



**JIMMA UNIVERSITY**

**COLLEGE OF SPORT ACADEMY**

**DEPARTMENT OF SPORT SCIENCE**

**CHALLENGES OF GAMBELLA MALE FOOTBALL CLUBS TO JOIN ETHIOPIAN  
NATIONAL LEAGUE**

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## **ACRONYMS**

## **ABBREVIATION**

Gambella Regional State	GRS
Gambella Regional State Sport Commission	GRSSC
Confederations of African Football	CAF
Ethiopia Football Federation	EFF
Football Club	FC
Federation International de Football Association	FIFA

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## **Abstract**

*The function of the study was to investigate the Challenges of Gambella Male Football Clubs to join into Ethiopian National League in Gambella Town. This research design was a descriptive survey type of research. The participants in this research consisted of twenty-two club players from each club that were selected voluntarily to participate, two coaches, and two general managers of the clubs. The participants were selected voluntarily or through available and purposive sampling methods. The major data collection instruments were questionnaires, interviews, and an observation checklist. Two questionnaires were distributed to twenty-two club players for each club and two club coaches to consolidate the information obtained from the questionnaires and two semi-structured interviews were conducted with general managers of the clubs. In analysing the data, quantitative and qualitative methods are used. All the close-ended questions of the questionnaires were analyzed quantitatively using frequency count, percentage, and inferential and the data obtained from semi-structured questions of interviews and observation were analyzed qualitatively in descriptive statements. The major finding of the study connected to the Major Challenges of Gambella Male Football Clubs to join the Ethiopian National League indicated that a lack of standard club management and functionality, Lack of management system, Lack of good design short and long-term plans for 45.5% by the players and 100% by coaches, availability of appropriate rule and regulation 45.5% by the players and 100% by the coaches, Lack of stakeholders participation 29.5% by the players and 50% by the coaches, Lack of sufficient competitions in preseason 52.3% by the players and 50% by the coaches, Lack of budget 43.2 by the players and 100 %by the coaches, sufficient sports facilities and training types of equipment, availability of standardized and comfortable playing fields 50% by the players and 50%by the coaches, availability of sports wears and materials 38.6% by players and 100% by the coaches. Therefore, the Researcher recommended that all football clubs should work to solve the Challenges to success; and future related research is important to investigate the problem in-depth and to verify the current research work.*

**Keywords:** *football, club, management, finance, facility and equipment*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Backgrounds of the Study

Football is an organized or incorporate body with a president, committee, and a set of rules responsible for ensuring the continued playing existence. Football is a team sport and it's increasing annually with the number of players at an unpredictable rate. It can be played by young and old, boys and girls, by best and physically or mentally challenged and on a small or wide field. It has attracted a large number of faithful fans that will do their best to support it. It needs special skills and knowledge, the ability to lead, coordinate and decide to help the organization to be successful (Zec,2011) as cited by (AdemAbegaz2020). The effective management of the sports organization has administration, finance, logistics, facilities, legal, and marketing, communications, and event management. Management is about planning, collecting, organizing, arranging, and controlling (FIFA's document, 2011). Clubs have a positive relationship between budget and team performance to examine the elements that contribute to increasing budgets and consequently success (Dejonghe.T, 2004). Training equipment and facility are the most important to make the training session effective through the application of different technical- tactical skills it is mandatory to consider the basic training equipment(.U.S. Youth Soccer Coaching Manual,2002).

Football clubs are sports organizations, they need to have goals achieved with consciously structured activities. A football club which has well organized by human resources, material (facility and equipment), finance, and other organizational factors can bring observable change to team performance based on the organizational structure of the club.(Betlhem Alemnew, 2020) .

In the Ethiopian football federation, yearly competitions have resonated into three league levels: namely Premier league, super league, and national league (Dagne Getachew 2019).

Football clubs that promote and develop the sport at a professional level do not only provide sports activities, but moreover have the duty to form a team able to represent the club in official competitions, aiming for sporting success that will fulfil the expectations of members, fans, and

all the actors who consider themselves involved in the club's activity([Http://SASPJOURNALS.COM/SJAHSS](http://SASPJOURNALS.COM/SJAHSS)). Gambella Regional State (GRS) founded a football committee and organized teams and made the tournaments at the regional level from 1992-2013 E.C. In 1992-1994 Nine Football club have participated in Gambella town for the first time. For example –Gambella police FC, Gambella agriculture college FC, Adegamekelakel FC, Health bureau FC, Gambella teachers and health science college FC, Odukbonga FC, Education bureau FC, Gambella Town administration FC, and Gambella prison police FC would have participated. During this competition, the club that won the cup will be the champion and would be promoted to the Ethiopian National League. Gambella police football club become the champion and joined the Ethiopian national league for the first time and five years there was no competition because of the instability in the region. In 1999-2002 E.C After the instability, the Gambella sports commission makes an arrangement again to continue the competition in the Gambella town. 9 clubs had been formed. For example; Gambella police FC, Gambella teachers and health science college FC, Fana FC, Gambella agriculture college FC, Gambella unity FC, Odukabonga FC, Donbosco FC, and Defence force FC. After that competition, there were no clubs that participated in the Ethiopian national league competition for four years because of the rule that the Ethiopian football federation formulated that any region to join the Ethiopian national league must have to compete in the Ethiopian Regional championship Tournament first. In 2006 E.C Gambella Kenema football club had been formed and joined the Ethiopian national league in 2007 E.C at that year Gambella unity football club competed in the Ethiopian regional championship tournament that was hosted by Somalia regional state and become the champion. Gambella unity FC got an opportunity to join the Ethiopian national league and become the second from the Gambella region. In Gambella Regional State two clubs joined the Ethiopian national league. Gambella Kenema FC and Gambella Unity FC participated for three and two years respectively in the Ethiopian national league. Since this time Football becomes more popular in GRS. According to these opportunities, the region has been making good results in the Ethiopian youth project and All Ethiopian Games football competitions and the region has been giving the contribution of many players in the Ethiopian premier league, Superleague, National league participant clubs, and National team. In addition to this, some players are playing. For example Omod Okori, Gatoch Panom, Ramkel Lok, Akweer Cham, Oguta, Gith Gathkouth, Thouk Nyabiele, Honni Ojullu, Mathay, Ding kiir and Jowbet Gilo. Therefore, the regions have

been attracting the Federal sports commission and football federation to open the football project talent development. There were no competitions for three years in Gambella town. Therefore last year the Gambella Football federation and the Regional sports commission rearrange the clubs to compete in Gambella town. From this opportunity, many football clubs had been organized in Gambella region states such as; Itang special woreda F.C, Dhitong F.C, Abiy Academy F.C, Gambella University F.C, Nuer Zone FC, Donbosco F.C, Selam F.C, Shewa F.C, BaroF.C, Gambellakenema F.C, Hedase FC, Gambella Police FC, Gambella Prison Police FC, and Gambella Unity FC and those clubs would be creating job opportunities to youth players. Abiy Academy FC, Nuer Zone FC, Gambella University FC and Dhitong FC become first, second, third and fourth respectively. These four clubs were promoted to compete Ethiopian Regional Championship tournament. Abiy Academy FC and Nuer Zone F.C were promoted to Ethiopian National League but these two clubs did not join/participated in the Ethiopian National League. So the regional sports commission and federation were making different kinds of solutions. But still, there are no Gambella football clubs in the Ethiopian premier league, Superleague and National league.

The researcher was playing football in different Woreda's of the region; learning sports science and still studying coaching training. So having enough information on the Regional football clubs. From this advantage, the researcher observed several challenges, including interruption of the club's competition in the region and the Absence of the Region clubs that join the Ethiopian National League create the motivation to study. The limit that the researcher would be a desire to investigate the major challenge of Gambella male football clubs to join the Ethiopian National League and its progress in the future.

## **1.2 Statements of the Problem**

The research was to investigate the challenge of Gambella male football clubs face to join into Ethiopian National League. In the Ethiopian football federation, yearly competitions have divided into three league levels: namely Premier league, super league, and national league. The Ethiopian premier league has been found in 1997 (1990E.C) replacing the former first division which was established in 1944G.C, contested by sixteen clubs, it operates a system of promotion

and relegation with the other secondary (super league) and tertiary (National league) Ethiopian Football Federation Documents, 2010) with the intention of its rivalry and to make different regions to organize their local clubs and come through it to the premier league(Mathewos Befekadu June 2018). This type of reorganization has benefited different community-based local Regional Football clubs to come with their regional talented players to the Ethiopian National league and stay in the league since its originated. Therefore, the foundation of the Ethiopian National league is making an advantage for different regions to organize their local clubs and come through it to the national league. This reorganization has benefited the region to come with their gifted players to the Ethiopian league. Clubs have an abundance of attributes to be dragging back the progression. Some of which are associated with external and internal challenges. This means that the club's structural arrangement beginning from the highest level leader to the smallest club members will be well informed of what they are expected to do. Who have well organized and planned before and applied are very important to achieve the goal (Van Hoecke. J, 2009) and Anteneh.M,(2018).

Gambella Regional State, Gambella Sports commission and Gambella Football federation rearranges the clubs to start a competition and has been contributing many players in all level of the Ethiopian league and National team. The regions get good results in the project evaluation tournament and all Ethiopian games. But then there are no male football clubs in the Ethiopian national league, super league, and premier leagues, and have no strong local football club competitions in its region still now. In the past years, the region has participated in the Ethiopian national league and those clubs are Gambella police FC, Gambella Kenema FC and Gambella Unity FC have participated but now there are no regional clubs in the National League competition. After those five years, the regional clubs were participating in the Ethiopian regional football clubs championship tournament and some clubs will be promoted to the Ethiopian National League but can't participate in the National League competition. In the region forming clubs and participating in the Ethiopian regional Football club championship tournament is very easy but after the participation, there will be not follow-up even if they were promoted to the national league competition with the underlying factors being not determined. If the clubs face problems in these areas, it should be difficult to establish a team with better football performance and win the championship (Giacobbi et al, 2002). From these challenges, Abiy Academy FC and Nuer Zone FC were promoted to the Ethiopian National Leagues and still

now they cannot join. The researcher was playing football in different Woreda's of the Region; learning sports science and still studying coaching training. So having enough information on the Regional football clubs.

From this advantage, the researcher observed several Challenges, including interruption of the clubs' competition in the Region and the Absence of the Region clubs that join the Ethiopian National League in the past years there were the regional club that joined the Ethiopian national league but in recent, there were no region clubs that joined and this creates the motivation to study. The regions have the potential to join any league of Ethiopia to participate but failed due to some reasons. The regions have talented players that participate in the Ethiopian leagues for the different regions. This creates the question “Why a region does not have a club that joins the country football leagues? Therefore, this study intended to find out the challenges of Gambella male football clubs (Abiy Academy FC and Nuer Zone FC) to join the Ethiopian National League. And it would recommend a solution.

