individuals in this study. Therefore, the researcher added the selection to a total of 106 individuals

3.3 Instrument

Utilizing a questionnaire, the researcher creates research tools based on concepts, theories, and related research. The method consists of three parts:

Part 1. Personal Factors the questionnaire was a multiple-choice questionnaire consisting of 6 choices: gender, age, education level, income, position (job title), and length of work.

Part 2. Management Process Factors (POLC) is a questionnaire in the form of a Rating Scale consisting of four aspects, totaling 20 choices, consisting of:

1. Planning
2. Organizing structure
3. Leadership (Leading)
4. Controlling

Part 3. Sports Management (4M) is a questionnaire in the form of a Rating Scale, consisting of 4 aspects, 20 choices as follows:

1. Personnel Management (Man)
2. Budget management (Money)
3. Management of equipment, places, facilities (Material)
4. Management

3.3.1 Questionnaire

The questionnaire used to evaluate the responses to parts two and three has five levels (rating scale), as described by Srisaat (2017):

- Most agree with point level 5 on a rating scale.
- Strongly agree with point level 4 of a rating scale.
- Moderately agree with point level 3 of a rating scale.
- Slightly agree with point level 2 of a rating scale
- Least agree with point level 1 of a rating scale.

Contextualization of Scores Using the formula, interpret the results

based on the average score criteria. $\frac{5-1}{5} = 0.80$

A score between	1.00 and 1.80 indicates the lowest level of opinion.
A mean between	1.81 and 2.60 indicates a low level of opinion.
A standard between	2.61 and 3.40 indicates a moderate level of opinion.
A mean of	3.41 - 4.20 indicates a substantial degree of opinion.
A score between	4.21 and 5.00 marks the highest level of opinion.

3.4 Scope of research

This scope focused on the independent and dependent variables, which covers all related factors on the topic of study.

3.4.1 The independent variables consist of two factors as personal factors and management process factors (POLC):

- a. Personal factors are gender, age, education level, income, position (job title), and length of work (duration) involved with the association.
- b. Management process factors (POLC) include the planning, organizing, leading, and controlling.

3.4.2 The dependent variables consist of the following four sports management (4M) factors:

- 1) Personnel management (Man),
- 2) Budget management (Money),
- 3) Management of equipment, locations, facilities (Material),
- 4) Management process (Management).

3.4.3 Target population & Sample scope

TAT samples included 16 association board members, seven association officials, 75 referees, six instructors, one sports scientist, and 39 taekwondo athletes.

3.5 Data Collection

To collect quantitative data, the researcher has proceeded as follows:

Primary Data

The information in this section the study has collected data from the population and samples directly.

1. Data collection by the researcher in cooperation with the association officials committee, referees, coaches, sports scientists, and taekwondo athletes of the Taekwondo Association of Thailand; 106 people in the process of answering 106 questionnaires by creating a questionnaire both closed-ended questions, which are:
 - Part 1: Personal Factors
 - Part 2 Management Process Factors (POLC)
 - Part 3 Sports Management (4M)
2. Examine the completed questionnaires. The answer code is then defined for further processing and analysis by verifying the accuracy and completeness of the information.

Secondary data

It is information derived from studying, researching, and collecting concepts, theories, documents, articles, journals, publications, books, and research, including various academic reports and the Internet, on factors

affecting the management of Taekwondo competition during the epidemic situation of COVID-19.

3.5.1 Data collection summary

Number of participants	106 participants
Where	Online surveys were distributed in Thailand
How	Google Forms Questionnaire
Data Analysis	<ul style="list-style-type: none"> • Demographic Analysis • Regression Analysis

3.6 Data Analysis

In researching “Factors affecting the management of taekwondo competition during the epidemic situation of COVID-19”, the data were analyzed as follows:

3.6.1 Descriptive Statistics. Consisted of frequency, percentage, mean and standard deviation. The details are as follows:

- Part 1. Personal Factors Statistics used for analysis were frequency and percentages.
- Part 2. Management Process Factors (POLC) the statistics used in the analysis are the mean values and standard deviation.

- Part 3. Sports Management (4M) the statistics used for analysis are the average and standard deviation.

3.4.2 Inferential Statistics

For this section, regression analysis was used. According to Beers (2022) regression is a statistical method used in finance, investing, and other disciplines that attempts to determine the strength and character of the relationship between one dependent variable and a series of other variables.

In addition, Analysis of variance (ANOVA) was performed. Girden (1992) defined as a collection of statistical models and their associated estimation procedures used to analyze the differences among means.

These tools were necessary for answering the research questions proposed.

H1: Different "Personal factors" affect the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19 differently. The statistics used for analysis are t-test, F-test (One-Way Analysis of Variance).

H2: Different "Process Management factors (POLC)" affect the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19 differently. The statistics used in the analysis are Multiple Regression Analysis.

Chapter 4. Results

4.1 Respondent's Characteristics

Table 1

Respondents Demographics

Personal Factors	N	%
1. Gender		
Male	73	68.9
Female	33	31.1
Total	106	100.0
2. Age		
Under 20 Years old	5	4.7
21 - 30 Years old	36	34.0
31 - 40 Years old	39	36.8
41 - 50 Years old	19	17.9
51 years old	7	6.6
Total	106	100.0
3. Education Level		
Below Bachelor's degree	14	13.2
Bachelor's degree	65	61.3
Master's degree	27	25.5
Total	106	100.0
4. Income		
Less than 20,000 baht	24	22.6
20,001 – 30,000 baht	23	21.7
30,001 – 40,000 baht	24	22.6
More than 40,000 baht	35	33.1
Total	106	100.0

5. Position (Job Title)		
Association Executive Committee	4	3.8
Association Staff	4	3.8
Referee	15	14.2
Coach	71	67.0
Taekwondo's Athlete	12	11.2
Total	106	100.0
6. Length of work		
Less than one year	2	1.9
1 - 5 years	13	12.3
6 - 10 years	30	28.3
11 - 15 years	25	23.6
16 - 20 years	16	15.1
20 years	20	18.8
Total	106	100.0

Table 1 revealed that the personal factors of 106 respondents, including members of the Association Executive Committee, Association officials, referees, coaches, sports scientists, and taekwondo athletes, were frequently present:

1. Gender: Most of the respondents were male, 73 people, representing 68.9 percent, and 33 females, representing 31.1 percent.
2. Age: found that most of the respondents were 31 - 40 years old, 39 people, representing 36.8%, followed by 21 - 30 years old, 36 people, representing 34.0%, and 41 - 50 years old, 19 people were representing 17.9%.

