

Ashesi University College

**Assessing the relationship between the organizational structures of
Ghanaian football clubs and their League Performance**

By

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Declaration

Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

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Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on the supervision of thesis laid down by Ashesi University College.

Supervisor's Signature:.....

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Date April 12, 2014

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Abstract

Over the years, Ghanaian football-loving fans both home and abroad have lamented over the poor performance of their local clubs in both continental and domestic competitions. As a result of this, many of these football loving fans have either given up on the local league or are cast in the dark about the actual problems affecting their respective clubs. Hence, in an attempt to delve into this problem, this dissertation assessed football clubs in Ghana to ascertain whether their organizational structures did relate to their performance using the ideal bureaucracy framework of Max Weber.

Keywords: Organizational Behavior, Performance and Ghanaian football

History of Professional football in Ghana

Background

The first professional league in Ghana is recorded to have kicked off on the 19th of December 1993 (Ghana Football Association, 2013). On its commencement, the Ghana Premier League was said to have been played in 6 league centers across the country (Ghana Football Association, 2013).

The Evolution of Professional Football in Ghana

The idea of professional football in Ghana is said to have emanated from then youth and sports minister, Honorable E.T Mensah during a dinner in honor of the national under-17 team who had emerged as runners up at the world U-17 tournament in Japan (Ghana Football Association, 2013).

The minister during this occasion lamented on the amateurish manner in which football clubs were organized in Ghana and insisted there was the need for clubs to be turned into corporate entities to ensure they are run in a more professional manner (Ghana Football Association, 2013).

The pronouncements by the honorable sports minister laid the ground work for the commencement of three day workshop where delegates from the Ministry of the youth and Sports, the National Sports Council and the Ghana football Association came together at the Winneba Sports College to deliberate ways in which football could be run professionally in Ghana (Ghana Football Association, 2013).

The three day seminar at the Sports College saw executives of National Council, the Ghana Football Association and the Ministry of Youth and Sports

educating club owners and fans on issues relating to the incorporation of football clubs under the companies' code, floating of shares for the clubs and Professionalism (Ghana Football Association, 2013).

Also, at this seminar a famous declaration was then made by the Football Association President, Nana Sam Brew-Butler for all clubs operating in the country to be incorporated under the 1963 Act (179), with effect from the 1993/94 season (Ghana Football Association, 2013).

Details of the Winneba declaration

Per the Winneba declaration, all first division clubs from the 1993/94 season were required to enter into a contractual agreement with their players, to bring them to a non- amateur status.

In addition, first division clubs were urged to register not less than 16 non amateur players for the 1993/94 season (Ghana Football Association, 2013).

It also demanded the formation of a Professional/Premier League Board (PLB) which will constitute a seven member Professional League Board (PLB) to oversee activities relating to the running of a professional league in the country (Ghana Football Association, 2013).

Seed Money

Furthermore, as an encouragement and capacity building gesture, the Ministry paid GH¢300 to each premier league club to reduce the burden on them in their maiden professional league season (Ghana Football Association, 2013).

Chapter 1

1.1 Introduction

Organizational structure refers to the formal configuration of individuals and groups with respect to the allocation of tasks, responsibilities, and authority within organizations (Greenberg, 2010). There are numerous benefits associated with having a good organizational structure. According to Bolman & Deal (1997), the manner in which a firm organizes its efforts could be a source of tremendous competitive advantage, particularly in an era where premium seems to be placed on flexibility, adaptation and the management of change (Bolman & Deal 1997). Further, the organizational structure of an organization serves as a blueprint for the pattern of expectations and exchanges among internal players (executives, managers, employers) and external constituencies such as customers and clients (Deal, 1997). According to Laegaard (2006), there are four types of organizational structures, and they are; the Divisional Structure, Functional Structure, Product Structure and the Adaptive structure (which comprises of the Matrix and Project) (Laegaard, 2006).

Richard (2009) defined organizational performance as the analysis of a company's actual output as compared to its set goals and objectives (Richard, 2009). Richard (2009) also disclosed that, organizational performance encompasses three specific areas of a firms outcome: (a) financial performance (profits, return on assets, return on investment); (b) product market performance (sales, market share); and (c) shareholder return (total shareholder return, economic value added).

1.2 Importance of Performance

It must be noted that, whenever a football club performs well, it comes along with several benefits. Some of these benefits associated with good performance include, increase in gate proceeds, enhanced brand reach, increase in fan base and the attraction of investors.

Increase in gate proceeds: whenever football clubs win most of their matches on a constant basis, it often has a positive effect on the gate proceeds recorded during match games. Fans tend to gain confidence and bragging rights over rival teams from these wins. As a result of this, they constantly turn up at league venues to cheer and motivate their players to continue giving their utmost best in ensuring they continue to gain bragging rights over their rivals.

Enhanced brand reach: Secondly, whenever a team performs well in league games and tournaments, they tend to receive media coverage and reportage (match reports, team reviews and interviews). This coverage and reportage are often disseminated through several media outlets (TV, social media and radio) to people across the globe. This affects their brand reach positively since lots of people get to hear about their good performances.

Attraction of investors: Investors are often attracted to football clubs that tend to perform well. This is simply because; investors and companies tend to see well-performing clubs as great platforms in marketing their brand, maximizing their financial gains and also enhancing their brand

image. Hence whenever teams perform well, they tend to stand a better chance of attracting investors.

Increase In fan base: When football clubs perform well and win more games, there is the likelihood that, they might attract more football fans to swell up their existing supporting base. This is because football fans often like to be affiliated to teams doing well so they can gain the needed bragging rights.

1.2.1 Overview of the performance of Ghanaian Football clubs

Below, both Table A and B gives insight into the performance of Ghanaian clubs using both the International Federation of Football History and Statistics (IFFHS) ranking table, which has been endorsed by the Federation of International Football Association (FIFA), and a chart showing all the winners of the Ghana Premier league since its inception.

Figure 1: Table A

Local Club	World Ranking	Africa	World Ranking	Europe	World Ranking
Berekum Chelsea	126th	Al-Ahly	128th	Bayern Munich(Germany)	1st
Kumasi Asante Kotoko FC	Unranked	Esperance-Sportive du Tunis	76th	RealMadrid CF(Spain)	2nd
AshantiGold SC	Unranked	Etoile-Spotive du Tunis	320th	Chelsea FC(England)	3rd
Aduana Stars FC	Unranked	ASEC-Mimosas Abidjan	335th	AC Milan(Italy)	4th
Accra Hearts Of Oak SC	Unranked	Cottonsport-FC-de Garoua	409th	CSKA Moskow(Russia)	206th

Source: International Federation of Football History and Statistics

From table **A**, it was observed that, Ghanaian football clubs have not been at their utmost best on the global stage. This was reflected in the 2013 edition of the IFFHS rankings where majority of Ghanaian clubs were left unranked due to their inactiveness in continental competitions such as the CAF Confederations Cup as well as the CAF Champions League. Per the ranking, Berekum-based club Berekum Chelsea, was the highest ranked club on the IFFHS table at the 126th position while Barcelona, Bayern Munich, Atletico Madrid, AC Milan and CSKA Moskow ranked from 1st to 5th in that order.