### **1.3 Basic Research Questions**

The study attempted to investigate the challenges of Gambella male football clubs to join the Ethiopian National League. The researcher answered the following questions:

1. How is the current status of management in Gambella male football clubs?
2. What are the factors hindering the development of Gambella male football clubs into the national league?
3. To what extent football facilities and equipment are available in the football clubs?

### **1.4. The objective of the Study**

#### **1.4.1. General Objective**

To investigate the challenges of Gambella male football clubs to join the Ethiopian National League.

#### **1.4.2. Specific Objectives**

Specific objectives of the study were: -

1. To assess the current status of management in Gambella male football clubs.
2. To assess the factors hindering the development of Gambella male football clubs into the national league.
3. To identify the availabilities of facilities and equipment in male football clubs.

### **1.5 Significance of the Study**

The study would provide information about the challenges of Gambella male football clubs. The significance of the study are to give an approach and magnitude of the challenge and problems that face Gambella male football clubs, to identify the current challenge of implementation and managing arrangement of the current status of the clubs, will Percent views on the existing situations and perspective of the club, an insight and magnitude about the Challenges that face Gambella male football club to join Ethiopian National League to the stake holders, it can help the administrative body of the club, the Regions' Football Federation, the Regions' Youth and Sports Office, Gambella Municipality Youth and Sport office, potential sponsors the club community, and coaches to be conscious of the findings of the major challenges that face and problems of the club and will set ways and means to alleviate them. It will be recommended and find a possible solution to enhance the club's progress to be a strong competitor against their opponents to increase participation of the Gambella male football clubs in the Ethiopian league and to use a starting point for further study of any researchers who want to study in similar areas.

### **1.6. Scope of the Study**

To make the study manageable the researcher delimited Gambella Town male football clubs. And they got a chance to participate in the 2013 E.C in Ethiopia all Regional football clubs' championship tournament to represent the region. These are Abiy Academy F.C, and Nuer Zone F.C conducted 2013 E.C in Sidama Regional States, Hawassa. Abiy Academy F.C and Nuer Zone were promoted to the Ethiopian National League because of challenges these two clubs could not join Also delimited and concentrated only on the variables of the challenges and problems that face Gambella male football clubs to join into Ethiopia National league, the current status of football clubs management, and the current financial status in the clubs, and the availability of facilities and equipment's in the clubs. Besides this areas of the study were

covered based on questionnaires, interviews, and an observation checklist that would be listed on the respective topic. And also target populations would be selected club coaches, club players; general managers of the clubs.

### **1.7. Limitations of the Study**

In conducting this study, the researcher has been challenged by the following limiting factors:-

- Lack of enough reference materials in the working site of the researcher.
- 4. However, the researcher looks over and attempts being made to overcome this limitation by making use of some unpublished but relevant materials and documents.

### **1.8. Operational Definition of Terms**

To avoid ambiguity and to give a clear meaning to the study, the following operational definitions of terms are given as the researcher would be used throughout the entire research.

- **Challenges:** an action that shows that somebody refuses to accept something and questions whether it is right, or legal (Gezahegn Lema, 2012).
- **Football club:** an organized or incorporate body with a president, committee, and a set of rules responsible for ensuring the continued playing existence. Gammelsæter, H. (2006),
- **Football Equipment:** pieces of equipment, or services that are provided for the sport of Football. (Gammelsæter H. (2006), FIFA's document, (2011).
- **Football Facility:** materials or means which football clubs use for better competence and standard (Gammelsæter H. (2006).
- **Management** is the process of planning, organizing, staffing, directing, and controlling the uses of a firm's resources to effectively and economically attain its objectives (FIFA's document, 2011, Gammelsæter H. (2006)).
- **National League-** The first division of Ethiopian football is also run by the Ethiopian football federation. (DagneGetachew, 2019)

### **1.9. Organization of the Study**

The first chapter of this research was an introductory part of the research; this chapter describes the background of the study, statement of the problem, research questions, Objectives of the study: general & specific, the significance of the study, the scope of the study, Limitations of the Study, operational definitions of terms and Organization of the study. The second chapter deals

with a review of related literature; this chapter consists of paraphrases that are taken from related publications while the third one is to deal with research methodology this section of the research contains the Description of the Study Area, Research Design, Source of Data, Target Population, Sampling size and Sample Techniques, Data collection instruments, Data Collection Procedure, Pilot test, Method of Data Analysis and Ethical Consideration. The fourth chapter dealt with the summary and discussion of the study and the fifth chapter dealt with the conclusion and recommendation.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1. Introduction**

This research deals with relevant literature that would be designed based on the aims of the study area. Therefore, as a source of basic details on the challenges and problems that face Gambella male football clubs to join the Ethiopian national league. Those relevant literature contents are the sport management system, challenges in football management Football club structure and management, Finance in football, Facilities, and equipment in football clubs that help to explain the study problem and analyzed the data.

#### **2.2. Background of the Ethiopian Football Federation**

##### **2.2.1. Beginnings**

The Ethiopian Football Federation was founded in 1943 and became affiliated with FIFA in 1952. In 1957 the EFF along with its Egyptian, Sudanese, and South African counterparts founded CAF. (Ethiopian football Federation document, 2010).

##### **2.2.2. Premier League**

The Ethiopian Primer league is the top association football division in Ethiopia. The EFF was responsible for all regulatory processes of both the Men's and Women's premier league. (Ethiopian football Federation document, 2010)

##### **2.2.3. Ethiopian Super League**

The second division of Ethiopian Football is also run by the Ethiopian Football Federation which has been found in 2014/15 G.C in Dire Dawa.

##### **2.2.4. Ethiopian National League**

The first division of Ethiopian football is also run by the Ethiopian football federation which has been found in 2000/01G.C at the same time as the Ethiopian primer league.

#### **2.3. The Sport Management System**

Over time leadership has been defined in terms of individual traits, leader behaviour, interaction patterns, role relationships, follower perception, influence over followers, influence on task

goals, and influence on organizational culture defines Leadership as the Behavioral process that influences individuals and groups towards set goals. This definition encompasses many dimension of leadership in a sport which includes decision-making process, motivational techniques, giving feedback, establishing interpersonal relationships and directing the group or team confidently. Leadership is the quality of getting members to think and behave in the same way as the leader and getting them to agree that a leader's way is the right path to follow. Sport is an activity that engages many people around the world and for elite clubs; it has become a significant industry. This development of professionalization in sports has further created an environment where the management in sports organizations has become vital. In this area, like in others, managers need special skills and knowledge, the ability to lead, coordinate and decide to help the organization to be successful (Hoye *et al*, 2006), (Zec, 2011). To manage a sport organization the manager also needs to engage in strategic planning, manage a large number of human resources and manage the welfare of elite athletes who earn huge amounts of money (Hoye *et al*, 2006). Management in sports is a fairly new approach which has two different directions. One side refers to the area where athletes are managed by coaches, team experts, and sports scientists. The other side refers to the effective management of the sports organization which controls the sport, sports managers, marketing managers, and sports volunteers. Thus, to achieve the stated goals with a limited amount of physical and financial resources (Zec, 2011). In other words, sports management is about planning, collecting, organizing, arranging, and controlling. Sports organizations must acquire a profound apprehension of the critical success factors that impact the quality and performance of their sports systems, as well as the kind of services and benefits their specific customers expect. Hence, the sports organizations get the possibility to develop the right prerequisites for well-functioning organizational and operational processes and desired outcomes associated with quality and added value for all stakeholders. This understanding facilitates higher loyalty and stronger involvement of the members in the club, which ultimately leads to higher satisfaction (Hoecke *et al*, 2009).

The organization thus needs to create, modify, and continuously implement processes that prepare the athletes for the elite sporting environment Sport policy has the recent decades shifted from being quantity-oriented to quality-oriented. With this new focus, organizations have been encouraged to increase the effectiveness of their systems and by that; they have also been forced to implement different instruments with suitable quality standards to improve their performance

(Van Hoecke *et al.* 2009). However, due to the many differences, it is hard to decide where to begin when setting up performance management systems for sports organizations. As a result of the shift from a quantity to a quality-oriented approach in sports, the use of quality assurance systems has been developed by many sports associations in terms of developing quality systems in the sport of football, (Hoye *et al.*, 2006).

## **2.4. Challenges of Football Club**

### **2.4.1. History of football club management**

The development of football management has its history like the management of other sectors. Management, in its literary definition, is a process that involves individuals and groups working to achieve organizational goals. And it includes planning, organizing, staffing, directing, coordinating, reporting and budgeting an organization (FIFA document, 2011).

Malik (2005) described management as the most important competitive factor and expressed that knowledge of management is the most important resource for creating a competitive advantage. He also stated that this applies to companies and equally to the individual. It makes people and organizations effective. He lastly concluded that only by management are cleverness, intelligence, talent and knowledge turned into what counts results.

As Carter (2006) put it in a book entitled “The Football Manager: a history/Neil Carter”, the management of football clubs in Britain had begun to take on greater significance when professionalism was legalized in 1885. But, there were no clear ways how clubs run, and/or whether clubs did have a model of any particular form of management they follow. Football management in Britain reflected the „practical tradition“ of British management, in which knowledge has been gathered and passed on through the generations by „doing it“ rather than by learning how to do it. The story is, of course, the same in other countries too where there was not a provision of education on football management and knowledge had been gathered and passed on through the generations by doing it rather than by learning how to do it“. Since the nineteenth century, the history of management has been marked by a divorce of ownership from control, where the administration of organizations has gradually evolved from one-man businesses to companies under the control of specialist professional managers. Despite a steady decline in the number of owner-manager businesses, though, most British firms, like football clubs, have

remained small in size. Any developments in management, therefore, were not instantly reflected in smaller companies and the effects of any changes within the management of major companies filtered down very slowly. Because of the prevailing business culture many owners were unwilling to relinquish control of their company to professional managers. Instead, managers, with their autonomy usually restricted, worked according to the traditions of their firm rather than to the rules of any association or profession. As a consequence, the management of small firms was generally more easily influenced by the personalities and the actions of a few individuals. Anti-intellectualism pervaded British management culture throughout the twentieth century.

Football management education is a recent field of study and the story of football management, in terms of its evolution as a profession, has been very slow. From the mid-nineteenth century, cricket, horse racing and professional athletics had become commercialized sporting spectacles, and in one way, they provided examples of how to run a sports business. But, football management's history has been as much a consequence of the game's traditions as economic traditions according to the opinion of Carter (2006).

As the history of the development of football, management indicates, football clubs are in the arena where they need to be administered by a professional and must manage their resources based on a strategic and even commercially focused approach where football by itself has started to be considered as an industry.