3. Education level: It was found that most of the respondents had a bachelor's degree, 65 people, representing 61.3%, followed by 27 people with a master's degree, representing 25.5 %, and lower than a bachelor's degree. 14 people, representing 13.2%.
4. Income: It was found that most respondents had incomes of more than 40,000 baht or more, 35 people, representing 33.1%, followed by incomes below 20,000 baht and 30,001 – 40,000 baht, 24 people, representing 22.6% and having Income 20,001 – 30,000 baht, 23 people, representing 21.7%.
5. Positions (Job title): found that most of the respondents had coaching positions of 71 people, representing 71 percent, representing 67.0%, followed by 15 referee positions, representing 14.2%, and Taekwondo athletes. Twelve people, representing 11.2%.
6. Length of Work: work It was found that most of the respondents had the length of work between 6 - 10 years, thirty people, representing 28.3%, followed by 11 - 15 years of work, 25 people, representing 23.6%, and having a working period of 20 years or more, 20 people, representing 18.8%.

4.2 Descriptive Analysis

4.2.1 Results of Factors Affecting Management Process

Table 2

Results of mean and standard deviation data on factors affecting management process (POLC): Overview

Variables	Mean	S.D.
Planning	4.27	0.734
Organizing	4.18	0.735
Leading	4.38	0.749
Controlling	4.25	0.760

Table 2 shows the respondents' POLCs regarding the Management Process Factors: The general level had reached its highest point. The average score was 4.27 out of 5. As a result, when categorized by aspects, Leadership (Leading) was at the highest level, with a mean of 4.38, followed by Planning at the highest level, with a mean of 4.27, Management (Controlling) at the next highest level, with a mean of 4.25, and organizational structure (Organizing) at the highest level, with a mean of 4.18.

Table 3

Results of mean and standard deviation data on factors affecting management process (POLC): Planning

Variable (Planning)	Mean	S.D.
1. Taekwondo sports management includes short- and long-term planning.	4.38	0.682
2. Create a schedule of private sector funding sources and plans/projects.	4.12	0.813
3. Appoint competent persons by the established work plan, and report to the individual responsible for the operation.	4.29	0.756
4. The competition's organizer can execute according to the plan.	4.18	0.741
5. The quarterly revision of the plan is essential for achieving efficiency and nimbler.	4.36	0.679

Table 3 revealed respondents' perspectives on the Management Process Factor (POLC): Planning (Planning) the management of Taekwondo had both short-term and long-term planning at the highest level, with an average of 4.38. Next, based upon the level this indicates, followed by the revision of the quarterly plan, concision in work is crucial and more agile at the highest level with a 4.36 average, and appoint competent persons by the

established work plan, report to the individual responsible for the operation under the schedule at the top level 4.29 was the respective mean.

Table 4

Results of mean and standard deviation data on factors affecting management process (POLC): Organize Structure (Organizing)

Variable: Organizing	Mean	S.D.
6. The organizer's organizational structure is transparent.	4.23	0.721
7. Create a strategic plan for the organization that is clear and aligned with the organization's stated goals.	4.27	0.697
8. Execute and transform strategic plans to initiate action.	4.26	0.694
9. A working group has been tasked with implementing all strategies. A plan of action has been established. Follow-up evaluation to supervise the strategic plan's implementation.	4.11	0.760
10. Follow up on the operation's progress every three months and summarize the strategic plan's annual performance.	4.02	0.805

Table 4 revealed the respondents' opinions of the Management Process Factors (POLC): Organization Structure (Organizing) in total was significant, with a 4.18 average. Following the implementation and

conversion of strategic plans into action at the highest level, with an average of 4.26, it was discovered that the organization's strategic plan is clear according to the goals of the organization set at the highest level, with an average of 4.27, and that the organizer has a transparent organizational structure at the highest level at 4.23 was the respective mean.

Table 5

Results of mean and standard deviation data on factors affecting management process (POLC): Leadership (Leading)

Variable (Leading)	Mean	S.D.
11. The organization's executives have the necessary knowledge and skills.	4.40	0.764
12. The public recognizes and respects executives.	4.40	0.777
13. Work ethic involving sacrifice	4.39	0.711
14. Organizational personnel with high morale and motivation	4.41	0.778
15. Self-evaluate and accept an organizational evaluation	4.34	0.716

The respondents' opinions on the Management Process Factors (POLC) are shown in Table 5: The overall state of leadership was excellent, with 4.38 as the mean. It was discovered that there was morality and motivation for employees in the organization after classifying things by item follow, with an average of 4.41. The organization's executives are knowledgeable and competent executives who are well-known in society and respected at the highest level, with an average of 4.40. It is committed to working hard and making sacrifices; at the top level, 4.39 was the respective mean.

Table 6

Results of mean and standard deviation data on factors affecting management process (POLC): Controlling

Variable (Controlling)	Mean	S.D.
16. The working group held a meeting to monitor and follow up on the performance	4.29	0.756
17. There is a standard for performance evaluation.	4.22	0.768
18. There is an evaluation of performance consistent with the strategic plan of the organization	4.24	0.750
19. The evaluation of sports organizations' performance is linked to the National Sports Development Plan Strategy.	4.27	0.775
20. Budget information is presented after periodically monitoring, auditing, and evaluating the budget's application.	4.24	0.750

According to Table 6, the respondents' opinions on the Management Process Factor (POLC) were the strongest: controlling all around with a 4.25 average at the top level. The monitor and follow-up on the performance evaluation came at the top with a mean of 4.29, and the performance evaluation of athletic organizations connected to the National Sports

Development Plan Strategy came second with a mean of 4.27 at the top level. The performance was assessed, adhering to the organization's strategic plan and routinely monitoring, auditing, and evaluating the use of budgets to present budget data at the top level. The average is 4.24, correspondingly.