Figure 2: Table B

Football Club	City / Region	Titles	Last Title
Asante Kotoko	Kumasi, Ashanti Region	22	2012/13
Hearts of Oak	Accra, Greater Accra Region	20	2008/09
Ashanti Gold	Obuasi, Ashanti Region	3	1995/96
Great Olympics	Accra, Greater Accra Region	2	1974
Eleven Wise	Sekondi, Western Region	1	1960
Real Republicans	Accra, Greater Accra Region	1	1962/63
Mysterious Dwarves	Cape Coast, Central Region	1	1966
Sekondi Hasaacas	Sekondi, Western Region	1	1977
Aduana Stars	Dormaa Ahenkro, Brong-Ahafo Region	1	2009/10
Berekum Chelsea	Berekum, Brong-Ahafo Region	1	2010/11

Source: Sport-Soccer Statistics Foundation

From table **B**, it was observed that, Kumasi Asante Kotoko and Accra Hearts of Oak appeared as the most successful clubs on the local terrain with 22 and 20 league titles respectively. Obuase based club, Ashanti Gold came third with 3 league titles, followed by Accra Great Olympics with 2. Sekondi Eleven

Wise, Real Republicans, Mysterious Ebusua Dwarfs, Secondi Hasaacas, Aduana Stars and Berekum Chelsea completed the table with 1 title each.

1.3 Other Concepts

Additionally, the four types of organizational structures [Divisional, Functional, and Matrix and Project structures] mentioned by Richard, (2009) were assessed in this study to provide insight into ways organizations structured themselves. Below are the findings made on the four types of organizational structures;

Divisional Structure

The divisional organization structure is mostly employed by large companies especially those that deal in multiple products. The organization is then divided into smaller business units which are entrusted with the business related to different products or different market territories. In other words, independent divisions (product divisions or market division), are created under the overall control of the head office. Each divisional manager is given autonomy to run all functions relating to the product or market segment or regional market.

Functional Structure

For Functional organizations, units and sub-units are created based on their functions. For example, a football club may consist of various departments devoted to basic roles such as a sporting director, sales/marketing, finance, and human.

Matrix organizational Structure

In the matrix organization structure, there are functional departments with specialized personnel who are deputed to work full time in different projects sometimes in more than one project under the overall guidance and direction of project managers. When a project work is completed, the individuals attached to it go back to their respective functional department to be assigned again to some other project. This arrangement is found suitable where the organization is engaged in contractual project activities and there are many project managers, as in a large construction company or engineering firm.

Project organizational Structure

In this situation the existing organization creates a special unit so as to engage in a project work without disturbing its regular business. This becomes necessary where it is not possible to cope with the special task or project. A project organization is headed by a project manager in charge, who holds a middle management rank and reports directly to the chief executive. Other managers and personnel in the project organization are drawn from the functional departments of the parent organization.

1.3.1 Problem Statement

A substantial amount of research has been conducted by several scholars assessing the organizational structures of European football clubs as well as how their structures have evolved over a specific period of time. Example of such studies include; Jacobson Floysand (2005), Nesse, Gamaelsater (2005)

and Stefan Syzmanski (1998). All these articles stressed on the need for club executives to restructure their clubs to enable them become formidable forces within the various leagues they partake in. However in Ghana, little research has been conducted in this area [organizational structure]. The few studies conducted in relation to football are those of Mougrabi (2012) Morris (2012) and Pannenberg, A. (2010) which looks at the marketing, investment and attendance issues facing the local league. The gap identified among these studies is that, they tend to focus on issues affecting the Ghana Premier league [marketing, attendance, finances] failing to narrow down on the problems facing local clubs which tend to build up into serious issues affecting the Ghanaian Premier League in the long-run. Hence in filling this gap, this dissertation aims at focusing on the organizational structures employed by local clubs in comparison to the common structures adopted by successful clubs around the world to expose the lapses found within these Ghanaian football clubs and also provide club administrators with new ideas on how to structure their clubs and maximize their economies of scale to boost their performance in the local league.

1.4 A review of the organizational structures of some foreign clubs

Before assessing the organizational structures of Ghanaian football clubs, it was imperative that the organizational structures of some foreign clubs (4 top ranked clubs and 4 lower placed clubs) across the world were assessed to provide the study insight on the organizational structures of some “successful” clubs across the globe. The International Federation Of Football

History and Statistics (IFFHS) ranking was used to cluster the top 4 ranked clubs as well as the lower ranked clubs.

The selected foreign clubs for this study included;

Figure 3

<u>Position</u>	<u>Club</u>	<u>Country</u>
1st	Bayern Munich	Germany
2nd	Real Madrid CF	Spain
3rd	Chelsea FC	England
4th	Club Atletico de Madrid	Spain
185 th	Urawa Red Diamonds	Japan
189 th	Evian Thonon Gaillard FC	France
194th	Sporting Club Internationale	Brazil
200th	Olympique Marseille	France

Source: International Football Federation of History and Statistics

After these clubs were selected, their official websites was then used to gather information about their organizational structures. A breakdown of the information retrieved from the websites of the selected foreign clubs has been shown in the table below.

Figure 4:

	Fixed Division of Labor	Hierarchy of Offices	Set of Rules Governing Performance	Separation of personal office from Property and Rights	Technical Qualities	Employment as Primary and Long-term Career
Bayern Munich	✓	✓	○	✓	✓	✓
Real Madrid CF	✓	✓	○	✓	✓	✓
Chelsea FC	✓	✓	○	✓	✓	✓
Club Atletico de Madrid	✓	✓	○	✓	✓	✓
Urawa Red Diamond	✓	✓	○	✓	✓	✓
Evian Thonon Gaillard FC	✓	✓	○	✓	✓	✓
SC Internationale	✓	✓	○	✓	✓	✓
Olympique Marseille	✓	✓	○	✓	✓	✓

As shown in the table above, information retrieved from the official websites of these foreign clubs showed that, both the top 4 ranked clubs (Bayern Munich, Real Madrid, Chelsea FC and Club Atletico de Madrid) and the lower ranked clubs (Urawa Red Diamonds, Evian Thonon Gaillard FC, SC International and Olympique Marseille) on the IFFHS ranking table had all but one of the 6 principles outlined in Max Weber's theory of the ideal Bureaucracy. Further analysis of the findings made on the organizational structures of these foreign clubs has been shown below;

Hierarchy of Offices

From their official websites, it was observed that both the top ranked clubs and the lower ranked clubs had sections on their official webpage showing the chain of command within their various clubs. Most of these clubs had a board, a Chief Executive Officer (C.E.O) a financial officer, a marketing officer, a communication personnel and a sales manager overseeing various activities within their respective clubs. This observation shows that, there is the existence of a hierarchical structure guiding operations within these foreign clubs.