#### **2.4.2. Management in Football Club**

Management is defined as it is a process that involves individuals and groups working to achieve the organizational goals. And it includes planning, organizing, staffing, directing, coordinating, reporting and budgeting an organization (FIFA document, 2011). (Malik, 2005) state that "management as the highest proficiency future and its knowledge is a weapon for raising competitive revenue. This return helps companies and the same time the individual and it makes them effective. He also revealed that management is, a skill, intelligence, gift, knowledge, and attitude which can be put into practice and that brings success." (Hamil and Chadwick 2010) says that " football is well known all over planet earth and been through a lot of practice and conducted several celebrations and then become a strong sport, proficient, and this day a

business-oriented sport. For this reason, sports personnel are required to fit well into the job with a certified, planned, and income-based style in the football business.

**2.4.3. Challenges of Football Management''** to find out the exceptional nature of football with in investigating the four components of managerial challenges 1) the production and result, 2) clients of the result,3) the industry development,4) the plan of management image, assignment and key ambition will express the football management challenges(Dolles&Söderman, 2005).

#### **2.4.4. The Football Component – The Goods of Football and Their sell**

Describing football products is so not easy the reason behind it is every person has the practice and prospect of it's nature and the event they are integrated into the practice of football. It offers more benefit, practice and enjoyment. There are expected six components of football parcel and this are 1) Teams, 2) football competitions and matches, 3) clubs, 4) football events and stadiums, 5) football players, and 6) products (Levitt, 1983 in Wolf, 1999).

#### **2.4.5. Who Pays Money for Football – The Customers of Football**

Fans choose and love teams without bearing in mind the cost and price concerning the other clubs. The main reason for fans' choice to be affected by a team consist of the talent of players, enjoyment, entertainment and geographical relation. As a result, the different goods of football initiates five diverse consumers of football; 1) the fans and spectators, 2) the affiliated member of clubs, 3) the sponsors for clubs, 4) the media family, and 5) local communities (Dolles& Söderman,2005).

#### **2.4.6. The Industrial development of Football**

Except products, the industry of football cannot manufacture and gather accounts to sell in the prospect in harmony with the most attribute of football which is the ambiguity of the result of matches. So, the issues that come to reflection in the football industry are how to form a skilful and excellent player and how to produce a professional and superior team (Dolles&Söderman, 2005).

#### **2.4.7. Strategic Management in Football- Vision and Major Goals ''**

The vision of the club is the main and wide-ranging ambition of the football club which mentions the pick point the club aims to attain in the subsequent season. On top of that this type of

directory is related to the planned objectives which are not focused on winning in matches or games, it is the anticipation of the club director and coaches to be in the prospect; of attaining the international level and winning the champions league (Ewing 2004)"

To attain the key objective of football clubs, performance is the major element of success. For several reasons, plans can be laid out in clubs, but some of the broader are on particular actions and the overall is interrelated to the total activities in the club. The plans at the league level can be able to be the most sequential expunction of what has been said type. (Hamel & Prahalad 1989)."

#### **2.4.8. Football Management and Coaching Staff**

There are no definitive and standardized titles, roles or demarcation lines for the duties and responsibilities of a Football manager. There has been a gradual evolution in the game but each country and club has its interpretation of the scope for management within its organization. Two clubs can have a team manager, but the role, responsibilities and scope going with the post can differ greatly. The categories include national team consultant, general manager, team manager, player, coach, and assistant and youth manager. The titles best owed to managers usually denote their apparent areas of duty. There are two major areas that the manager will be responsible for, namely the club and the team. More administrative skills are associated with the former while more personal, practical skills are connected with the latter. Your coaching staff is a vital part of your Football program. Select assistant and lower-level coaches who share your coaching philosophy. Although individual coaching styles will differ somewhat, your assistant coaches need to coach according to your philosophy. Fundamental differences between coaches often create serious problems for teams. Discuss your coaching objectives and philosophy with all prospective coaches. Enthusiasm, commitment and effective communication skills are as important as Football knowledge. Former players can be a good source for assistant coaches. Keep in mind that young coaches may need special attention and guidance regarding professional coaching behaviour. Once you have selected a coaching staff, be sure to follow the hiring policies of your school and district. All coaches, whether paid or volunteer, must register with your school's personnel office (La 84 Foundation, 1995-201).

Unlike team managers, who delegate much of the training work to the coach, coach managers do these themselves, as they are effective in this area. Otherwise, they are like team managers,

responsible for many clubs, particularly the bigger ones, and have found that the everyday running of the organization has become too much for one person (Thomas Reilly, 1996).

Assistance coach available: Robert L. Koger, Football, (2009) describes that where a coach needs to work with a small group of players, others may not need to be involved in that particular aspect of the game. They should be usefully employed in working on either their abilities or in group work, such as shooting or crossing. Players need to be supervised and assisted at coaching and training sessions wherever possible. A good coach can always assist a player in some aspect of that individual's game, but a coach cannot be working in two places simultaneously and so needs assistance to ensure the efficient organization and conduct of the session. When planning, the availability of assistance needs to be considered and not only the availability but also the quality of that assistance. The coach must ask the question „What are the assistants capable of coaching?“ An able assistant, briefed well before any coaching session, should be able to undertake any work detailed by the head coach. An assistant who is not well qualified, but is learning the trade, should only be assigned work that he or she can capably supervise and conduct. Discussions should have taken place beforehand on how the work is to be carried out.

The role of the coach: The role of the coach is twofold: (1) to educate players to make correct decisions, and (2) to equip players with the necessary skills to carry out these decisions. Players do not improve just because they play the game often, they need to be educated, trained and coached in meaningful practice situations. Individual learning and progress develop at varying rates. A successful and interested player is more likely to persist in practice. Success governs both progress and interest. Practice will bring about some change. If players are allowed to practice less than the highest quality of execution, they will learn less than the highest quality of execution. Research has shown quite clearly that characteristics of the player such as age, maturity, playing experience and ability all influence the kind of coaching behavior that is preferred by performers. The influence of maturity on coaching behavior has been assessed by numerous researchers and several models of the inter-relationship between these two variables have been proposed (Hersey and Blanchard, 1969; Chelladurai and Carron, 1983; Case, 1987). Maturity has been defined as the relative mastery of skill and knowledge in sport, the development of attitudes appropriate to sport, and experience and the capacity to set high but

attainable goals identified autocratic and democratic styles of decision-making as being important dimensions of coaching behaviour. Chelladurai and Carron (1983).

The traditional didactic method of teaching sports skills is rooted firmly in the autocratic decision-making style, i.e. the coach decides what needs to be taught, the coach designs the practices, and the coach organizes and runs the practices. In this scenario responsibility for decision-making is left solely in the hands of the coach. The autocratic style can be split into wholly autocratic decisions, where the coach gathers all information and makes the decision, and consultative, where players are involved in gathering information and discussing the problem but the coach takes the decision. In recent years the suitability of this type of coaching is becoming increasingly questioned. Many general coaching texts suggest that if a coach adopts a more democratic style of decision-making, this will yield more positive results (National Coaching Foundation, 1986; Martens, 1990).

## **2.5. Football Club Structure and Management**

Football club structure and management recommended the following club structure and administration for professional football clubs and emphasized that the relationship between the chairman and the club manager is of paramount importance. It also described that football club management requires people with the required skills, expertise, and experience, Structure, Clarity of roles, and Management procedures. Football club structure and management also clearly defined the objectives and roles and responsibilities of each division in the hierarchy of the club structure. (FIFA's document, 2011).

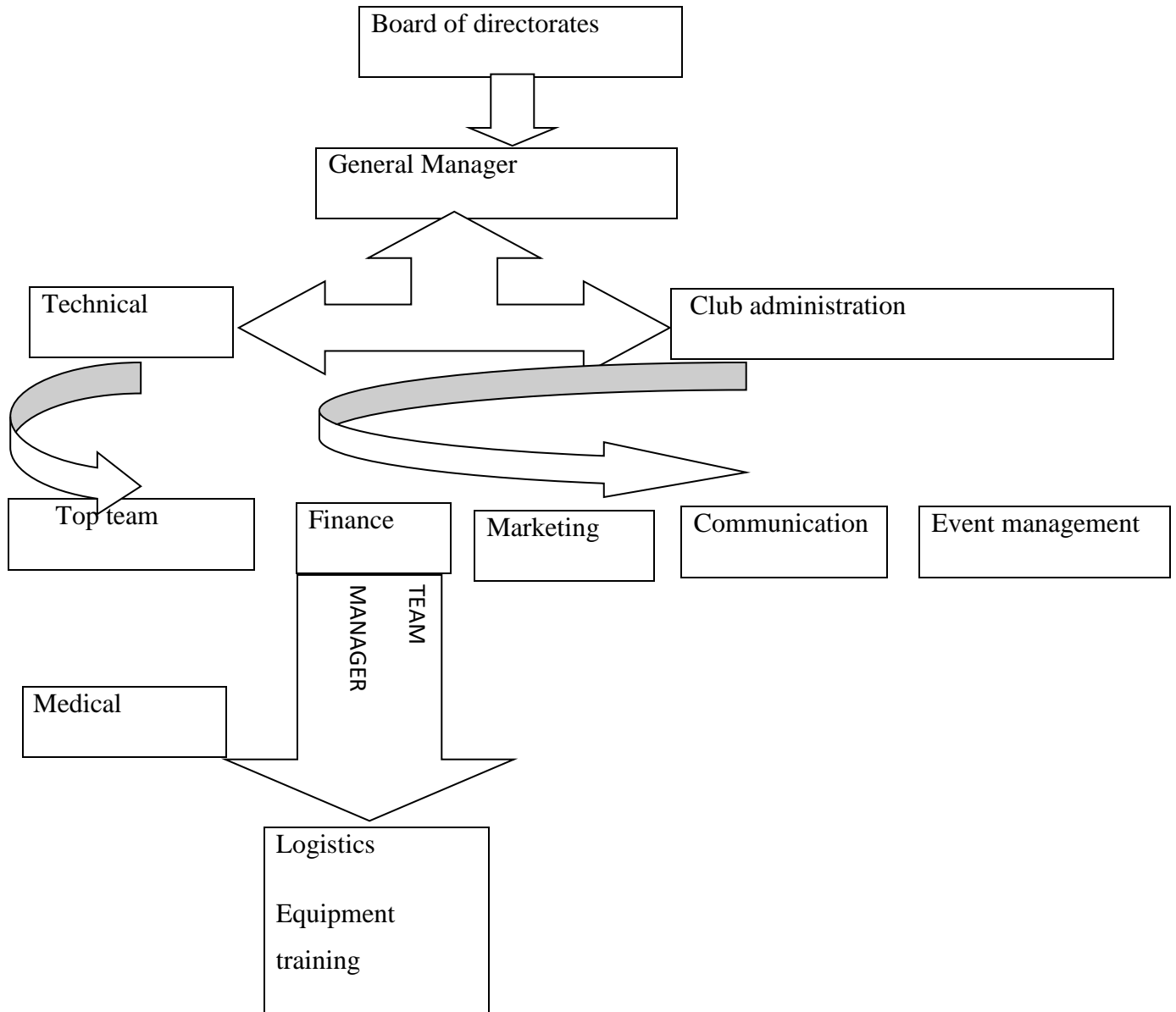


Fig.2.1. FIFA’s recommended club structure and administration of professional football clubs.