4.2.2 Results of data analysis on Sports Management (4M)

Table 7

Results of mean and standard deviation data on Sports Management (4M)

Overview

Sport Management (4M)	Mean	S.D.
Personal Management (Man)	4.46	0.679
Budget Management (Money)	4.23	0.793
Management of equipment, places, and facilities (Material)	4.37	0.679
Management	4.25	0.756

The respondents' perspectives on sports management (4M) are shown in Table 7: The general level was at its highest point. It had a mean of 4.33. Personnel management (Man) was at the highest level when categorized by aspect at the top level of 4.46. The equipment, location, and facility management (Material) at the highest level came in second with an average of 4.37. Followed by (Management) at the highest level with an average of 4.25, and last budget management (Money) was at the highest level, at 4.23 as the respective mean.

Table 8

Results of mean and standard deviation data on Sports Management (4M)

Personal Management (Man)

Variable (Man)	Mean	S.D.
1. The organization's executives have a well-defined strategy for managing the organization and possess a deep understanding of sports.	4.41	0.714
2. The management and the network get along well and can effectively solicit cooperation	4.42	0.674
3. The trainers (coaches) are educated, capable, and skilled at instructing athletes.	4.52	0.636
4. Some instructors are certified nationally and have received training abroad at the international level, and judges exist.	4.50	0.680
5. Athletes under the jurisdiction are disciplined, obedient, well-developed athletes.	4.44	0.691

According to Table 8, respondents believed that sports management (4M): Personnel management (Man) at the highest level had the best reputation. It had a mean of 4.46. The trainers (coaches) were knowledgeable, competent, and skilled in instructing athletes when categorized by item, with a 4.52 average at the highest level, followed by a national coach who had attended international training. At the international level, judges exist at the top level at the mean of 4.50, and the athletes under the authority and were well-trained, obedient, and disciplined athletes at the top level; 4.44 was the respective mean.

Table 9

Results of mean and standard deviation data on Sports Management (4M)
Budget Management (Money)

Variable: Money	Mean	S.D.
6. Planning the annual budget and using it wisely.	4.36	0.720
7. The system for managing finances, earnings, and expenses is effective.	4.30	0.733
8. There are stringent monetary regulations that adhere strictly to the laws.	4.31	0.695
9. Receive from the government a budget sufficient for management and execute the activities as intended.	4.02	1.005
10. Possess the capacity to obtain budgets from sources other than the public sector sufficient for management and to carry out activities as planned.	4.15	0.814

Table 9 shows that respondents had the highest opinion of Sports Management (4M) regarding overall: Budget management (Money) at a mean of 4.23. The annual budget planning and budget hit the highest level has an average of 4.36, followed by strict monetary regulations and adherence strictly to the law at the highest point mean is 4.31, while the practical system for managing finances and income with an average of 4.30 at the highest level, respectively.

Table 10

Results of mean and standard deviation data on Sports Management (4M)

Management of Equipment (Materials)

Variable: Material	Mean	S.D.
11. Set up areas, tools, and facilities suitable for daily use.	4.33	0.686
12. The premises and buildings are secure. Therefore, it can be utilized, and doing so will produce positive outcomes.	4.40	0.726
13. Some arrangements and actions that are suitable and sufficient will facilitate preparation for the sporting event.	4.38	0.639
14. Efficiency following the goals and the purpose of the work Sports.	4.40	0.672
15. Taekwondo competitions are prepared in information technology, IT, and the Internet.	4.33	0.672

Table 10 shows that respondents had positive attitudes toward Sports Management (4M): Equipment management, location, and facilities (Material) were found at the mean of 4.37. The building area secures after being inspected item by item, and the purpose of the work sport is confirmed after being reviewed item by item. It is practical, and it's worth your time to put it to use efficiently at the mean of 4.40 seconds, the arrangement and operation of these activities in a satisfactory manner. Because of this, the sports training can get ready to go at the highest level with an average of 4.38, and with all necessary information technology (IT) infrastructure, including the Internet, in place and ready for use overall, the standard is 4.33.

Table 11

Results of mean and standard deviation data on Sports Management (4M) Management

Variable: Management	Mean	S.D.
16. Hold board meetings and regularly schedule committee meetings.	4.36	0.635
17. The organization offers welfare to all levels of staff.	4.09	0.834
18. A system is in place to increase the base and train athletes, coaches, and officials.	4.34	0.689
19. Regularly, competitions take place both nationally and internationally.	4.24	0.857
20. There are standardized measurement and evaluation criteria.	4.24	0.763

The respondents had the highest overall opinion (4M): of Sport management (Management) at a mean of 4.25, as shown in Table 12, and the committee consistently works at the highest level with an average of 4.36, then used an expansion of the base system to educate and train athletes, coaches, and officials. The competition, with a mean score of 4.34, is held regularly on national and international stages and uses internationally accepted standards of measurement and evaluation, in this case, at the mean of 4.24.

4.3 Hypothesis Testing Results

Hypothesis 1: Different personal factors affect the management of taekwondo competition during the COVID-19 epidemic situation differently.

Hypothesis 1.1: Different personal factor (Gender): does not affect the sport management of taekwondo competition in Thailand during the epidemic situation of Covid-19 because of the significant level is not statistically adequate.

Therefore, assumptions can be written as follows:

H0: Different Personal Factors (Gender) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.

H1: Different Personal Factors (Gender) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 differently

The statistics used in the test will use the t-test (Independent Sample t-test) to test the sample group, the association's board of directors, Association officials, referees, coaches, sports scientists, and taekwondo athletes of the Taekwondo Association of Thailand. Therefore, hypothesis (H) is accepted only when the Significant is less than 0.05. The hypothesis test results are as follows.

Table 12

Results of variance test of factors that affect the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID – 19 classifieds by Gender

Variables	t	Sig.
Personal Management (Man)	.025	.980
Budget Management (Money)	.291	.772
Management of equipment (Material)	-.471	.639
Organization Structure (Management)	-1.368	.174

**Statistically significant at 0.05 level*

Table 12 shows the results of the variance test of the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19, classified by gender. Found that overall, each aspect had a higher Sig. 0.05 indicates acceptance of the hypothesis (H0) and rejecting the hypothesis (H1), meaning that the gender personal factor affecting Taekwondo's management for competition during the epidemic situation of COVID-19 is no different.