Fixed Division of Labor

The next step if the study was to assess whether there was a fixed division of labor in these foreign clubs. In doing this, their official websites of both the top ranked and lower ranked clubs were used. From their websites, it was observed that, the roles of executives and other personnel had been clearly outlined. Some outlined on their websites included; a director of communications, a legal affairs officer, an international relations officer, a financial officer, a brand officer, a general manager and a chief operating officer. This phenomenon suggests the existence of a fixed division of labor within these foreign clubs.

Set of rules governing performance

However, for this particular principle, both the top ranked and lower ranked clubs assessed did not show anything on their official website suggesting there were any set of rules been used to govern performance of employees

within their clubs. The nondisclosure of this kind information on the websites of these clubs could be as a result of the sensitivity of this information.

Technical qualification for selecting personnel

Also a critical look at the profiles of the various executives and officials working for these selected clubs showed they had vast experience in the various professional fields such as Journalism, Finance, Marketing, Law and football management. This observation suggests that, in employing these executives to play various roles at these clubs their technical expertise or background did play a vital role in landing them these various positions.

Employment as a primary and Long-term career

In addition, their websites also revealed that, the various executives were under contracts with these clubs however, it did not mention whether these executives and officials were hired primarily to the club or on a long-term basis.

Summary of Findings made on foreign clubs

The presence of all but one of the 6 principles outlined in Max Weber's theory in both top ranked and lower ranked clubs suggests that, the organizational structures found in these foreign clubs might not be the only factor influencing their league performance however, there could be other factors such as finances, player remuneration and quality of refereeing influencing the performance of clubs.

1.4 Purpose of Research

The aim of this research was to determine whether the organizational structures employed by Ghanaian football clubs are related to their league performance.

1.5 Objective

The objective of this research was to assess the organizational structures of Ghanaian football clubs using Max Weber's theory on the ideal bureaucracy and determine whether there was a relationship between their organizational structures and league performance.

1.6 Theoretical Framework

The theoretical Framework for this study was based on Max Weber's theory on the ideal Bureaucracy. His theory laid down ways in which organizations ought to be structured and the manner in which they have to act in six principles (Weber, 1946).

Below are the six principles outlined in Max Weber's theory on the ideal bureaucracy;

1. A fixed division of labor
2. Hierarchy of Offices
3. A set of rules governing performance
4. Separation of personal from official property and rights
5. Technical qualification for selecting personnel
6. Employment as primary and long-term career.

1.7 Research Question

Are the organizational structures of Ghanaian football clubs related to their league performance?

1.8 Relevance of Research

This research holds positive prospects for the various football administrators within the country. It will provide club administrators in the country ideas on how to effectively structure their operations to enable them effectively utilize, manage their scarce resources, and finally improve their performance.

1.9 Research Scope

The scope for this dissertation encompassed the 16 clubs that partook in the 2013/2014 Ghana premier league. However, since the 16 clubs were spread across the entirety of the country, it was going to be difficult and expensive to cover all the 16 clubs in the league. Hence, 8 out of 16 club administrators in the Ghana Premier were sampled and interviewed using questionnaires to determine whether there was a relationship between the organizational structures employed by Ghanaian clubs and their league performance.

The eight sampled clubs for this dissertation included;

Figure 5

Position on the League table	Name	Region
1st	Kumasi Asante Kotoko	Ashanti Region
2nd	Accra Hearts Of Oak	Greater Accra Region
3rd	Kpando Hearts Of Lions	Volta Region
8th	Medeama Sporting Club	Western Region
9th	Kumasi King Faisal	Ashanti Region
14th	Berekum Chelsea	Brong Ahafo Region
15th	Inter Allies FC	Tema, G. Accra Region
16th	Ebusua Dwarfs FC	Central Region

Source: Ghanafa.org

Chapter 2

2.1 Literature Review

2.2 Importance of organizational Structure & Max Webber's Bureaucracy Model

Latif (2004) defined organizational structure as “a formal system of tasks and reporting relationships that controls, co-ordinates and motivates employees so that, they work together in achieving organizational goals”. Latif (2004) outlined some benefits associated with having a good organizational structure.

According to him, a good organizational structure affects productivity, economic efficiency and also, moral and job satisfaction. He further stressed that, good organizational structures do not only have tangible effects such as improved finances but also has intangible effects such as improved motivation and operational effectiveness if incorporated within an organization. (Khawaja Imran Latif, 2004).

Aside this, a study conducted by Decanio (2000) showed that, a good organizational structure influences the execution behaviors of a company. According to him, a good organizational structure not only shapes competence but also shapes performance (Ledbetter, 2003).

However, aside these numerous studies reiterating the essence of good organizational structures in companies, research conducted by Vistchaichan (1994) has also outlined some importance and setbacks of the Webber model relative to other models. In assessing the importance of Weber's theory of

Bureaucracy relative to other models, Vitschaichan (1994) disclosed that, the preference of Max Weber's model by large organizations both in public and private sectors ahead of other models proves its effectiveness. According to Vitschaichan (2004), companies opt for the Max Weber model of Bureaucracy ahead of others because it represents the most efficient way for them to organize and effectively manage their scarce resources. He further cited the example of organizations such as those in the fast-food industry (for instance the McDonald's hamburger chain) who have had spectacular success using the bureaucratic model, Surgical wards, aircraft maintenance departments, finance offices, courier firms, and other organizations where precision, safety, and clear accountability are at a premium are also often able to implement bureaucratic approaches successfully (Visitchaichan, 1994).

Visitchaichan (1994) also, outlined some drawbacks and limitations of Max Webber's theory of Bureaucracy in his study. According to him, the structure of bureaucratic organizations makes it difficult for them to adapt to change. This is often because; these bureaucratic organizations are mostly designed to achieve predetermined goals, rather than innovative goals or objectives.

Another setback identified by Vistchaichan (1994), was that, bureaucratic organizations discourages initiative, instead it encourages people to obey orders and keep their place rather than to take an interest in, challenge, and question what they are doing. According to Vistchaichan (1994) people in a bureaucracy who question the wisdom of conventional practice are viewed more often than not as troublemakers. This phenomenon often render those

at the lower level to feel powerless about problems which collectively they understand and ultimately have the power to solve.

However, despite these numerous limitations and drawbacks, Vistchaichan (1994), acknowledged the fact that, Weber's intent was not to attain perfection but rather systemization which was to move management practices and organizational structure toward more logical ways of operating (Visitchaichan, 1994).