### 2.5.1. Board of Directors

To make the biggest decision in football clubs is given to the board of directors; that is their main goal and activities and authority beneath laws. The performance of the club is at the hand of the board of directors and they are responsible for it. The board has to stand as an owner and member. Different board members of the club have different unstable duties and responsibilities in terms of their roles concentrating on controlling, decision-making scope, and content.

(Morgan *et.al*, 2006). But, (FIFA's document (2011) states that the major duties of the board of directors are making choices on significant issues for the club administration and assigning the General Managers who put on the practice decision. Business plan, financial matters which evolve trade of resources, saving ads credit, and other essential staff for the club management are the essential issuers for a club which requests decision from the board directors.

### **2.5.2. General Manager**

Among the goal and activities of the General Manager is running the choice and strategies of the board of directors which have to assign and control all the members and informing to the board of directors by the president. There are two departments below the general manager. Which are the technical department and club Administration unit which integrates the other sub unites with separated and unique aims and jobs? The technical unit holds the Top team, Medical, and youth Development sub-unites. Within the Club administration unit there found a figure of sub-units which holds Finance, Logistics, Facilities, Marketing, Communications, and Event management. Any delegated to the General Manager of the club by the Board of Directors and will manage all staff must hold a profound at least 10 Years of management familiarity (decision-making experience is wanted) and a board understanding of the football industry and management. This manager has to work as a regular time centred and necessitates having quite enough skills such as directing, communication, basic concepts, and good English skill (FIFA's document, 2011).

### **2.5.3. Technical Department**

The function of the technical department is to attain constant victory in the fieldwork. With this member of the department, the major job of the football field performance of the club is played. It has 3 -sub-units which will be strengthened by highly qualified coaches and medical personnel. The required expert for the Top team is the main part which contains the head coach, assistant coach, goalkeeper, fitness trainer, and selected football players. The second part of the sports medicine staff has a medical doctor, physiotherapist, and psychologist. The third part is which contains the head coach, fitness trainer, and youth players which is the base in engaging, exercising, and generating young talent for the mean team. (FIFA's document, 2011).

#### **2.5.4. Club Administration Department**

The club administration department has sub-units such as administration, finance, logistics, facilities, legal, and marketing, communications, and event management:- Administration: The use of this sub-unit is to organize all the club managerial activities. The main position is the administration of the club office, preparation, logistics, timetable, equipment, and getting in touch with the league & association. The head of this position needs to have 10 years of knowledge, skill, and attitude with at least 5 years in the admin field in the football business is wanted. The nature of employment has to be a full-time job and requires having enough knowledge of the administrative process in a football club with good skill of English, and computer and information technology literate. (FIFA's document, 2011).

**Facility:** To preserve and control training facilities equipment for the club is the main goal of the sub-unit and the major job and duty is controlling the facility in a place where the club has a football field, gymnasium, dressing room and treatment facilities. If they don't have the first job should be focusing on securing training facilities by requesting the government, schools, and companies about the availability of their facilities to use. The head of the Facility unit necessary to have at least 10 years of effective knowledge, This job should be done by a full-time team member and requires having enough knowledge of facility preservation, particularly football pitch, satisfactory communication skills, and having an association with local administration, schools, companies, is advantageous. (FIFA's document, 2011).

**Treasurer Department** is to manage all fiscal activities of the club. Its function and tasks are a financial statement, financial planning, internal controls & measures, financial management, the financial report – to Board, ticketing control, and reconciliation. The Head of the financial unit position is required to be a qualified accountant and have at least a minimum of 5 years in the financial field. The Head of the financial department needs to gain in the football club plenty of time to carry out the responsibilities. If it is a part-time team member, then a qualified and experienced assistant is needed by the club.

**The legal department** is to organize and control the legal issues of the club and keep the resources of the club. This task and role are conformity with national laws, conformity with club states conformity with FIFA, association & league regulations, player agreement, commercial

rights, and agreement and certificate (sponsorship, products, player image rights, and media rights). (FIFA's document, 2011).

**The marketing Department** is to endorse the club and create the club with fiscal funds. Its role and tasks are Sponsorship, Ticketing, stock Media rights, endorsement (publicity, Promotion of match, Promotion of merchandising), and supporter expansion (Fan club, Fan event, affiliation with society). Head of the marketing dept. is necessary to have at least a minimum of 5 years in the marketing field and the requirement to be a Degree in marketing with a wide acquaintance of marketing in the football industry and excellent communication skills with good command of English. The Head of the marketing unit should be a full-time job and the capacity to create a widespread network with potential sponsors is wanted. (FIFA's document, 2011).

**The communication department** is to create a good picture through the media, establishing and maintaining good club representation. It is accountable to build a connection with the media about the club. Match preparing (official recognition, Press conference), Club newspaper, creating Club website; carrying out internal information distribution, and disaster supervision. Head of the communication unit is obligatory to have at least 10 years of working experience, with at least 5 years in the media field with a Degree in journalism or public relations. Wide knowledge of communication commerce and good command of English and must work on a full-time basis and be able to create a wide system with football media (FIFA's document, 2011).

**Event Management:** is to secure and provide successful events. Role and duties are setting up and organization of events. During the preparation level, recruitment of the unit and progress of strategy, plan, and event is made. Administering events consist of all duties made ahead of the game, game day, and Postgame. Before a match the main activities to be concerned about care are Facility checkups, preparing an advertising board, Ticketing, Security, Logistics, Rehearsal, and Refreshment. Match Day Activities: This phase is the day when the match is held out and the most important activities that would be carried out by the event management unit on match day are Reception, Guidance, Warm-up, and Match countdown, Security, Rights protection, Press meeting, and Departure. Post-Match Activities: Handling issues related to matching events, and debriefing and assessing the activities done during the entire time of the game is the major activities which will be made by event management.

**TeamManager** is to administer Logistics, Equipment, and Training Facilities being supported by a kit man. The task and job of the manager team operational requirements. Professional football clubs must have an appropriate club constitution with sufficient purpose, trained personnel, good facilities, and equipment (FIFA's document, 2011).

### **2.5.5. Present-day football clubs in relation to management**

Professional football in the world is now recognized as big business with clubs traditionally focusing on achieving on-field performance. Traditionally, it has been assumed that those clubs which performed well on the field would in turn ensure financial gains and long-term success. However, some authors question whether this is the case (Pope and Turco, 2001). Other more professional measures, other than on-field performance, need to be identified which can ultimately ensure the financial success and long-term survival of a football club.

Forces such as a requirement to be increasingly professional and increases in costs (especially player payments) are forcing clubs to focus more strongly on financial performance and profitability rather than just winning on the field to survive. Sporting clubs must now rely on other more professional and holistic methods to ensure the financial security that will provide them with long-term stability. One such method recognized is through the identification and satisfaction of all key stakeholders, or the achievement of marketing success. It is through working to satisfy all key stakeholders, including members and supporters, the media, employees and players, that resources vital to the operations of an organization, including financial resources, are generated and appropriately allocated (Foreman, 2003).

Despite this realization, stakeholder satisfaction, or marketing success, cannot be achieved through just winning games. Instead, clubs must rely on their internal capabilities, resources and processes to create stakeholder satisfaction. Internal capabilities may include technical expertise of personnel, protected resources and all elements and functions of the organizational system such as marketing, finance, research and development and culture. One such capability which has been identified in the literature as being critical to the achievement of marketing success and overall club performance is organizational structure (Morgan et. al., 2006).

Organizational structure of football clubs can differ from one football club to another or from country to country. For instance, according to Morgan et. al. (2006) most professional football clubs in Australia operate under a board of directors. It is generally the board's responsibility to represent the owners or members and it is the board which is accountable for the performance of the club. The boards of each club do, however, vary in terms of their roles, responsibilities, the focus of control, decision-making scope and composition. Professional Australian Football League (AFL) clubs tend to operate under one of two different types of boards, a board of management and a board of governance. The type of board chosen will likely determine the organizational structure of the whole club and will impact the club's operation and overall performance.

Morgan et. al. (2006) briefly discussed each of these structures as follows. A Board of management takes on all governance, management and operational tasks within an organization. It sets policies and makes organizational decisions and is also very involved with overseeing the day-to-day operations of the organization. It has a high degree of involvement in operational and administrative activities and usually closely supervises the CEO and staff at all levels of the club.

Boards of management in professional AFL clubs also make decisions extending to fine details including team and recruitment selection, marketing, service offerings and administration. Under this structure, the club limits the roles, responsibilities, authority and decision-making scope of staff at lower levels, as the board assumes a major role in controlling and making decisions regarding the day-to-day running of both the club and the football team. The selection and ultimate election of members of the board of management (directors) for sporting clubs is therefore based on their knowledge and experience relevant in the sporting field (football in this case) and they tend to be ex-players and coaches. Elected directors can also be part of a „special interest“ group or sector considered important such as media or sponsors. Current literature reviewing this type of structure has expressed concerns about the lack of a clear separation between the board and the functional executive staff.

In contrast, a Board of governance acknowledges the clear distinction between the roles and responsibilities of the board and those of the executive staff. In this structure, the board sets the policies and guidelines of the organization by establishing the company's mission and

objectives. While the primary concern is to the needs of the owners or members and secondarily on-field performance of the club, the board of governance is also equally concerned with ensuring continued satisfactory financial performance. It takes the view that financial performance will ultimately determine a club's existence and will consequently result in satisfactory on-field performance. When operating under this type of board, the roles, responsibilities, authority and decision-making scope are very clear for both the board members and the executive staff. The board tends to assume more of a monitoring and supervising role concerning the day-to-day club operations. It selects and approves executive staff such as the CEO and coach, but is not involved at all with the day-to-day operations of the club. While major decisions require board approval, each executive staff member is designated a very clear role and area of responsibility and is authorized to make decisions within his or her scope. Directors in a board of governance are generally professionals who are selected based on their experience or knowledge in specific fields of business rather than on knowledge of a particular sport. These people bring essential skills, information, resources and credibility which may not be available from players or coaches.