Hypothesis 1.B: Different personal factor (Age): does not affect the sport management of taekwondo competition in Thailand during the epidemic situation of the Covid-19 because the significant level is not statistically adequate.

Therefore, assumptions can be written as follows:

H0: Different Personal Factors (Age) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.

H1: Different Personal Factors (Age) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation COVID-19 differently

The variance from the ANOVA table will accept the hypothesis (H1) only if the statistical significance level is less than 0.05. If the variance of all data groups is not equal, the difference test is performed using the LSD test. The results of the hypothesis test were as follows:

Table 13

Results of variance test of factors that affect the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID – 19 classifieds by Age

Variable (Age)	SS	Df	MS	f	Sig.
Personal Management (Man)					
Between Groups	.378	4	.095	.291	.883
Within the group	32.802	101	.325		
Budget Management (Money)					
Between Groups	1.559	4	.390	.862	.490
Within the group	45.676	101	.452		
Management of equipment, places, and facilities (Material)					
Between Groups	.767	4	.192	.548	.701
Within the group	35.351	101	.350		
Organization Structure (Management)					
Between Groups	2.444	4	.611	1.601	.180
Within the group	38.540	101	.382		

**Statistically significant at 0.05 level*

Table 13 shows the results of the variance test affecting the management of Taekwondo competition in Thailand during the epidemic situation of Covid-19; classified by age, it found that the overall and individual aspects had a higher Sig. Therefore, 0.05 indicates that the hypothesis accepted (H0) and rejected the hypothesis (H1) means that the

different age factor affecting the sport management of Taekwondo competition during the epidemic situation of COVID-19 is no different.

Hypothesis 1.C: Different personal factor (Education level): does not affect the sport management of taekwondo competition in Thailand during the epidemic situation of Covid-19 because the of significant level in not statistically adequate.

Therefore, assumptions can be written as follows:

H0: Different Personal Factors (Education level) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.

H1: Different Personal Factors (Education level) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 differently

The variance from the ANOVA table will accept the hypothesis (H1) when the level of statistical significance is less than 0.05. If the conflict of the data in all groups is not equal, the difference will be tested by LSD, which mean pairs were different at the statistical significance level of 0.05. The results of the hypothesis testing were as follows:

Table 14

Results of variance test of factors that affect the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID – 19 classifieds by Education level

Variables	SS	Df	MS	f	Sig.
Personal Management (Man)					
Between Group	.149	2	.074	.232	.793
Within Group	33.032	103	.321		
Budget Management (Money)					
Between Group	.806	2	.403	.894	.412
Within Group	46.429	103	.451		
Management of equipment, places, and facilities (Material)					
Between Group	.325	2	.162	.467	.628
Within Group	35.793	103	.348		
Organization Structure (Management)					
Between Group	.205	2	.102	.259	.772
Within Group	40.779	103	.396		

**Statistically significant at 0.05 level*

Table 14 shows the test results of variance of the management of Taekwondo competition during the epidemic situation of COVID-19, classified by education level: it was found that the overall and individual aspects were Sig. More than 0.05 indicates that the hypothesis is accepted (H0) and rejected (H1). Different education levels affect Taekwondo

competition's management during the epidemic situation of COVID-19 has no difference.

Hypothesis 1.D: Different personal factor (Income): does not affect the sport management of taekwondo competition in Thailand during the epidemic situation of Covid-19 because of the significant level in statistically adequate. Therefore, assumptions can be written as follows:

H0: Different Personal Factors (Income) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.

H1: Different Personal Factors (Income) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation COVID-19 differently

The variance from the ANOVA table will accept the hypothesis (H1) when the level of statistical significance is less than 0.05. If the data conflict in all groups is unequal, the difference will be evaluated by LSD, in which mean pairs were different at the statistical significance level of 0.05. The results of the hypothesis testing were as follows:

Table 15

Results of variance test of factors that affect the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID – 19 classifieds by Income

Variables	SS	Df	MS	f	Sig.
Personal Management (Man)					
Between Group	.260	3	.087	.269	.848
Within Group	32.920	102	.323		
Budget Management (Money)					
Between Group	.529	3	.176	.385	.764
Within Group	46.706	102	.458		
Management of equipment, places, and facilities (Material)					
Between Group	.190	3	.063	.179	.910
Within Group	35.928	102	.352		
Organization Structure (Management)					
Between Group	.515	3	.172	.433	.730
Within Group	40.469	102	.397		

**Statistically significant at 0.05 level*

Table 15 shows the test results of variance of the management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 classified by income. It was found that overall and each aspect had Sig. More than 0.05 indicates that the hypothesis is accepted (H0) and rejected (H1). Different effects on the management of taekwondo for competition

under the situation of the epidemic of COVID-19 virus are no different.

Hypothesis 1.E: Different personal factor (Position): does not affect the sport management of taekwondo competition in Thailand during the epidemic situation of the Covid-19 because the significant level not statistically adequate

Therefore, assumptions can be written as follows:

H0: Different Personal Factors (Position) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.

H1: Different Personal Factors (Position) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 differently

The variance from the ANOVA table will accept the hypothesis (H1) when the level of statistical significance is less than 0.05. If the conflict of the data in all groups is not equal, the difference will be tested by LSD, which mean pairs were different at the statistical significance level of 0.05. The results of the hypothesis testing were as follows:

Table 16

Results of variance test of factors that affect the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 classifieds by Position (Job title)

Variable: Job Title (Position)	SS	Df	MS	f	Sig.
Personal Management (Man)					
Between Group	.651	4	.163	.505	.732
Within Group	32.529	101	.322		
Budget Management (Money)					
Between Group	1.162	4	.290	.637	.638
Within Group	46.073	101	.456		
Management of equipment, places, and facilities (Material)					
Between Group	.728	4	.182	.519	.722
Within Group	35.390	101	.350		
Organization Structure (Management)					
Between Group	1.233	4	.308	.783	.539
Within Group	39.751	101	.394		

**Statistically significant at 0.05 level*

Table 16 shows the test results of variance of the management of taekwondo competition in Thailand during the epidemic situation of COVID-19, classified by job position; it found that the overall and individual aspects were Sig. More than 0.05 indicates that the hypothesis is accepted (H0) and

rejected (H1). Different effects on the management of taekwondo competition during the epidemic situation of COVID-19 are no different.