Hence in assessing whether the organizational structures found within Ghanaian clubs had an impact on their performance, Max Weber's theory of Bureaucracy was selected as the framework in assessing Ghanaian clubs because it is one of the predominantly used models by several successful companies across the globe. Finally, it clearly outlines 6 principles which could be used in evaluating and establishing whether the organizational structure of clubs has an impact on their performance and also drafting questionnaires to interrogate club administrators and journalists.

2.3 Performance

Organizational performance is defined by Richard (2009) as an analysis of a company's output as compared to its set goals and objectives (Richard, 2009). According to Richard et al. (2009) a company's performance could be measured by assessing their; (a) financial performance (profits, return on assets, return on investment); (b) product market performance (sales, market share); and (c) shareholder return (total shareholder return, economic value added) (Richard, 2009). However, for the purpose of this study, the league standings will be used in assessing the performance of

Ghanaian clubs. League standings was selected because it shows the functionality of a club, this is because, if structures found within a football club are functioning well, it translates into results on the football pitch or league standings and players of the team gain the needed motivation and encouragement to do well in their domestic league. Secondly, the league standing was selected in assessing the performance of Ghanaian clubs because, information regarding the league standings of clubs could easily be attained online while information regarding the finances of local clubs might be difficult to come by due to the sensitivity of such information.

2.4 Similar Studies conducted

Substantial amount of research has been conducted by some scholars assessing the impact of organizational structures on the performance of European clubs. Širić (2013) assessed the impact of organizational structures on the performance of professional teams in the Croatian football league. While, Jacobsen, Gamaelsaeter, Floysand and Nesse (2005) and Gomez, Marti and Opazo (2008) researched into how clubs in Spain and Norway have had to restructure their organizations to enable them become efficient. From Širić (2013), he observed that, organizational structure was vital in propelling the performance of organizations simply because it integrated the use all the resources in an organization (Širić, 2013). He further added that, the organizational structure of clubs in the Croatian league had a positive correlation on their league standing as well as income generated (Širić, 2013).

On the other hand, Jacobsen, Gamaelsaeter, Floysand (2005), through their research disclosed that, clubs in Norway, have structured their operations such that they perform well and enjoy economies of scale. As a result of this, new positions such as the General manager, Chief Operations, Sports Director and the Marketing Director have been introduced by various clubs in Norway to execute different tasks and functions (Stik Erik Jacobsen, 2005).

Affirming Jacobsen, Gamaelsaeter and Floysand (2005) findings, Gomez, Marti and Opazo (2008) disclosed that, football clubs in Spain have also incorporated new roles such as Marketing official, Finance officers, sporting directors to ensure that their clubs perform well in all endeavors.

These studies suggest that, organizational structure plays a vital role in the performance of any football club. Hence relating this to Ghanaian clubs, it is imperative for club administrators to put the right structures in place in ensuring that, their teams perform well in their respective leagues.

Finally, relating the methodology employed by Širić (2013) in assessing whether the organisational structures employed by croatian clubs had an impact on their club performance to the methodology which will be used for this dissertation. Ghanaian clubs will also be clustered based on their performance in the Ghana Premier League, then 8 of them will subsequently selected for direct interviews and questioning . Details for the methodology used in this dissertation will be discussed extensively in Chapter 3.

Chapter 3

3.1 Operationalization

The key concepts for this dissertation are; organizational structure, performance and Ghanaian football clubs. For the purpose of this study **“Performance”** in this paper connotes league standing. On the other hand, **“organizational structure”** in this dissertation refers to the six principles outlined in Max Weber’s framework on ideal bureaucracy. Finally, **“Ghanaian football clubs”** in the context of this study focuses only on 8 clubs partaking in the Ghana Premier League.

3.2 Methodology

This research explored the relationship between the organizational structure employed by Ghanaian clubs and its impact on their performance. In conducting this study, both qualitative and quantitative approaches were adopted. Direct interviews, social media platforms (Twitter, Facebook), email interactions and phone interviews were used for interviewing club administrators and selected journalists. Aside this, Max Weber’s theory on the ideal bureaucracy was applied to some foreign clubs to provide insight on the organizational structures of some “successful” clubs globally.

To conclude, the aim of this methodology is to aid this dissertation effectively answer the research question below:

Are the organizational structures of Ghanaian football clubs related to their league performance?

3.3 Research Design

In assessing the relationship between the organizational structures employed by Ghanaian clubs as well as their performance, the research design was structured such that, it appeared in two folds; the first aspect of the study looked at the organizational structures employed by some “Successful” clubs across the globe. Here, the internationally acclaimed International Federation Of Football, History And Statistics (IFFHS) ranking of football clubs was used to cluster the top 4 top-ranked clubs into one group and the lower ranked clubs into another group. Afterwards, information gathered from their official websites was used to assess their organizational structures to determine whether their organizational structures did relate to their league performance.

The second aspect of this research focused on 8 Ghanaian football clubs in the Ghana Premier League. For this aspect of the study, the Ghana Premier League table was used to cluster three top ranked clubs, two middle ranked clubs and then three bottom ranked clubs. The rationale behind grouping the clubs into three categories was to enable the study assess their organizational structures using the 6 principles outlined in Max Weber’s theory of the ideal bureaucracy and determine whether their organizational structures were related to their league performance. After these clubs had been selected, questionnaires and interviews were used to assess whether the organizational structures of these selected local clubs related to their league performance.

Below is a table showing the 8 clubs sampled for this dissertation;

Figure 6: Ghana Premier League Table (15th December 2013)

Rank	Team	Won	Drawn	Lost	Played
1 st	Kumasi Asante Kotoko	11	1	3	34
2 nd	Accra Hearts Of Oak	9	3	5	30
3 rd	Hearts Of Lions	8	3	6	27
4 th	Ashanti Gold	7	6	3	27
5 th	Wa All Stars	7	3	7	24
6 th	Bechem UTD	6	6	5	24
7 th	Hasaacas	6	5	6	23
8 th	Medeama SC	5	7	3	22
9 th	King Faisal	6	4	7	22
10 th	New Edubiase	5	6	5	21
11 th	Amidaus Professionals	6	3	8	21
12 th	Liberty Professionals	6	2	8	20
13 th	Aduana Stars	5	4	8	19
14 th	Berekum Chelsea	4	5	6	17
15 th	Ebusua Dwarfs	4	4	7	16
16 th	Inter Allies	4	0	12	12

Source:Ghanafa.org

Finally, information retrieved from the 8 sampled clubs and 3 journalists were analyzed to determine whether the organizational structures employed by local clubs had an impact on their performance in the local league.