Morgan et. al. (2006) lastly concluded by referring to Foreman (2003) that the literature tends to promote the adoption of a board of governance model, but some successful professional football clubs still operate under a board of management. According to Morgan et. al. (2006), no literature exists which supports the adoption of a preferred organizational structure for professional football clubs concerning marketing success or overall performance.

The findings of research done by Morgan et. al. (2006) have shown that whilst the structure is an internal capability which can impact the achievement of marketing success or overall performance in professional FB clubs, other internal factors must also be considered such as strategy and staff. This research has also shown the need for clubs to shift away from their focus on on-field performance and the need to develop a more professional culture to achieve business success. This would involve establishing and focusing on other key performance indicators which ensure financial gains, as well as having a greater focus on internal capabilities such as structure, strategy and staff.

An important implication of this research is the recognition of the need for professional sports clubs to focus on the management of their staff. Clubs, therefore, need to place a greater emphasis on recruitment and on hiring the people with the most skill and expertise concerning their specific stakeholders. This is particularly important as professional sports club needs to shrug off their volunteer and past-player-based workforce, in exchange for professional, function-based employees. However, they must also work to make sure that they have the structure in place which will ensure that only those people with the most knowledge, skill and experience concerning a specific stakeholder, are dealing with that specific stakeholder. This will help to ensure that correct decisions are made and that stakeholder satisfaction can be achieved.

Another study done by Gomez et. al. (2008) demonstrates the present-day football club management characteristics and structural characteristics of sports organizations. Their findings showed that in the ten years from 1996 to 2006, there was an increase in the differentiation of tasks within elite Spanish professional football clubs. This differentiation of tasks in the football clubs is not only related to the principal task of the club (subsystems related to the areas of sports, economics and finance), but also to the relation between the organization and its environments, like communication, marketing, commerce, external relations and social affairs. The peculiar feature of the differentiation of tasks and criteria used to allocate members and design of the formal football club structure observed in Spanish football league clubs tend to refer more to differentiation of responsibilities than subunits; in other words, differentiation of specific task rather than lines of strategic action.

The differentiation of tasks within the elite Spanish professional clubs subsystems executive management reflects that they now not only have to fulfil a sports objective, related to their core activity, as well as an economic objective, related to survival but moreover that they are facing demands that go beyond these two fundamental areas which lie between the organization and its environment. Slack and Hinings (1992) observed a similar reaction to external demands within North American professional leagues where clubs responded by creating marketing strategies and increasing commercial activities. Since the 1960s there has been a change in the structure, ownership and control of professional football clubs in Europe. This change started in Italy in the 1960s when non-profit football clubs transformed themselves into limited companies where new owners searched to gain financial profits. England followed their example in the 1980s, and in

the 1990s Spain and Sweden also followed (Karlsson and Skänning, 2011). The structure of professional football in England transformed in 2000 when the Premier League was bankrolled by Rupert Murdoch's BSkyB at a time when a much closer relationship between football and the media had begun. The gap, both in terms of wealth and ability, between the elite clubs of the Premier League and the other clubs widened every season then (Carter, 2006).

The sports sector, as a whole, and football in particular has been subject to increased commercialization, professionalization and internationalization (Lund, 2011). Furthermore, Lund (2011) states that different socio-political changes have driven the commercialization of football. Another important influencing factor is the privatization of the previously state-owned television monopolies, which led to the introduction of advertising-funded television broadcasting and pay-tv. All these influencing factors brought a dramatic change in the structure, ownership and control of professional football clubs, professional sports clubs' business model and subsequently football club management.

A research publication by Pannenberg A. (2010) regarding football in Africa illustrated the following points as the most important observations; (1) the context within which football development projects in Africa operate is more complex than one might expect, and that (2) football in Africa is rarely played for football's sake. The organization of football is vast and complex and numerous powerful men (and a few women) are involved in the sponsoring and running of the game. Many of them are primarily interested in satisfying personal needs. Football is not always about scoring goals on the field of play; it is also about scoring goals in the world of finance and politics.

This publication (2010) primarily demonstrated that the formal and informal organizational structures of football in Africa are highly hierarchical yet work differently from those in the West. Secondly, mismanagement and corruption in African football are huge problems. Even though football is the most popular sport in Africa and most countries in Africa have tried to professionalize the game and have League Boards that oversee the Premier League and the lower divisions, positions in football are highly prestigious. An FA chairman prefers to call himself „president“ and his presence alone commands the utmost respect. Pannenberg A. (2010) commented that whoever deals with an FA will learn that no decision can be taken without the

president himself. He further explained that this does not only apply to FAs but also to committees, league bodies, clubs and even seemingly insignificant grassroots organizations. In Africa, most relations are characterized as those between a patron and a client. This so-called system of patronage is visible at all levels of football. A wealthy and powerful man (sometimes a woman) takes a position within the FA or a club and then assumes total control. One consequence of such a system according to Pannenberg A. (2010) is that many employees in football organizations are hired as a favour, not because they have the relevant skills and experience for the job. In short, Pannenberg A. (2010) concluded by stating that the relationship is Big Man Small Boy Syndrome. The Big Man controls and gives orders; the Small Boy obeys and does not dare to speak his mind.

## **2.6. Finance in Football Clubs**

The football club is dissimilar from all other professional sports by considering it a business. This sport is known for its characteristics of “specify” and “uniqueness” through the European Union. Football clubs do not control their revenues and costs directly compare to other businesses. To have a healthy financial club should be considered: Trying to be in the centre of the table of a league which is an appropriate position for potential fans, and avoid relegation. Create a trusted local fan base. Own a private stadium which has been constructed recently and has proper facilities for hospitality on match days and for other activities which generate revenues on non-match days. Have contracts with its players which are related to their performances. Employ a manager who brings success on the pitch and is grateful for financial limitations. (Morrow, 1999) Since 1990 almost all football clubs especially European football clubs have worked on three important activities for financial aims: making revenues by accepting the media, markets, merchandising, corporations and the global model, the next one is dealing and trading the contacts of players, and finally, the last one is nurturing and fostering domestic and local talents (Zoccali, 2011).

The finances of a club are an important factor for achievement in football. Empirical research specifies there is a positive relationship between budget and team performance To examine the elements that contribute to increasing budgets and consequently success, the concept of cumulative causation by Myrdal can be applied. Myrdal devised the theory of cumulative causation to explain the diverse development paths that areas and countries may follow. The

concept was applied to the football industry. Financial resources are one of the barriers to participating in sports. Financial support is required for athletes to participate in soccer and cater to costs such as club memberships, equipment costs, and transportation to sports events. Traditionally day of the matching revenue was its major source of money for clubs. Match day revenue is mostly derived from gate receipts (including season tickets and memberships) (Dejonghe.T, 2004).

This main reliance on match day income is not the case anymore today. A large part of income is acquired by revenue derived from broadcast sources, commercial sources (sponsorship), player transfer fees, and non-football activities and Discusses that the clubs can only retain a privileged and protected position in society with the support of their passionate and loyal fans. In professional football, the role of financial capital has increased significantly over time. Before the 1990s, professional clubs aimed to entertain the fans by accomplishing sports success while staying solvent and not maximizing profit. Finding ways to improve playing success is the most important, and the clubs can be described as win maximization oriented. ( Lez Ellen, 2010), Deloitte, Forbes, 2011).

In the 1990s, increased involvement of global media conglomerates in football took place. For media companies, the broadcasting of sporting events had become a very important tool to attract viewers and advertisers. The Busman ruling is a 1995 European Court of Justice Decision concerning freedom of movement for workers and freedom of association. The case was an important decision on the free movement of labour and had a profound effect on the transfers of football players. The need for income from broadcasting, merchandising and sponsoring, led to the high commercialization of professional football (Williams. R, 2019).

## **2.7. Facilities and Equipment in Football Clubs**

### **2.7.1. Facilities in Football Clubs**

The facilities of football clubs have four different groups level. These categories are playing area, functional area, club rooms, and parking. The playing area can be made from a rectangular area with maximum width of 90 meters and minimum width of 64meters; the maximum length of 120 meters and the minimum length of 100 meters. The field with a goal area, penalty area, penalty spot, penalty arc, corner areas, goal lines, touch lines, half-line, and centre circle. Flags

must be placed in each corner of the field, with optional flags just outside the touchline on either side of the half-line. And also playing area will incorporate pitch fencing, lighting, technical area, scoreboard, spectator area, Public toilets, and Spectator entrance. Whereas functional area changing rooms (male/female), hooks/lockers, Bench seating, match officials 'room, medical/first aid room, Property area/room, gym/fitness room. Also, the clubrooms area includes club rooms, administration rooms, canteen/kitchen, bar, and storage area. (Syme.M, 2009).

The net can help the players as a reference point while shooting and hitting, the back of the net can help increase the players 'confidence and satisfaction. Because many of the activities that the team runs will involve shooting at a goal, the net can also help keep players from having to chase their balls after they shoot so the net is crucial equipment. The Portable goals can be easily transported to and from practice, and can be very helpful. Therefore, to make the training session effective through the application of different technical-tactical skills it is mandatory to consider the basic training equipment. As a result, the following lists of materials are the most important parts of successful training (Dewitt, J. 2001).The U.S and (Youth Soccer Coaching Manual,2002).

### **2.7.2. Equipment in Football Clubs**

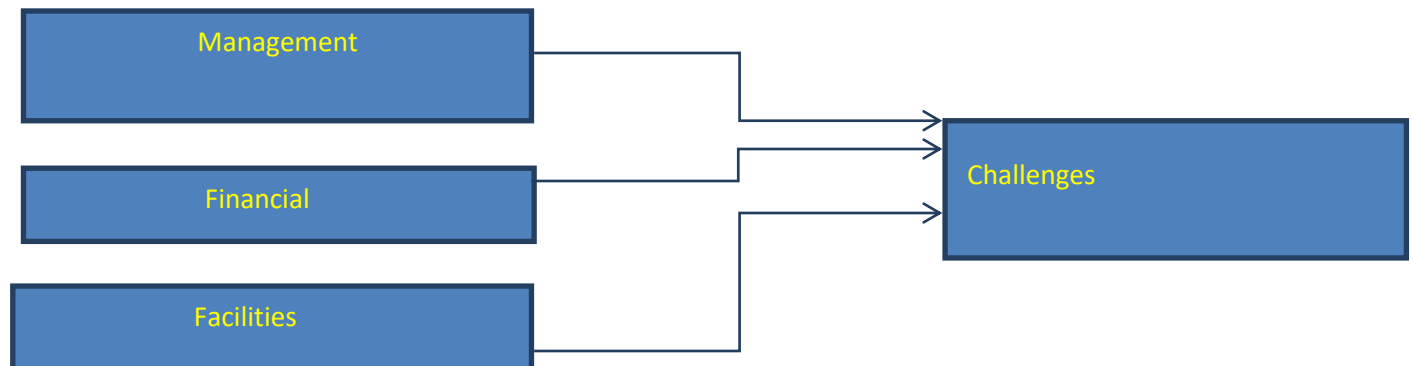
Learning and mastering football/soccer techniques require repetition, which requires touching the ball. However, players have practice only for a limited time each week; they need to maximize the number of ball touches per practice. When each player has his ball, more players can be working on individual skills at any given time. After soccer balls, the most vital pieces of practice equipment to own are cones or field markers. Cones are available in many styles and colours. They might lie flat on the ground or stand up. Cones are used to defining the playing areas, known as grids. Unless a team is lucky enough to have its practice field, it will probably have to share space on a soccer field with one or more teams. A coach needs an air pump and needles required for inflating the balls. A simple check before the beginning of practice to see who needs to have their balls pumped can eliminate headaches on the field. The air pump plays a vital role. (Dewitt J. 2001)And (U.S. Youth Soccer Coaching Manual, 2002).