Hypothesis 1.F: Different personal factors (Length of work): does not affect the sport management of taekwondo competition in Thailand during the epidemic situation of the Covid-19 because the significant level is not statistically adequate

Therefore, assumptions can be written as follows:

H0: Different Personal Factors (Length of work) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.

H1: Different Personal Factors (Length of work) different affecting the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 differently

The variance from the ANOVA table will accept the hypothesis (H1) when the level of statistical significance is less than 0.05. If the conflict of the data in all groups is not equal, the difference will be tested by LSD, which mean pairs were different at the statistical significance level of 0.05. The results of the hypothesis testing were as follows:

Table 17

Results of variance test of factors that affect the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 classifieds by Length of work

Variable: Length of work	SS	Df	MS	f	Sig.
Personal Management (Man)					
Between Group	.520	5	.104	.319	.901
Within Group	32.660	100	.327		
Budget Management (Money)					
Between Group	1.482	5	.296	.648	.664
Within Group	45.753	100	.458		
Management of equipment, places, and facilities (Material)					
Between Group	.950	5	.190	.540	.745
Within Group	35.167	100	.352		
Organization Structure (Management)					
Between Group	2.509	5	.502	1.304	.268
Within Group	38.475	100	.385		

**Statistically significant at 0.05 level*

Table 17 shows the test results of variance of the management of taekwondo competition during the epidemic situation of COVID-19, classified by length of work. It found that the overall and individual aspects were Sig. a value greater than 0.05 indicates that the hypothesis is accepted (H0) and rejected (H1). Different effects on the management of taekwondo

competition during the epidemic situation of COVID-19 are no different.

Hypothesis 2: Different Process Management Factors (POLC) can affect the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 differently. The hypothesis can be written as follows:

H0: Different Process Management Factors (POLC) different affect the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.

H1: Different Process Management Factors (POLC) different affect the sport management of Taekwondo competition during the epidemic situation of COVID-19 is different.

Table 18

Results of Multiple Regression analysis to study the Process Management Process Factor (POLC) and the sport management of Taekwondo competition during the epidemic situation of COVID-19

Variable	Beta	Sig.
constant	-	.000
Planning (X ₁)	.435	.000*
Organizing (X ₂)	-.014	.926
Leading (X ₃)	.162	.204
Controlling (X ₄)	.231	.118
R square = .517		

Table 18 found that the management process factor (POLC) in planning (X1) had a value of Sig. Less than 0.05, indicating that the hypothesis was accepted (H1) and rejected (H0). Therefore, it means that the management process factor (POLC) Planning affects the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19 at a statistical significance level of 0.05.

Therefore, it concluded that the planning process management factor (POLC) affects the sport management of taekwondo competitions during the epidemic situation of COVID-19. Equal to 51.7 (R square = 0.517).

To predict the process management factor (POLC) in Planning affecting the management of taekwondo competition during the epidemic situation of COVID-19.

The COVID-19 raw score format is as follows. $Y = 1.229 + .409 (X1)$

To predict the process management factor (POLC) in Planning affecting the management of taekwondo competition during the epidemic situation of COVID-19.

The COVID-19 in a standardized format is as follows: $Z = .435 (X1)$

Chapter 5. Discussion

5.1. Summary of findings

5.1.1 Conditions of the management for Taekwondo competition in Thailand during the epidemic situation of COVID-19

The study of the analysis of data on personal factors found that the individual elements that belong to the association's executive committee group, association officials, referees, coaches, sports scientists, and taekwondo athletes of the Taekwondo Association of Thailand, 106 people, most of the respondents were male, 73 people, representing 68.9 percent, aged 31 - 40 years, 39 people, representing 36.8 percent, having a bachelor's degree, 65 people accounted for 61.3 percent, with incomes of more than 40,000 baht or more, 35 people, representing 33.1 percent, most of whom had coaching positions of 71 people, representing 71 percent, representing 67.0 percent, and having a working period of 6 - 10 years, 30 people, representing 28.3%. According to the data analysis on management process factors (POLC), respondents held the following views regarding management process factors (POLC): Overall, the highest standard average was 4.27 on a scale from 1 to 5, where one is the lowest and five is the highest. When classified by the, it determined that Leading was at the highest level, with an average score of 4.38, followed by Planning at the highest level, with

an average score was 4.27, with Controlling at the highest level. The mean score was 4.25, and the average organizing score was 4.18.

The following is a summary of the analysis:

1. Planning discovered that respondents held the following views regarding the management process factor (POLC): Planning overall was at the highest level, with an average of 4.27 when classified by characteristics was found that Taekwondo management had both short-term and long-term planning at the highest level, with an average of 4.38, followed by quarterly plan revisions that are important to cause concise work and become more agile at the highest level with an average of 4.36, and appointed knowledgeable and competent persons to come to the person responsible for the operation under the highest level with an average of 4.29 respectively.
2. Organizing discovered that respondents had an opinion regarding the management process factors (POLC): Overall, organization (organizing) was at a high level with a mean score of 4.18 when classified individually, determined that the organization's strategic plan That is clear according to the organization's goals was at the highest level with an average score of 4.27, followed by operation and strategic planning into practice at the highest level with an average

score of 4.26, and the organizer has a clear organizational management structure at the highest level with an average score of 4.23, respectively.

3. Leadership (Leading) discovered that respondents held the following view regarding the management process factor (POLC): overall leadership (Leading) was at its highest level with a mean score of 4.38; it was discovered that the organization's personnel possessed morale and motivation when classified by the element. At the highest level, with an average score of 4.41, followed by well-known and respected executives. At the highest level have knowledge and ability within their organization, with an average of 4.40. And the highest dedication to work with sacrifice, with an average of 4.39, respectively.
4. Controlling the respondents held the following opinion regarding the management process factor (POLC): Overall, Controlling was at its highest level with a mean score of 4.25. It was discovered, upon item classification, that a working group meeting was held to supervise and monitor performance. At the highest level with an average score of 4.29, followed by the evaluation of the performance of sports organizations linked to national sports development strategies at the

highest level with an average score of 4.27, and performance evaluation Consistent with the strategic plan of the organization and monitoring, auditing, and evaluating budget usage periodically to present budget information at the highest level with an average score of 4.24, respectively.