3.4 Primary Data

The Primary Data used for this research comprised of information gathered from direct interviews, questionnaires and phone interviews given out to both club administrators and journalists. The purpose of using direct interviews and phone interviews was to enable the study gather information on the organizational structures being employed by club administrators to manage the operations of their respective local clubs.

3.5 Secondary Data

The Secondary Data for this dissertation was obtained from the websites of these “successful clubs”, the IFFHS ranking website, data search engines such as Emerald, Jstor and Google Scholar and the Ghana Premier League table.

3.6 Sampling Method

The population of this research comprised of the 16 Ghanaian clubs partaking in the Ghana premier League. From this population, the cluster sampling technique was then be used to select 8 clubs administrators and 3 journalists as the selected sample for the dissertation. Below is a description of how the cluster sampling technique was used in selecting the 8 clubs and 3 journalists for this dissertation;

The 16 clubs partaking in the premier league were clustered based on their ranking on the Ghana premier league table. With this, the 3 top placed clubs on the Ghana Premier league table were clustered into one group, 2 middle placed clubs into another and then 3 bottom placed clubs into the third and final group.

The rationale behind the usage of the cluster sampling technique as a sampling tool for this dissertation was to ensure the sample gave a valid representation of the 16 clubs partaking in the Ghana Premier League.

3.7 Data Collection Process

Step 1: Collection of Data from “Successful” Clubs

The first step of the data collection process involved, gathering data from the websites of some “successful” clubs across the world through their various club websites. The purpose of this was for it to provide the study insight on how these “successful” clubs were structured and also help determine whether their performance related to their league performance. In gathering information about these successful clubs, the IFFHS ranking table was used to cluster them based on the rankings for further analysis.

Step 2: Collection of Data from Ghanaian football clubs:

The second step of the data collection process was to gather data from Ghanaian football clubs (8 football administrators and 3 journalists). A list of both administrators and journalists sampled for this dissertation has been provided in the table below;

Figure 7

<u>8 Sampled Administrators for Questionnaires and Interviews</u>		
Name	Club	Role at Club
Mr. Opoku Nti	Kumasi Asante Kotoko	Chief Executive Officer
Mr. Neil Armstrong Mortagbe	Accra Hearts of Oak	Chief Executive Officer
Mr. Yashin	Kpando Hearts of Lions	General Manager
Mr. James Essilfie	Medeama Sporting Club	Chief Executive Officer
Alhaji Karim Grusah	Kumasi King Faisal	Founder and President
Mr. Oduro Sarfo	Berekum Chelsea	Chief Executive Officer
Mr. Eric Senaye	Inter Allies FC	Founder and President
Mr. Joe Ansah	Ebusua Dwarfs	Chief Executive Officer

Figure 8

<u>3 Sampled Journalists</u>	
Name	Media House
Jerome Otchere	Kumasi Asante Kotoko Express
Muheeb Sayeed	Public Relations Officer, Accra Hearts Of Oak
Godfred Akoto Boafo	Allsports Ghana

These selected Administrators and journalists were then given questionnaires and interviews to enable the study learn more about their organizational structures and also determine whether their organizational structures had an impact on their league performance.

3.8 Data Analysis

This study sought to assess the organizational structures of Ghanaian football clubs to determine whether their organizational structures related to their league performance. In doing this, data collected from 8 club administrators and 3 journalists was analyzed using the SPSS which provided a wide variety of graphs and a comprehensive breakdown of the results received from both administrators and journalists.

3.9 Reliability & Validity

In ensuring there was consistency and reliability in this study, questionnaires and interviews were framed such that, similar questions were asked in different forms to ensure there was consistency in the answers received from respondents during the survey. This measure also ensured that, the answers obtained from respondents were truly consistent.

Furthermore, in also ensuring there is accuracy in the questionnaires and interviews given out to respondents, the questions were structured such that, they were able to seek all the answers concerning the organizational structures employed by local clubs as well as verify whether these clubs were really employing the 6 elements mentioned in Max Webber's theory of the ideal bureaucracy.

Chapter 4

4.1 Introduction

This chapter provides insight into the results of both the qualitative and quantitative findings obtained from both local administrators of Premier League clubs in Ghana as well as the websites of some foreign clubs across the globe. The quantitative analysis in this chapter will be illustrated predominately using graphs obtained from the SPSS research tool.

4.2 Findings on Local Clubs

Figure 9

	Fixed Division of Labor	Hierarchy of Offices	Set of Rules governing Performance	Separation of personal office from property and rights	Technical Qualities	Employment as Primary and Long- term career
Kumasi Asante Kotoko	✗	✓	✓	✓	✗	✓
Accra Hearts of Oak	✗	✓	✓	✓	✗	✓
Kpando Hearts of Lions	✗	✓	✓	✓	✗	✓
Medeama Sporting Club	✓	✓	✓	✓	✗	✓
King Faisal FC	✗	✗	✗	✗	✗	✗
Berekum Chelsea FC	✓	✗	✓	✓	✗	✗
Inter Allies FC	✗	✗	✓	✓	✗	✗
Ebusua Dwarfs FC	✗	✗	✓	✗	✗	✗

4.3 Fixed Division of Labor

From the data obtained, 87.5% of the 8 clubs, mostly the top ranked clubs (Kumasi Asante Kotoko, Accra Hearts of Oak and Kpando Hearts of Lions) admitted to not having fixed division of labor while 12.5% of the clubs, 1 bottom placed club (Berekum Chelsea) and a middle placed club (Medeama SC) said they had fixed division of labor guiding operations at their respective clubs. In an effort to ascertain why most of the clubs did not have fixed division of labor, responses from both journalists and administrators showed club executives such as the Chief Executive Officers and General Managers multi-task as financial officers, marketing officers and as the brand ambassadors of their respective clubs mainly due to the lack of adequate personnel and the lack of funds. Explaining why most clubs lacked a fixed division of labor, the C.E.O of Kpando Hearts of Lions disclosed that, the limited budget of most clubs made it difficult for them to recruit needed personnel to oversee activities within their various clubs. As such, executives improvised by multi-tasking on various roles to ensure operations within their clubs were kept running. Moving forward, it is imperative that, administrators and owners ensured there was the division of roles within their clubs to enable tasks and responsibilities be executed on time.

4.4 Hierarchy of Offices

Furthermore, club administrators and journalists through the questionnaires given to them, were asked whether they had hierarchical structures governing operations within their respective clubs. From their responses, it was observed that, all the 3 top ranked clubs and a middle placed club

(Medeama SC) had a structure being used to run activities within their respective clubs. However, all 3 bottom placed clubs including Kumasi King Faisal, a middle ranked club lacked a hierarchal structure governing their operations.