When running a practice a coach will often need to break his team into small groups for scrimmaging by practice bibs. The players should wear different coloured shirts to eliminate

confusion. A team should have at least as many practice bibs as it has players on the team, in two separate colours. A typical football shoe is made from leather and cut below the ankles and with a hard outsole to which studs are attached. The three basic styles of football shoes have been discussed by scholars. The first one is Flat-soled shoes with no cleats or studs: are suitable on artificial turf and in locations the ground is hard. Secondly Molded cleats: are probably the most common shoes used in football and they are appropriate outdoors on grassy fields. Players need to have uniforms to play a game or make training. Furthermore, uniforms should be made in the Way they are suitable or helpful to protect from direct sun or in cold situations. The final one is screw-ins: are cleared shoes with removable and replaceable cleats. The shoe is appropriate for older players in very soft or wet fields. The shin guard is used to protect the lower leg from injuries and offers protection from some of these injuries reduces the effect of bruising, glancing blows, and scraping by the ground or an opponent's studs. And its design and materials used in construction make it an important piece of equipment for the players (Dewitt. J, 2001).

### Conceptual works

A conceptual framework is a written or visual representation of an expected relationship between variables



# CHAPTER THREE

## METHODS AND MATERIALS

### 3.1. Description of Study Area

The Gambella Regional State is one of the member states of the Federal Democratic Republic of Ethiopia (FDRE). It is located in the south-western Ethiopian lowlands bordering the Republic of South Sudan from the west, the Oromia Regional State from the north-east and the Southern Nations Nationalities and Peoples Regional State from the south-east. Altitude in the region progressively declines from the east to the west, with parts of the region ranging from 1000 to 2200 m above mean sea level in the east, to 500–900 m in the centre and 300–500 m in the west. According to the latest national census results, the Gambella region has a population of 306,916 people. Its capital city, Gambella, is located at a distance of 766 km West of Addis Ababa. It has 3 zones, 1 administration city and 13 woredas. Most of the people are farmers and some are pastoralists. The region is the origin of gold, mango, beekeeping and fisherman. (<https://en.wikipedia>).

The study were conducted in Gambella Regional State at Gambella Town on Abiy Academy FC and Nuer Zone FC. They got a chance to participate in the 2013 E.C Ethiopia football club's championship tournament to represent the region.



Figure 3.1. Gambella regional state map

### **3.2. Research Design**

The study design used a mixed-method qualitative and quantitative approach the study collected quantitative data through questionnaires with club players and coaches and analyzes it by both numerical and statements and also the study collected qualitative data through semi-structured interviews with general managers of clubs and analyzes by descriptive statements. This study

### **3.3. Source of Data**

To achieve the objective of the study the researcher used:-

#### **2.3.1. The primary source of data**

Primary sources of data were collected through questionnaires and interviews with the clubs' players, the club coaches, and the general managers of the clubs.

### **3.4. Study population**

The study was conducted on two clubs these are Abiy academy FC and Nuer Zone FC in Gambella Town. The target populations of the study were the players, coaches and General managers of the clubs in the Gambella Region. Out of 50 players, 44 were selected voluntarily/available, and 2 coaches and 2 general managers were selected purposively to participate in the study. Out of 54 respondents, 48 respondents were selected to participate in the study.

### **3.5. Target Population**

The target populations of the study were some selected Gambella male football club players, coaches, and general managers clubs. Therefore the interview domain, 2 general managers of the clubs(1 general manager from each club) and for the questionnaire domain 44 players (22 players from each club) and 2 club coaches (1 coach from each club) were the populations involved in data collection procedures. The reasons of selected those populations were the researcher believed to get crucial information about the clubs.

### **3.6. Sampling Techniques**

In this study, the researcher used purposive sampling and simple random sampling. Purposive sampling is selecting key informants capable of responding to the interview. This sampling procedure does not afford any basis for estimating the probability. This sampling procedure does not afford any basis for estimating the probability that each item in the population has of being

included in the sample and the second is random sampling. Under this sampling, every item of the population has an equal chance of inclusion in the sample, and Sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population to determine the parameters or characteristics of the whole population Kothari, C. R, (2004)And Omair.A, (2014).

### 3.7. Sample Size

To manageable Sample size and crucial for this study the researcher uses random and purposive sampling techniques. The researcher used purposive sampling to select 2 general managers of the clubs (1 from each club) and 2 club coaches (1 from each club). Because of crucial for this study and the researcher would be controlled the data. And also the researcher used a random sampling technique{lottery method} to select respondents from a total of 50 player 44 players determined (22 players from each club) to fill the questionnaire would take as samples for the study using

Tora Yemane formula  $n = \frac{N}{1+N(e)^2}$ .

$$n = \frac{N}{1+N(e)^2} = \frac{54}{1+54(e)^2} = 48 \text{ respondents}$$

So in the questionnaire section, 42respondents and the interview domain 2 respondents participated, totally of 44 respondents would be determined (ToraYemane, 1967).

**Table 1:** Information about Population, Sample Size and Sampling techniques

No	List	Variables				Sampling technique
		No. of population	Sample size			
			Male	Female	Total	
1	football Clubs players	50	44	-	44	Random
2	Football Clubs Coaches	2	2	-	2	Purposive
3	General managers of the clubs	2	2	-	2	Purposive
	Sum	54	48	-	48	

The populations were taken out of 50 players 44 players were used by simple random sampling to participate in the study. And the 2 coaches and 2 general managers were taken purposively. The whole populations that participated in the study were 48 participants.

### **3.8. Data Collection Instrument**

To get reliable information from the research participant the researcher prepared a Questionnaire, interview and observational checklist. It was used as a tool for data collection instruments from the sample population. The questionnaires translate into the Amharic language based on their appropriateness for all respondents. And also the researcher used a standardized instrument.

**Questionnaires:** The research questionnaires were the research tool that determines the results of the study. The questionnaire was used as a paper-and-pen survey whereby respondents were asked to respond to certain questions to gain information (Thomas, et al., 2005). Also, the questionnaire provides the researcher with an increased likelihood of obtaining complete and precise information (Ong, S.F., 2012). Not have the time to attend an interview or take part in experiments. They enable people to take their time, think about it and come back to the questionnaire later. Participants can state their views or feelings privately without worrying about the possible reaction of the researcher. Unfortunately, some people may still be inclined to try to give socially acceptable answers. People should be encouraged to answer the questions as honestly as possible to avoid the researchers drawing false conclusions from the study. Questionnaires typically contain multiple-choice questions, and closed questions.

The researcher was used standardized and structured close-ended questionnaires to obtain adequate information from respondents of the selected club players Finally, responses to the overall questionnaire summarized and analyzed in the way of quantitative data in the tables, and statements.

**Interview:** This tool was employed to draw ideas about investigating the challenges that face Gambella male football clubs to join into Ethiopian National leagues and used for getting rich and deep information through direct interaction with the general manager of the clubs for interview. Interviews are usually carried out in person i.e. face to face. The interviewer could adopt a formal or informal approach, either letting the interviewee speak freely about a particular

issue or asking specific pre-determined questions. This will have been decided in advance and depend on the approach used by the researchers.

When conducting the interview, the researcher might have a checklist or a form to record answers. This might even take the flow of the conversation, particularly in structured interviews. The researcher used a structured interview to conduct this research the interview was held in Amharic to avoid the language barrier. For this purpose, most of the same types of questions were presented to the interview at different times. In addition to the data obtained through questionnaires face to face, semi-structured interviews were conducted. The researcher used a sound recorder, paper, and pencil the recording the interview. Before starting the interview, the objective of the interview and all necessary ethical considerations are explained to the interviewees for confidentiality. Finally, responses to the overall interview were summarized, and the qualitative data were triangulated by the quantitative data of the study and analyzed qualitatively in statements. Where questions were delivered in a face-to-face means encountered by the interviewer, the interview will be like a conversation and has the purpose of obtaining information relevant to a particular research topic (Ong, S.F., 2012).

**Observation checklist:** the instrument focuses on the challenge that faces Gambella male football clubs. Specifically, the availability of facilities and equipment in the selected clubs. Due to this, the researcher prepared an observational checklist observed in a real situation of training in all select training fields and equipment.

### **3.9. Data Collection Procedure**

The researcher made the objectives of the study clear to all the sample respondents in the questionnaires, interviews, and observation checklist, and to avoid confusion and facilities case, a brief explanation made by the researcher and also a close follow-up were been made to immediately correct problems that arose during the filling of data collecting. The first step in the data collecting procedure was observation were been made of the club's coaches and players on the field and data were been collected from all clubs. This is because to gain first-hand information. Secondly, the date and times of contact would be determined and questionnaires distributed to the selected players and collected the data. Thirdly the interview session is

followed by General Managers of the clubs and each interview will begin with an explanation of the purpose of the interview. After their consent were been protected, the respondents were been asked to indicate the most appropriate time for them to conduct the interview. As a standard in qualitative interviews, follow-up questions would be clarified to unclear responses. All interviews are supported by mobile records and a notebook for transcription. At the end of each interview, make sure that the recorded interviews and also after this all data collection process the researcher presented great thanks for their participants, interpreted and recommend based on the finding of the study.

### **3.10. Pilot Test**

According to Minnaar and Heystek, J., (2013), the function of the pilot test was to enable the researcher to get better the reliability and validity of the instruments and to publicize themselves with the administration of the questionnaires. Before the distribution of the questionnaires and addressing the interview to gather the data, the researcher was done the pilot test. So it can help; to find out where people have difficulties in answering certain questions. whether people find questions confusing or unclear, whether people could follow the instructions for how to, answer different types of questions, whether the pre-defined responses cover all desired answers, and how long it takes to complete them?. After the piloting test, questions has corrected and modified the actual questionnaires designed based on the feedback of the pilot respondents.