According to the results of the information analysis regarding sports management (4M), respondents had the following opinions regarding sports management (4M): The overall standard was at its highest level; the average was 4.33. Furthermore, when categorized by the element of personnel management (Man) was found to have the highest average score (4.46), followed by the management of equipment, places, and facilities (Material), with an average was 4.37. Also, management was at the highest level with an average score of 4.25, and budget management (Money) scored the highest with an average score of 4.23. The following is a summary of the analysis:

1. Personnel management (Man) discovered that respondents held an opinion regarding sports management (4M): Overall, personnel management (Man) was at its highest-level average was 4.46 when categorized by variables. It is determined that the coaches had the knowledge, ability, and skill to instruct athletes effectively. There are international referees at the highest level, with an average of 4.45,

followed by a national trainer coach who has received international training at the top; the average was 4.50. And the athletes under the jurisdiction were well-developed, obedient, and disciplined at the highest level, with an average score of 4.44.

2. Regarding budget management (Money), it was discovered that respondents had the following opinions about sports management (4M): the overall level was at the highest level with a mean score of 4.23. Furthermore, variables determined the effectiveness of annual budget planning and budget utilization at the highest level with an average score of 4.36, followed by strict financial regulation and adherence to rules at the highest level with an average score of 4.31, and a practical, transparent financial control system for income and expenses at the highest level with an average score of 4.30, respectively.
3. In terms of management of equipment, locations, and facilities (Material), It was discovered that respondents held opinions about sports management (4M): the overall level was high the greatest the average score was 4.37 after being classified by the variables; it was determined that the building and location were secure. Therefore, it is usable and advantageous to use. 4.40 on average for effectiveness and

efficiency following the goals and objectives of the highest level of sports activities, followed by appropriate and adequate arrangements and actions. It will help prepare the sports operations at the highest level, with an average score of 4.38, and arrangement of places, equipment, and various facilities to be suitable for everyday use and ready in information technology or IT, including the Internet, with an average score of 4.40, respectively.

4. It discovered that respondents had opinions regarding sports management (4M): The Board of Directors meeting was rated the highest overall, with an average score of 4.25, when variables were categorized by management function. And working groups regularly at the highest level with an average of 4.36, followed by a base expansion system and developing athletes, coaches, and referees at the highest level with an average of 4.34, and has organized both national and international competitions and internationally regularly with a mean of 4.24, and have standardized criteria for measuring and evaluating work at the highest level, respectively.

5.1.2 Factors Affecting the Sport Management of Taekwondo Competition during the Epidemic Situation of COVID-19.

Different personal factors can affect the management of taekwondo competition during the epidemic situation of COVID-19 differently.

1. Gender: personal factor's different effects on the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.
2. Age: personal factors' different effect on the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19 are no different.
3. Education level: personal factor's different effect on the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.
4. Income: personal factors different effect on the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.
5. Position (Job title) personal factors different effects on the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19 is no different.

6. Length of work: personal factor's different effects on the sport management of taekwondo competition in Thailand during the epidemic situation of COVID-19 are no different.

Moreover, process management factors (POLC) may affect the sport management of Taekwondo competitions during the COVID-19 epidemic. It was discovered that the management process factors (POLC) Planning has a statistically significant effect on the sport management of Taekwondo competition during the epidemic situation of COVID-19, with a predictive coefficient of 51.7 (R square = 0.517).

5.2 Discussion

The results of the study, the results can be discussed as follows. The condition of management of taekwondo competition during the epidemic situation of COVID-19 found that overall, it was at the highest level when classified by variable, found that leadership (leading) was at the highest level, followed by planning at the highest level, and controlling was at the highest level. And organizing was at a significant level, respectively, which could be discussed as follows:

Planning found that overall was at the highest level. It may be because Taekwondo sports management has short-term and long-term plans with adjustments to the project. Quarterly is essential to tighten the work. And become more agile, including appointing a knowledgeable person responsible for the operation following the planned plan. It is consistent with the research of Suksan (2018), who has studied. Developing sports promotion strategies for excellence at Burapha University found that planning. There is a clear and concise plan to promote and develop sports for excellence, following the result by Inferential analysis of why this positively affects.

Structuring (Organizing) found that the overall level was at a significant level, probably because of the preparation of strategic plans for the organization. That is clear according to the goals of the organization defined.

Able to implement and transform strategic objectives into practice, the organizer has a clear organizational management structure. It is consistent with the research of Shongpranam et al. (2021), which studied hockey management style to excellence and found that having a structured hockey management model for excellence. There is a structure of management style, planning, organization, guidance, implementation, and control and evaluation. Why is this not statistically significant with management resources, the 4M's?

Leadership (Leading) found that overall was at the highest level, probably because of morality and motivation for personnel in the organization. Organizational executives are knowledgeable and competent, and executives are well-known in society, respected, and dedicated to work with sacrifice. It is in line with the research of Pannak (2021) conducted a study on the Synthesis of Strategic Plans: Guidelines for Sports Organization Management in Thailand, which found that sports organization leaders and speculative must learn and understand the principles of sports management. To develop their potential and must create a clear role in acting as a leader of sports organizations. Why this is not statistically significant.

Controlling discovered that the overall level was at its highest, because a group meeting was held to supervise and monitor performance. The

strategy of the national sports development plan is linked to the evaluation of the performance of sports organizations. Therefore, there is also an evaluation of performance. Periodically present budget information consistent with the organization's strategic plan and monitor, audit, and evaluate budget usage. It determines that the Volleyball Sports Management Model for Excellence in Thai Higher Education Institutions is appropriate, and the working group has met. Utility and absolute accuracy are applicable in practice why this finding lacks statistical significance.

According to data on sports management (4M), the overall level is at its highest; the classification by variables revealed that personnel management (Man) was at the highest level, followed by equipment, places, and facilities management (Material). Management has reached its highest point. And budget management (Money) was, respectively, at the highest level, as discussed below.

Personnel management (Man) found that overall was at the highest level. It may be because the trainers have the knowledge, ability, and skills to teach athletes with trainers as national coaches and have received international training. There are international referees. And the athletes in the subordination are disciplined, obedient athletes with good development. It is consistent with the research of Suksan (2018) who has studied. The

development of sports promotion strategies for the excellence of Burapha University found that personnel management provides talented sports personnel and organizes sporting events regularly.