In addition, club administrators were further asked to rate the effectiveness of the organizational structures and per their responses 14% of club administrators ranked it as very effective, 29% said theirs was effective, 14% as slightly effective and 43% said theirs was not effective. This observation showed that, majority of club administrators and journalists were not content with the hierarchal structures in their clubs. A breakdown of the response of club administrators on the effectiveness of their organizational structures has been shown in the graph below.

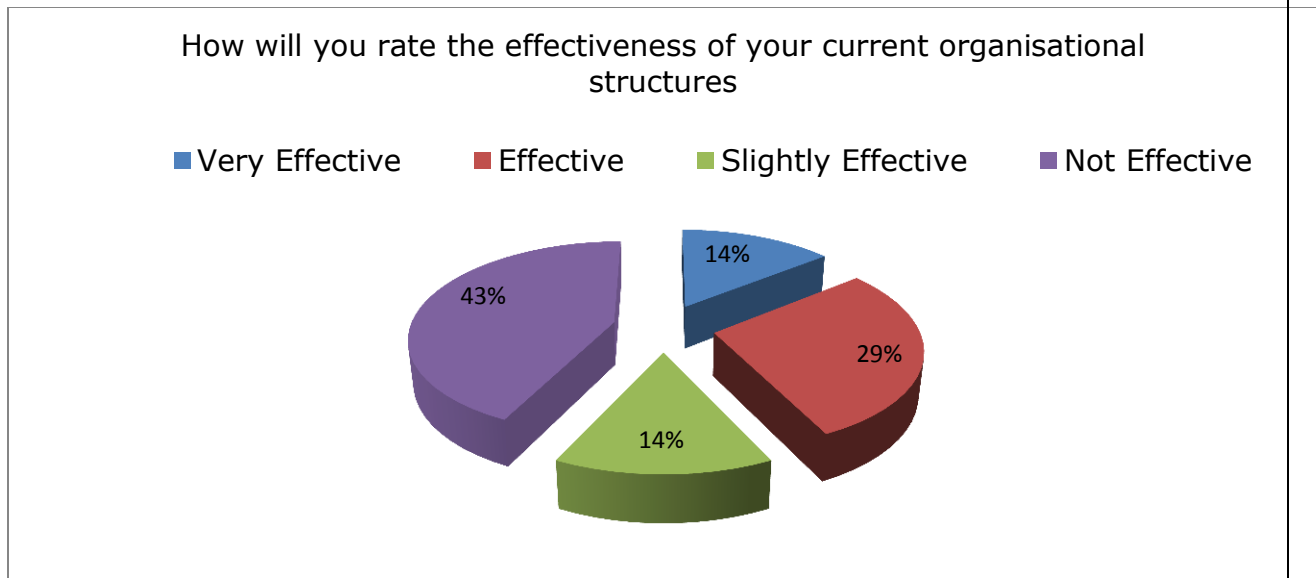


Figure 10: A pie chart showing the responses of club administrators on the effectiveness of their organizational structures.

4.5 Set of rules governing performance

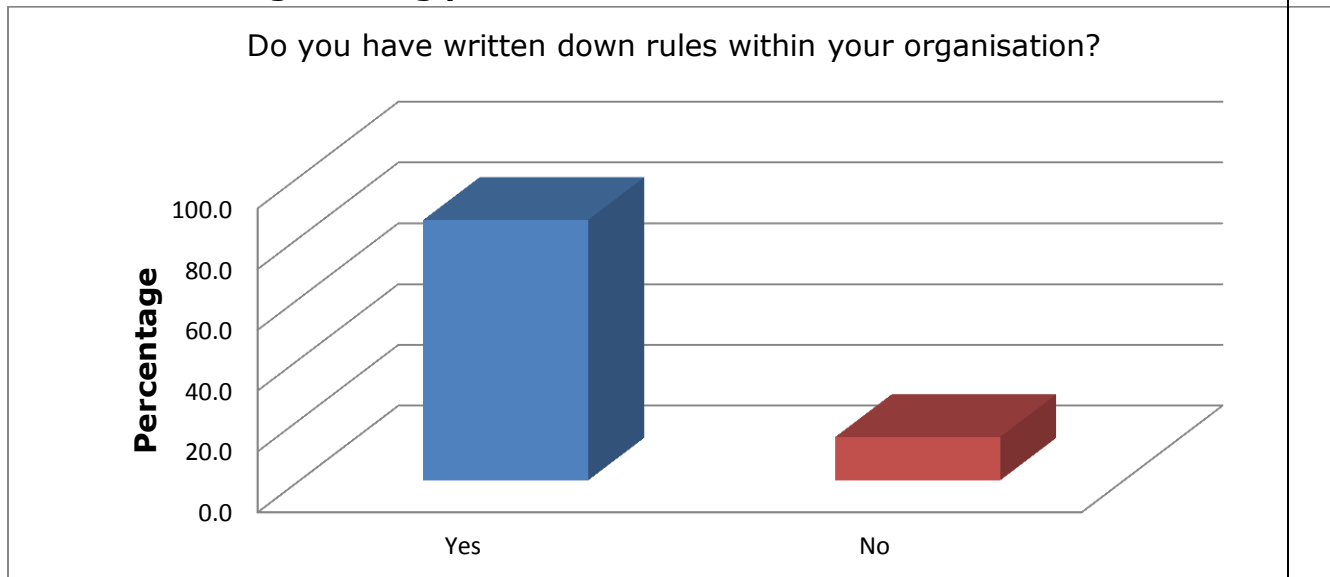


Figure 11: A bar chart showing the percentages of Ghanaian football clubs with written down rules within their clubs

The next step of the dissertation sought to determine whether there were set of rules governing performance within Ghanaian football clubs. From the data gathered, 7 out of the 8 clubs interviewed admitted to having written down

rules while, only one middle placed club, Kumasi King Faisal admitted to not having written down rules within their club.

Also, club administrators were also asked to rate the effectiveness of rules within their clubs and from their response, 14% admitted to their rules been very effective while 43% said their rules were effective, 29% said their rules were effective and 14% said their rules were not effective. A breakdown of the response on the effectiveness of rules within clubs has been shown in the graph below.