### **3.11. Method of Data Analysis**

In the study, the researcher used descriptive analysis and inferential analysis. The researcher did data analysis after data collection used to put in a well-organized and interpreted way to obtain a clear result. After carrying out the collection of data through questionnaires, semi-structured interviews and observation checklists based on the available data; the process of tabulating would be carried out. The items were first classified into different tables according to the nature of issues rise in questionnaires and observation checklists and used quantitative and qualitative data analysis methods. All the closed-ended questions of the questionnaires were been analyzed quantitatively using percentage, frequency and inferential by using SPSS. The data were been obtained from the semi-structured questions of the questionnaires interview and observation analyzed qualitatively and served as supportive tools for quantitative data. Hence, the quantitative data were been triangulated by the qualitative data of the study; therefore, it has

fairly a high level of breadth from the quantitative surveys and depth from the qualitative interviews and observation, at all.

### **3.12. Ethical Consideration**

Before conducting the research the researcher takes a supportive letter, from the university and the regional Sports Commission. After this show the letter to GRS football Federation and get acknowledgement and their official letter to start the proper line of data gathering from selected clubs and the target population. The next introduced one's self to the participant and explain the benefit of the research to the sports organization, club coaches, and club players on the appointed date to begin the data with respondents. Then, the rights of the participants would be explained very politely. In doing that, the participants would be interested to take part in the study handled self-administered questionnaires containing open and close-ended question types with brief, avoiding negative questions, and complex wordings and which would a translate academic vocabulary into a natural way for the sample populations, and Specific question which was about the researcher's research question Besides, the researchers guarantee the participants that the information obtained utilized for nothing other than for understanding the research issue. Names of the respondents were not recorded during the interview to ensure the confidentiality of the informant. The researcher also encouraged the respondents would be taken freely about a given topic with a minimum of timely guidance.

## **CHAPTER FOUR**

### **RESULT AND DISCUSSION**

This chapter focuses on the total summary results that are expected to answer the basic research questions and address the objectives of the study were discussed. Thus, the step-wise data analyses were done. The result of the study presented the discussion of the challenges of Gambella male football clubs to join into Ethiopian National leagues. The results were presented in terms of players, coaches, and general managers of the club's responses and also the researcher used an observational checklist. The primary objective of this chapter was to find out the appropriate responses for the basic questions raised under the statement of the problem from the data gathered through questionnaires distributed to the football players and football coaches, semi-structured interviews designed for the general managers of the clubs, observational checklist conducted on availability of facilities and equipment in the field. Initially, 44 questionnaires consisting of 21 questions for football club players and 2 questionnaires which consisted of 23 questions for football club coaches were distributed to gather reliable information in breadth. Regarding the return rate, out of the total 44 questionnaires distributed for 44 football clubs players and 2 football coaches, all of them were properly filled in and returned. And also in the interview domain, 2 general managers of the clubs participated. Consequently, based on the responses obtained from respondents through questionnaires, interviews and observation, analysis and interpretation of the data are presented as follows: The data obtained were analyzed by using one of the statically acceptable tools frequency (Percentages), inferential and descriptive statement.

**Table 1: The Summary Results of demographic or personal information of players.**

No	Club Players	Categories	Frequency	Percent	Mean	Std. Deviation
1	Age	Less than 18 years	7	15.9		
		From 19-30 years	35	79.5		
		Above 30	2	4.5		
	Total				1.8864	.44282
2	Educational level	Elementary and below	1	2.3		
		High school	11	25.0		
		Diploma	20	45.5		
		First degree and above	12	27.3		
	Total				2.9773	.79207
3	Experience/when do you joined	2010 E.C	7	15.9		
		2011 E.C	6	13.6		
		2012 E.C	21	47.7		
		2013 E.C	10	22.7		
	Total				3.7727	.98509
4	Marital status	Single	33	75.0		
		Married	11	25.0		
	Total				1.2500	.43802

The summary results in table 2 above were the demographic characteristic of the club players. The researcher incorporates four variables with their appropriate categories. Most of the players 35(79.5%) were aged between 19 and 30, and whereas 7(15.9%) were aged below 18 years; and only 2(4.5%) were aged above 30 years where in mean and standard the average number of the age is 1.8864 and .44282 respectively. On the other considering the educational level of the players 20(45.5%) have a diploma; whereas 12(%) have a first degree and above; 11(25.0%) are in high school, 1(2.3%) are in elementary and below where the educational level in average for mean is 2.9773, whereas in standard deviation is .79207. Most of the players 21(47.7%) joined these clubs in 2012 E.C. whereas 10(22.7%) joined these clubs in 2011 E.C, whilst 7(15.9%) joined these clubs in 2010 E.C, and 6(13.6%) have joined this clubs in 2012 E.C.the mean average in experience is 3.7727 and the standard deviation is.9850 Marital status of club players.

Most of the players 33(75.0%) were Single, and 11(25.0%) were Married and also the average mean is 1.2500 and the standard deviation is .438.

Table 2: The Summary Results of the current status of clubs management in Gambella male football club player's response

Variables	Categories	Frequency	Percent	Mean	Std. Deviation
Your club have a short and long-term plan.	Strongly disagree	13	29.5		
	Disagree	20	45.5		
	Neutral	4	9.1		
	Agree	2	4.5		
	Strongly agree	5	11.4		
Total				2.2273	1.25501
Your club has benchmark goal to join the Ethiopian national, super and premier league.	Strongly disagree	15	34.1		
	Disagree	14	31.8		
	Neutral	8	18.2		
	Agree	6	13.6		
	Strongly agree	1	2.3		
Total				2.1818	1.12628
Your club prepares appropriate competitions during the preseason.	Strongly disagree	2	4.5		
	Disagree	23	52.3		
	Neutral	4	9.1		
	Agree	12	27.3		
	Strongly agree	3	6.8		
Total				2.7955	1.11187
Your club is evaluating each game and player's performance in every game of the league.	Strongly disagree	1	2.3		
	Disagree	4	9.1		
	Neutral	4	9.1		
	Agree	24	54.5		
	Strongly agree	11	25.0		
Total				3.9091	.96009
Your club gives enough responses or answers whenever you ask sports management.	Strongly disagree	4	9.1		
	Disagree	19	43.2		
	Neutral	9	20.5		
	Agree	11	25.0		
	Strongly agree	1	2.3		
Total				2.9091	.96009
Your club players are working cooperatively with staff for solving problems and making participatory decisions.	Strongly disagree	6	13.6		
	Disagree	12	27.3		
	Neutral	8	18.2		
	Agree	13	29.5		
	Strongly agree	5	11.4		
Total				2.9773	1.26654

Your club has appropriate rules and regulations to control or manage the activities of the clubs' members.	Strongly disagree	1	2.3		
	Disagree	8	18.2		
	Neutral	5	11.4		
	Agree	10	22.7		
	Strongly agree	20	45.5		
Total				3.9091	1.23549

The summary results presented in above table 3 were on the question related to the current status of club management in Gambella male Football clubs. Thus, to address the research objectives, seven expected strong variables have been considered.

The respondents were asked whether the clubs have short and long-term plans. As usual, the respondents have answered different responses. Most of the 20(45.5%) were disagree that their clubs haven't short and long-term plans. Whereas 13(29.5%) of the respondents strongly disagreed, and 5(11.4%) strongly agreed, whilst 4(9.1%) were neutral and also 2(4.5%) were agree. The summary results indicated that those clubs do have not appropriate short and long-term plans.

The summary results also have a response on whether the club has a benchmark goal to join the Ethiopian national, super, and premier league. Thus, of the total respondents, 15(34.1%) was strongly disagree whereas 14(31.8%) disagreed, 8(18.2%) were neutral, 6(13.6) agreed, and also 1(2.3%) was strongly agree. Hence, the results clearly showed the respondents have strong stands as the clubs have not to benchmark goal to join the Ethiopian national, supper, and premier league.

The respondents were asked whether the clubs prepared for appropriate competitions during the preseason. Thus, of the total respondents, 23(52.3%) disagreed, 12(27.3%) agreed, 4(9.1%) were neutral, whereas 3(6.8%) strongly agreed and also 2(4.5%) strongly disagreed.

The other variables considered on the question related to the clubs are evaluated in each game and the player's performance in every game of the league. Most of the 24(54.5%) agreed, 11(25.0%) strongly disagreed and 4(9.1%) were neutral and disagreed, the other 1(2.3%) strongly agreed. Hence, this result indicated that the clubs evaluate their player's performance and the game of the clubs.

The summary results also have a response on whether the clubs give enough response or answer whenever you ask the management. Thus, of the total respondents, 19 (43.2%) disagreed, and 11(25.0%) agreed, whereas 9(20.5) were neutral and also 4(9.1%) strongly disagreed, whilst 1(2.3%) strongly agreed. Hence, the results showed the respondents as the club's management did not give enough response or answer to the club members.

The respondents were asked whether their club player is working cooperatively with staff for solving problems and making participatory decisions. The respondents have answered different responses. Most of them 13(29.5%) agreed, 12(27.3) disagreed and 8(18.2%) were neutral, and also 6(13.6%) Whereas of respondents strongly agreed 5(11.5%).

The summary results indicated that the players work cooperatively with staff for solving problems and making participatory decisions.

The respondents were asked whether their clubs have appropriate rules and regulations to control or manage the activities of the club's members. Most of the 20(45.5%) agreed, 10(22.7%) agreed and 8(18.2) disagreed, and 5(11.4%) were neutral, Whereas 1(2.3%) of the respondents strongly disagreed. The summary results indicated that those clubs have appropriate rules and regulations to control or manage the activities of the club's members.

**Table 3. The results of the current financial status of the football club's player's response.**

<b>Variables</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>	<b>Mean</b>	<b>Std, deviation</b>
Your club has short and long-term budget plans.	Strongly disagree	17	38.6		
	Disagree	19	43.2		
	Neutral	4	9.1		
	Agree	2	4.5		
	Strongly agree	2	4.5		
Total				1.9318	1.04320
Your club has rules and regulations for managing and using the budget wisely.	Strongly disagree	16	36.4		
	Disagree	12	27.3		
	Neutral	5	11.4		
	Agree	9	20.5		
	Strongly agree	2	4.5		
Total				2.2955	1.28641
Your club has adequate financial resources to enable it to perform well.	Strongly disagree	16	36.4		
	Disagree	15	34.1		
	Neutral	2	4.5		

	Agree	9	20.5		
	Strongly agree	2	4.5		
Total				2.2273	1.27341
Your club gets sufficient income from the match entrance fee, sponsor, fun, etc	Strongly disagree	17	38.6		
	Disagree	11	25.0		
	Neutral	4	9.1		
	Agree	8	18.2		
	Strongly agree	4	9.1		
Total				2.3409	1.39673
The club has a shortage of budget to attract big or quality players.	Strongly disagree	4	9.1		
	Disagree	4	9.1		
	Neutral	6	13.6		
	Agree	16	36.4		
	Strongly agree	14	31.8		
Total				3.723	1.26424
Your clubs' players obtain a sufficient salary from the club.	Strongly disagree	22	50		
	Disagree	14	31.8		
	Neutral	2	4.5		
	Agree	5	11.4		
	Strongly agree	1	2.3		
Total				1.8409	1.09848

Your clubs' players obtain sufficient incentives from the club.	Strongly disagree	16	36.4		
	Disagree	16	36.4		
	Neutral	5	11.4		
	Agree	7	15.9		
				2.0682	1.06526
Total Your club management boards present financial reports.	Strongly disagree	16	36.4		
	Disagree	8	18.2		
	Neutral	2	4.5		
	Agree	11	25.0		
Total				2.6591	1.56923

Table 4 shows the summary results on the current financial status of the clubs. To easily identify the current financial status, the researcher has considered eight potential variables.