Regarding budget management (Money), it found that the overall level was at the highest level, due to the annual budget planning and the ability to use the budget effectively, establish strict financial regulations, and follow the rules. There is a transparent, transparent financial control system for income and expenses. It is in line with the research of Numwong (2021) who has studied Factors related to the management of beach volleyball as a professional sport and found that Finance and budget management are at the lowest level. There should be factors supporting finances and budgets. The management process of beach volleyball for becoming a professional sport and the indicators for professional beach volleyball were positively correlated.

It was at the highest level in managing equipment, places, and facilities (Material) because the building and location were safe. It can be used and is worthwhile to operate efficiently in line with the goals and objectives of sports activities. Appropriate and adequate arrangements and actions are taken; it will help the sports operations to be ready. Also, the structure of places, equipment, and various facilities are suitable for standard

usage and are prepared in information technology or IT, including the Internet, in taekwondo competitions. It is in line with the research of Numwong (2021) who has studied Factors related to the management of beach volleyball as a professional sport and found that in terms of materials, equipment, and information, there need to be more beach volleyball courts. Must have information, primarily to provide sports grounds to be ready for beach volleyball competitions as a professional sport and working groups regularly. There is a base expansion system. And develop athletes, coaches, and judges, regularly organize national and international competitions, and have standardized criteria for measuring and evaluating work. Consistent with the research of Sawangpai (2019) who studied the Participatory sports management model in local government organizations using the civil state principle, the trainers used participatory workshop techniques (A-I-C) to create knowledge—creating development guidelines creating a guideline with community participation.

Factors affecting the management of taekwondo competition during the epidemic situation of COVID-19 found that different personal factors affected the management of taekwondo competition in Thailand during the epidemic situation of COVID-19 different in gender, age, education level, income, and job position and the length of work.

However, those factors affecting the management of taekwondo competition during the epidemic situation of COVID-19 are no different. Probably because of the association's executive committee, official staff, referee, coach, sports scientist, and taekwondo athlete's data, gender, age, education level, income, job title, and length of work, all of the variables have the same opinion on the management of taekwondo competition in Thailand during the epidemic situation of COVID-19, which is in line with the research of Putsorn (2018) conducted a study on Factors Affecting Management towards High-Performance Organizations of the Volleyball Sports Association of Thailand. Found that personal factors consisted of gender, age, education level, income, job title, and length of work. Opinions about the management of the high-performance organization of the Volleyball Association of Thailand and different management process factors (POLC) affected the management of taekwondo competition during the epidemic situation of COVID-19 differently. Found that the process factors Management (POLC) Planning affects the management of taekwondo competition during the epidemic situation of COVID-19 with a statistical significance at the level of 0.05, obtaining a prediction coefficient. It may be equal to 51.7 ($R^2 = 0.517$) because of Taekwondo sports' planning management; there are both short-term and long-term plans to adjust the goal

to make the work more compact. To be responsible for the operation following the planned procedure consistent with the research of Sawangpai (2019) has studied the Participatory sports management model in local government organizations. Using the civil state principle, it was found that planning in every step of forming a sports management model with participation in local government organizations by using the civil state principle statistically significant.

5.3 Academic and Managerial Implications

This research will assist academies, institutions, and clubs in preparing for future management and determining which factors should be most considered. Some of these implications include:

In first place, advancing the knowledge of the sports industry: A thesis on management factors in sports can contribute to the body of knowledge on the management of sports organizations, particularly during times of crisis such as the pandemic.

Second, identifying best practices in sports management: By examining the management factors that have led to successful outcomes in sports organizations during the pandemic, the thesis can help identify best practices in sports management.

Third, informing future research: The thesis can serve as a foundation

for future research on management factors in sports organizations during crises, providing a framework for additional research to build upon.

Also, this research can benefit sports managers.

To all organizations, managers, executives, and coaches, the most crucial aspect of competition organization is planning, which implies that planning must be specific to each situation to ensure and manage it effectively.

Finally, the thesis can aid managers in making more informed decisions and enhancing their overall management strategies by identifying the crucial management elements that contribute to the performance of sports organizations throughout the pandemic.

5.4 Limitations

One limitation of the study is that the sample collected does not represent all taekwondo sport management in Thailand. Also, the results from the inferential analysis should be contrasted with other studies to the numbers numberless rejected.

The subsequent study should consist of a qualitative research study. Then, to obtain more explicit, detailed information that meets the requirements—incorporating this research into a comparative analysis with other sports organizations with comparable organizational structures to examine the

differences between sports organizations—then used as a guideline for the comprehensive and sustainable development of sports associations.

5.5 Recommendations

5.5.1. Recommendations of the research

The study determined that the sport management of Taekwondo competition in Thailand during the epidemic situation of COVID-19 should be improved in terms of Organizing. Through the development of a strategic plan. According to the organization's goals, it must operate following its strategic plan, which the organizer must put into practice. There is a clear organizational management structure that will lead to the development of the management of Taekwondo competition during the epidemic situation of COVID-19.

The study found that factors affecting the management of taekwondo competition during the epidemic situation of COVID-19 should establish a policy to promote management process factors (POLC). To support the situation, plan both short-term and long-term, create a time-limited management plan, including appointing a competent person. Come to the person responsible for the operation following the procedure laid out during the epidemic situation of COVID-19.

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Research Questionnaire

Factors affecting the management of taekwondo competition in Thailand
during the epidemic situation of COVID-19

코로나-19 대유행 속 태국 내 태권도 대회 운영에 영향을 미치는
요인들

Explanation This questionnaire is divided into 3 parts as follows:

Part 1: Individual elements (Personal factors)

Part 2: Management Process Factors (POLC)

Part 3: Sports Management (4M)

Part 1: Individual elements (Personal factors)

Instructions: Please tick ✓ in the box that best describes you in each question.

1. Gender

☐ Male

☐ Female

2. Age

☐ 1. Under 20 Years old ☐ 2. 21 – 30 Years old

☐ 3. 31 – 40 Years old ☐ 4. 41 – 50 Years old

☐ 5. 51 Years or Above

3. Education Level

☐ 1. Below Bachelor's degree

☐ 2. Bachelor's degree

☐ 3. Master's degree

☐ 4. Ph.D.