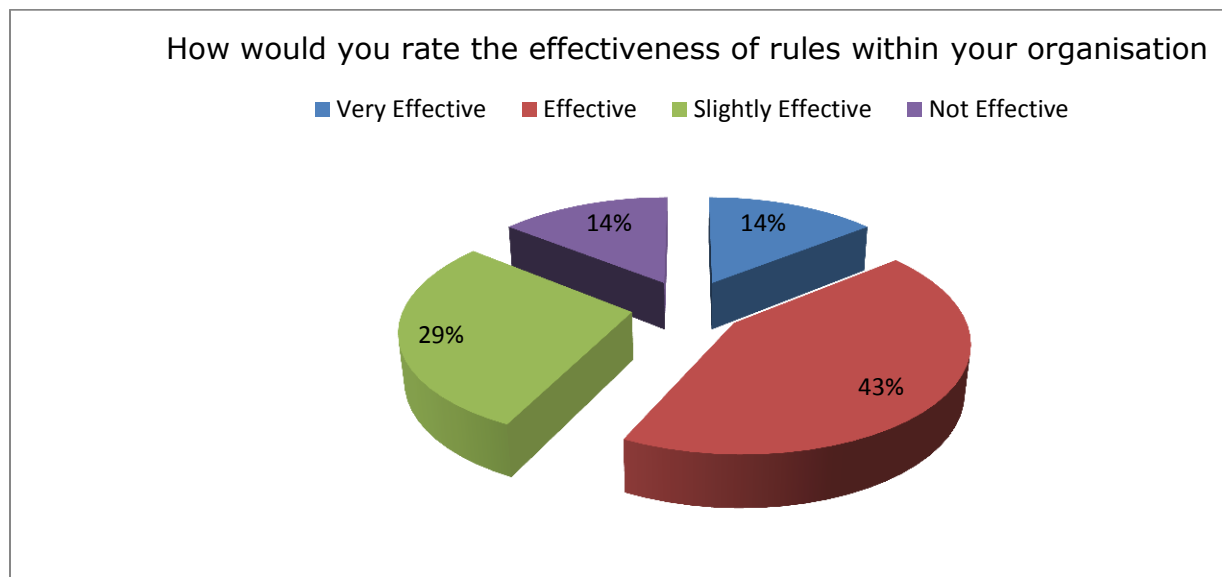


Figure 12: A pie chart showing a breakdown of the effectiveness of rules in 8 sampled Ghanaian football clubs

4.6 Separation of personal office from property and rights

From the data gathered from the various clubs, 87.5% of the clubs admitted to separating personal office from property and rights. Aside this, data collected from 12.5% of the club administrators showed that there was no separation of personal office from property and rights.

However, owners of the top 3 clubs (Accra Hearts Of Oak, Kumasi Asante Kotoko and Kpando Heart of Lions) had put in place a board to steer the affairs of their respective clubs while, clubs such as Kumasi King Faisal and Medeama SC had no board in place to run the affairs of the club.

4.7 Employment as a primary and Long-term career

The next step of the assessment was to ascertain whether employment in local clubs was deemed as a primary or long-term career. In doing this, club administrators sampled for this study were asked whether their employees were hired on a long-term basis or a short term basis. From their response, all top 3 clubs (Kumasi Asante Kotoko, Accra Hearts of Oak and Kpando Hearts of Lions) admitted to hiring workers on a long-term basis while the three bottom ranked clubs (Berekum Chelsea, Inter Allies and Ebusua Dwarfs) said their employees were mostly hired on a short term basis. Explaining the rationale for not hiring employees on a short-term basis, the C.E.O. of King Faisal disclosed that, the current financial woes of his club prevented him from hiring permanent staff, thus causing him to rely on the services of volunteers and philanthropists to sustain the activities of his club.

4.8 Technical Qualities

In determining whether the technical qualities of an individual played vital when hiring people, club administrators sampled for this study were asked whether academic and professional qualification was an essential criterion in selecting employees for their respective clubs. From their response, all 8 sampled club administrators admitted to experience not being an essential criterion. According to most of the club administrators, they often did not rely

on academic qualification because in the area of football, an individual's experience mattered more than his academic credentials.

Chapter 5**Summary, Conclusion and Recommendation****5.1 Summary**

The aim of this dissertation was to assess the organizational structures of local clubs in the Ghana Premier League and determine whether there was a relationship between their organizational structures and their performance in the Ghana Premier League. In doing this, the organizational structures of local clubs were assessed using Max Weber's theory on the ideal bureaucracy. From the findings obtained, it was noticed that, majority of the top-ranked clubs such as Kumasi Asante Kotoko, Accra Hearts of Oak and Kpando Hearts of Lions lacked a fixed division of labor while lower ranked clubs such as Medeama SC and Berekum Chelsea had a fixed division of labor guiding operations within their clubs. This observation suggests that, the organizational structure of the local clubs might not be the only factor influencing their performance in the local league, but on the other hand, there might also be other factors such as poor officiating by referees, financial difficulties and frequent exodus of key players influencing their performance in the local league.

Also, the survey conducted showed all 3 of the bottom placed clubs (Inter Allies, Ebusua Dwarfs and Berekum Chelsea) lacked a hierarchical structure while their top 4 counterparts (Kumasi Asante Kotoko, Accra Hearts of Oak) had in place a hierarchical structure used to govern operations within their respective clubs. This observation made affirmed Max Weber's assertion that, the availability of a hierarchical structure within an organization positively impacted the performance of organizations.

In addition, further assessment of the organizational structures of the local clubs, revealed that, 7 out of these 8 sampled clubs had in place rules governing performance however, middle ranked club, Kumasi King Faisal lacked rules governing the performance of their employees. This phenomenon further proved that the organizational structure of a club might not be the only factor that could influence a clubs performance but also there could be certain factors influencing the performance of clubs in Ghana Premier League.

Finally, unlike the findings made on the foreign clubs where both the top-ranked and lower- ranked foreign clubs had all but one of the six principles, findings made on the local clubs showed otherwise. The top-ranked clubs in the Ghana Premier League were seen to have majority of the principles whereas the lower-placed clubs lacked many of the principles. This phenomenon could be as a result of difference in culture and geographical location of these clubs.

5.2 Conclusion

Are the organizational structures of Ghanaian football clubs related to their league performance?

Based on the findings made from the research, it was observed that, the organizational structures of Ghanaian clubs alone could not be attributed to their performance in the local league, however, responses from club administrators showed that other factors such as finances, poor officiating and constant exodus of players from the local league influence the performance of clubs in the Ghana premier league.

5.3 Recommendations

Based on the conclusions and findings made, there was the need for some recommendations to be laid down to aid both club administrators and club owners in putting in place the needed structures to propel their performance in the Ghana Premier League.

- In order for bottom placed clubs within the Ghana Premier League to enhance their performance and rub shoulders with the best within the Ghana Premier league, there is the need for their club administrators to clarify and formalize their structure especially their hierarchy to govern performance and ensure coordination amongst the tasks executed in these clubs.
- Also from the findings, it was observed that majority of the top ranked clubs did not have a division of labor within their clubs. As a result of this, club administrators were often seen multi-tasking on other roles. Moving forward, there is the need for employees within these local clubs to be assigned to clear and specific roles which will ensure that tasks are executed on time and also their performance within the league is enhanced.
- Furthermore, from the findings, it was observed that, most of the local clubs were found not to employ workers based on their technical qualities and this contradicted the norm elsewhere. Most successful clubs were found to employ most of their executives based on their expertise within that given field. Moving forward, there will be the need for these local clubs not focus on experience only in hiring

personnel, but rather, they must seek to blend experience with technical expertise to enable them enhance their performance.