4. Income

☐ 1. Less than 20,000 baht ☐ 2. 20,001 – 30,000 baht

☐ 3. 30,001 – 40,000 baht ☐ 4. More than 40,000 baht

5. Position (Job Title)

☐ 1. Association Executive Committee

☐ 2. Association Staff

☐ 3. Referee

☐ 4. Coach

☐ 5. Sports Scientist

☐ 6. Taekwondo's Athlete

6. Length of work

☐ 1. Less than 1 year ☐ 2. 1 – 5 years

☐ 3. 6 – 10 years ☐ 4. 11 – 15 years

☐ 5. 16 – 20 years ☐ 6. 20 years and over

Part 2: Management Process Factors (POLC)

Explanation Please tick (✓) in the box that best suits your needs, just one

channel. Each item is divided into 5 levels as follows:

- 5 means at the highest level.
- 4 means high level.
- 3 means at a moderate level.
- 2 means at a low level.
- 1 means it is at a very low level.

Management Process Factors (POLC)	Score level				
Planning					
1. The management of Taekwondo sports includes both short- and long-term planning.					
2. Create a schedule of private sector funding sources and plans/projects.					
3. Appoint competent persons by the established work plan, report to the individual responsible for the operation.					
4. The competition's organizer can execute according to the plan.					
5. The quarterly revision of the plan is essential for achieving efficiency and nimbler.					
Organizing					
6. The organizer's organizational structure is transparent.					
7. Create a strategic plan for the organization that is clear and aligned with the organization's stated goals.					
8. Execute and transform strategic plans initiate action					
9. A working group has been tasked with implementing all strategies. A plan of action has been established. Follow-up evaluation to supervise the strategic plan's implementation.					
10. Follow up on the operation's progress every three months and summarize the strategic plan's annual performance.					

Management Process Factors (POLC)	Score level				
Leadership (Leading)					
11. The organization's executives have the necessary knowledge and skills.					
12. The public recognizes and respects executives.					
13. Work ethic involving sacrifice					
14. Organizational personnel with high morale and motivation					
15. Self-evaluate and accept an organizational evaluation					
Management)Controlling)					
16. The working group held a meeting to monitor and follow up on the performance.					
17. There is a standard for performance evaluation.					
18. There is an evaluation of performance consistent with the strategic plan of the organization					
19. The evaluation of sports organizations' performance is linked to the National Sports Development Plan Strategy.					
20. Budget information is presented after periodically monitoring, auditing, and evaluating the budget's application.					

Part 3: Sports Management (4M)

Explanation Please tick (✓) in the box that best suits your needs. just one channel Each item is divided into 5 levels as follows:

- 5 means at the highest level.
- 4 means high level.
- 3 means at a moderate level.
- 2 means at a low level.
- 1 means it is at a very low level.

Sport Management (4M)	Score level				
Personal Management)Man)					
1. The organization's executives have a well-defined strategy for managing the organization and possess a deep understanding of sports.					
2. The management and the network get along well and can effectively solicit cooperation					
3. The trainers are educated, capable, and skilled at instructing athletes.					
4. Some instructors are certified nationally and have received training abroad at the international level, and judges exist.					
5. Athletes under the jurisdiction are disciplined, obedient, well-developed athletes.					
Budget Management)Money)					
6. Planning the annual budget and using it wisely.					
7. The system for managing finances, earnings, and expenses are effective.					

8. There are stringent monetary regulations and adhere strictly to the laws.					
9. Receive from the government a budget sufficient for management and execute the activities as intended.					
10. Possess the capacity to obtain budgets from sources other than the public sector sufficient for management and to carry out activities as planned.					

Sport Management (4M)	Score level				
Management of equipment, places, and facilities)Material)					
11. Set up areas, tools, and facilities in a way suitable for daily use.					
12. The premises and buildings are secure. Therefore, it can be utilized, and doing so will produce positive outcomes.					
13. Some arrangements and actions are suitable and sufficient will facilitate preparation for the sporting event.					
14. Efficiency following the goals and the purpose of the work Sports.					
15. Taekwondo competitions are prepared in information technology, IT, and the Internet.					
Management					
16. Hold board meetings and regularly scheduled committee meetings.					
17. The organization offers welfare to all levels of staff.					
18. A system is in place to increase the base and train athletes, coaches, and officials.					
19. Regularly, competitions take place both nationally and internationally.					
20. There are standardized measurement and evaluation criteria.					

국문초록

코로나-19 에피데믹 상황 속 태국 내 태권도 대회 운영에 영향을 미치는 요인에 대하여

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본 연구는 1) 코로나-19 에피데믹 상황동안 태국에서의 태권도 대회 운영 방안과 2) 코로나-19 에피데믹 상황 속 태권도 대회 운영에 영향을 미치는 요인에 대한 이해를 목적으로 진행되었다. 본 연구를 위해 태국 태권도 협회의 위원회, 협회 관계자, 심판, 코치, 스포츠 과학자, 태권도 선수 등 총 106명을 대상으로 설문 조사를 진행하였다. 이후 해당 설문에 대한 응답을 바탕으로 데이터 분석 및 연구를 진행하였다. 데이터 분석을 위해 빈도, 퍼센트, 평균, 표준 편차, t-test, F-test (One - Way Analysis of Variance), 다중 회귀 등의 통계 방법이 사용되었다. 연구 결과,

코로나-19 에피데믹 상황 속 태권도 대회 운영에 필요한 요인들이 모두 높은 중요성을 가진 것으로 밝혀졌고 각 요인들의 중요도는 높은 순서에 따라 리더십, 계획성, 통제성, 체계성의 순서를 보였다. 더불어 본 연구에서는 코로나-19 에피데믹 상황 속 태국 내 태권도 대회 운영에 영향을 미치는 요인들 중 성별, 나이, 교육 수준, 소득 순위, 직업, 태권도 대회 운영 경력 등 개인적인 요인들이 태권도 대회의 방향성에 영향을 미치는 것을 보였으며 이는 코로나-19 이전과 달라지지 않았음을 말해준다.

주요어: 스포츠 매니지먼트, 태권도, 코로나-19, 대회, 리더십, 체계화

학번: 2021-25654