5.4 Area for further research

After considering the findings and conclusions made within this research, there will be the need for further research to be conducted assessing each of the 6 principles outlined in Weber's theory and determine which ones have substantial influence on performances of clubs and organizations.

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Appendix A

Sample Questionnaire for both club administrators and Journalists

Questionnaire #	
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Ashesi University College
Department of Business Administration
BSc. Business Administration

This questionnaire is intended to help the researcher from Ashesi University College understand more about football administration in Ghana. All information provided here will be kept confidential and used only for academic purposes. Thank you for your participation.

Section A: Please indicate your answer with a check mark ☒

1. Kindly specify your role at the club in the box provided below.

2. How many employees do you currently have at your club? Provide your answer in the box below.

3. What percentages of your employees are permanent or temporary?

Permanent	
Temporary	

4. Is an academic qualification an essential criterion in selecting employees for the running of your club?

A. Yes []
 B. No []

5. In terms of highest level of Education, which category best describes most of your employees within?

A. Elementary School []
 B. Junior High School []
 C. Senior High School []

D. University Graduates []

6. Do you have written down rules within your organization?

A. Yes []

B. No []

7. How would you rate the effectiveness of rules within your organization?

A. Very Effective []

B. Effective []

C. Slightly Effective []

D. Not Effective []

8. Does everyone in your club have defined and documented roles?

A. Yes []

B. No []

9. Do you have personnel responsible for the following activities in your club? Tick **Yes or No**

#	Activity	Response	
		Yes	No
1	Management of Club Funds		
2	Recruitment of Players & Staff		
3	Management of Training Facilities		
4	Management of Kits		
5	Management of Players/Staff concerns		
6	Management of Club Sponsorship deals		
7	Management of Club Panaphenelia		
8	Management of Team Logistics		
9	Management of Clubs brand appeal		
10	Management of Clubs International Relations		

10.How will you rate the effectiveness of your current organizational Structures? On a scale of 1-5

Very Effective	Effective	Slightly Effective	Quite Effective	Not Effective
5	4	3	2	1

11.Additional Comments

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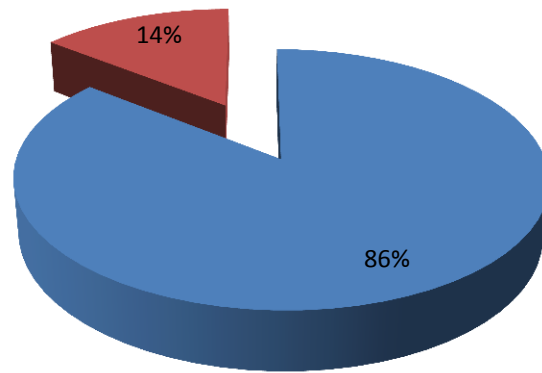
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Thank you

Appendix B: Graphs

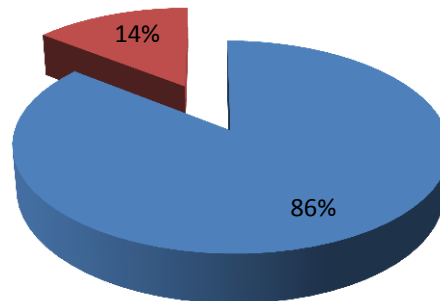
What Percentage of your employees are Permanent or Temporary?

■ Permanent ■ Temporary

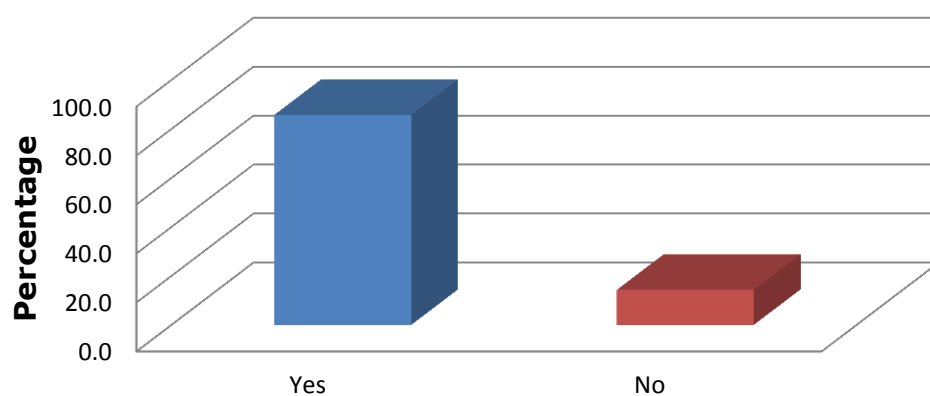


In terms of higher level education, which category best describes most of your employees

■ Senior High School ■ University Graduates

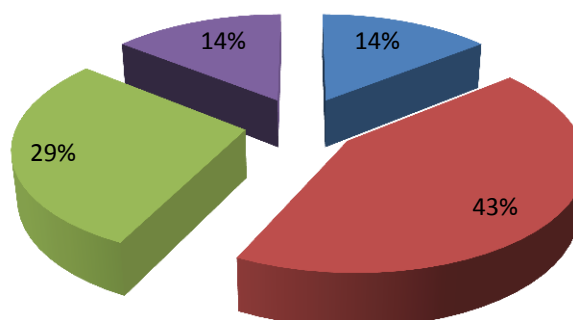


Do you have written down rules within your organisation?



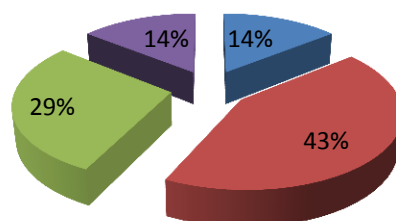
How would you rate the effectiveness of rules within your organisation

■ Very Effective ■ Effective ■ Slightly Effective ■ Not Effective



How would you rate the effectiveness of rules within your organisation

■ Very Effective ■ Effective ■ Slightly Effective ■ Not Effective



Results: Match day 1 of Ghana's first-ever professional league**Sunday Dec 19, 1993**

Accra Hearts of Oak **2-0** Accra Great Olympics

Prampram Mighty Royals **0-2** Neoplan Star

Tema Ghapoha **1-2** Afienva United

Okwahu United **2-1** Dawu Youngsters

Obuasi Goldfields SC **2-0** Ebusua Dwarfs

Kumasi Asante Kotoko **vs** Real Tamale United

Sunday Dec 19, 1993

Mighty Royals **0-2** Neoplan Star

*Roland Kwakye for Neoplan Star

Ghapoha **1-2** Afienva

*Sam Yeboah for Ghapoha