The respondents were asked whether the clubs have short and long-term budget plans. Thus of the respondents, 19(43.2%) were disagree with the idea and 17(38.6%) strongly disagreed and 4(9.1%) were neutral, whereas 2(4.5%) agreed and strongly disagree. Hence, this result indicated that the clubs do have no short and long-term budget plan.

The respondents were asked whether the club has rules and regulations for managing and using the budget wisely. Most of them 16(36.4%) strongly disagreed and 12(27.3%) disagreed, whereas 9(20.5%) agreed, 5(11.4%) were neutral and also 2(4.5%) were strongly agree. Hence, this result indicated that the club has no appropriate rules and regulations for managing and using the budget wisely.

The other variables considered on the question related to the club having adequate financial resources to enable it to perform well. Most of them 16(36.4%) strongly disagreed and the other

15(34.1%) disagreed, and 9(20.5%) agreed, whereas 2(4.5%) were neutral and strongly agree. Hence, this result indicated that the clubs do have not adequate financial resources to enable them to perform well.

The summary results also have the response on whether the clubs get sufficient income from the match entrance fee, sponsor, fun, etc. Thus, of the total respondents 17 (38.6%) was strongly disagree, 11(25.0%) disagreed, and 8(18.2%) agreed, whereas 4(9.1%) were neutral and strongly agreed. Hence, the results showed the respondents that the clubs are not getting sufficient income from the match entrance fee, sponsor, and fun.

The respondents were asked whether the club has a shortage of budget to attract big or quality players. Thus, of the total 44 sample respondents, most of them 16(36.4%) were agree with the idea and 14(31.8%) were strongly agree, whereas 6(13.6%) were neutral and also 4(9.1%) strongly disagreed and disagree. Hence, this result indicated that the clubs have a shortage of budget to attract big or quality players.

The other variables considered on the question related to the club players are obtaining sufficient salary from the club. Most of them 22 (50%) strongly disagreed, and 14 (31.8%) disagreed, whereas 5(11.4%) agreed, 2(4.5%) were neutral and also 1(2.3%) were strongly agree. Hence, this result indicated that the clubs are not paid sufficient salaries for the club players.

The summary results also have the response on whether the club players obtain sufficient incentives from the club. Thus, of the total respondents, 16 (36.4%) strongly disagreed and disagree, whereas 7(15.9%) was agree and also 5(11.4%) were neutral; there is no intention of strongly agreeing. Hence, the results clearly showed the respondents have strong stands as the clubs are not giving sufficient incentives to the players.

The other variables considered on the question related to the club management boards are the present financial report. Most of them 16 (36.4%) strongly disagreed, and the other 11(25.0%) were agree, whereas 8(18.2%) disagreed, 7(15.9%) strongly agreed and also 2(4.5%) neutral. Hence, this result indicated that the clubs lack financial transparency.

**Table 4: The Summary Results of the availability of facilities and equipment's the clubs**

Variables	Categories	Frequency	Percent	Mean	Std. Deviation
Your club playing fields are comfortable to apply all techniques and tactics.	Strongly disagree	8	18.2		
	Disagree	6	13.6		
	Neutral	1	2.3		
	Agree	22	50.0		
	Strongly agree	7	15.9		
Total				3.3182	1.39389
Your club playing fields are compliant with the laws of the Game.	Strongly disagree	15	34.1		
	Disagree	8	18.2		
	Neutral	5	11.4		
	Agree	12	27.3		
	Strongly agree	4	9.1		
Total				2.5909	1.43573
Your club presents sufficient equipment's for training. (Balls, cones, bibs, etc.)	Strongly disagree	3	6.8		
	Disagree	12	27.3		
	Neutral	3	6.8		
	Agree	13	29.5		
	Strongly agree	13	29.5		
Total				3.4773	1.35524
Your club present sufficient sport wears during training and the game. (T-shirt, shorts, Shin guard, shoes, soaks, etc).	Strongly disagree	7	15.9		
	Disagree	8	18.2		
	Neutral	2	4.5		
	Agree	10	22.7		
	Strongly agree	17	38.6		
Total				3.5000	1.54769
Your clubs players are properly wear their sportswear during the training Session.	Strongly disagree	1	2.3		
	Disagree	2	4.5		
	Agree	24	54.5		
	Strongly agree	17	38.6		
Total				4.1136	.86846
Your club has appropriate rule and regulation to control or manage the playing fields and equipment's.	Strongly disagree	1	2.3		
	Disagree	1	2.3		
	Neutral	5	11.4		
	Agree	22	50.0		
	Strongly agree	15	34.1		
Total				4.2273	.85898

The summary results presented above table 5 were the factors those considered as the availability of facilities and equipments in the football club. To identify those problems, the researcher has included six potential variables.

The respondents were asked whether the club playing fields are comfortable to apply all techniques and tactics. Of the total respondents included in this study, most of them 22(50.0%) were agree and 8(18.2%) disagreed and whereas 7(15.9%) strongly agreed and also 6(13.6%) disagreed and the other 1(2.3%) was neutral. The data imply that the clubs playing fields are comfortable to apply all techniques and tactics.

The respondents have asked the other question as to whether the clubs playing fields are compliant with the laws of the Game. Of most of the respondents 15(34.1%) of them strongly disagree and 12 (27.3%) was agree and whereas 8(18.2%) disagreed and the other 4(9.1%) was strongly agree. The data implies that the Clubs playing fields are not compliant with the laws of the Game.

The other variables considered on the question related to the club present sufficient equipments for training. Most of them 13 (29.5%) were agreed and 13(29.5%) strongly disagreed and the other 12(27.3%) disagreed, whereas 3(6.8%) strongly disagreed and the others are 3(6.8%) was neutral. Hence, this result indicated that the clubs present sufficient equipments for training.

The respondents were asked whether the club presented sufficient sport wears during training and the game. Of the total respondents included in this study, most of them 17 (38.6%) strongly agreed and 10(22.7%) agreed and whereas 8(18.2%) disagreed and also 7(15.9%) strongly disagreed and the other is 2(4.5%) was neutral. The implication is that the clubs are sufficient sports wear during training and the game.

The respondents were asked whether the club players are properly wearing their sportswear during the Training Session. Most of them 24(54.5%) agreed and 17(38.6%) strongly agreed, whereas 2(4.5%) disagreed and also 1(2.3%) strongly disagreed. The results indicated that there were no respondent neutral stands with this variable. The overall data implies that the players are properly wearing their sportswear during the Training Session.

The other variables considered on the question related to the club have appropriate rules and regulations to control or manage the playing fields and equipment. Most of them 22 (50.0%)

agree and the other 15(34.1%) strongly agreed and 5(11.4%) were neutral whereas 1(2.3%) strongly disagreed and 1(2.3%) disagreed. Hence, this result indicated that the clubs have appropriate rules and regulations to control or manage the playing fields and equipment.

### 4.3. Results of the demographic or personal information of the coach response.

Table 5: The Summary Results of Demographic or personal information of the coach response

No	Clubs coaches	Categories	frequency	Percent	Mean	Std. Deviation
1	Age	Above 30 years	2	100	3.0000	.00000
2	Educational level	First degree	2	100	4.0000	.00000
3	Experience/when did you join	2012 E.C	1	50		
		2013 E.C	1	50	4.5000	.70711
4	Marital status	Married	2	100	2.0000	.00000

Table 6 above was the summary results obtained for the background information of the coaches. It is indicated that the age group of the coaches was 2(100%) for all age groups above 30. On the other hand, the educational qualification of the coaches was categorized as 2(100%) of the coaches are bachelor degree. when have you joined in this club? The results indicated 1(50%) have joined the clubs 2012 E.C. and 1(50%) have joined the clubs 2013 E.C. Results obtained for Marital status were 2(100%) for all were Married.

### 4.4. Results of football Coaches' Response

Table 6: The Summary Results of the current club management coaches' Response.

variables	Categories	Frequency	Percent
Your club has Set a realistic, need-based and workable vision and goals.	Strongly disagree	-	-
	Disagree	2	100
	Neutral	-	-
	Agree	-	-
	Strongly agree	-	-

Your club has appropriate rules and regulations to control or manage the activities of the clubs' member.	Strongly disagree	-	-
	Disagree	2	100
	Neutral	-	-
	Agree	-	-
	Strongly agree	-	-
Your club Evaluate the technical and administrative department's performance regularly.	Strongly disagree	1	50
	Disagree	1	50
	Neutral	-	-
	Agree	-	-
	Strongly agree	-	-
Your club provides capacity-building training to club staff members.	Strongly disagree	1	50
	Disagree	1	50
	Neutral	-	-
	Agree	-	-
	Strongly agree	1	50
Your club has empowered all stakeholders and the community indifferent decision-making process.	Strongly disagree	1	50
	Disagree	1	50
	Neutral	-	-
	Agree	-	-
	Strongly agree	-	-
Your club has different management and doing well their responsibility	Strongly disagree	-	-
	Disagree	1	50
	Neutral	-	-
	Agree	1	50
	Strongly agree	-	-
Your club prepares appropriate competitions during the preseason.	Strongly disagree	1	50
	Disagree	-	-
	Neutral	-	-
	Agree	1	50
	Strongly agree	-	-
Your club administrative bodies analyze the major problem and give a realistic solution.	Strongly disagree	-	-
	Disagree	2	100
	Neutral	-	-
	Agree	-	-
	Strongly agree	-	-
Your club gives immediate solution for complaints comes from the club members.	Strongly disagree	-	-
	Disagree	2	100
	Neutral	-	-
	Agree	-	-
	Strongly agree	-	-

The summary results presented above responses by the coaches on the current status of the club management the club. To further address the basic research objectives of this area, 9 variables were selected.

The coaches were asked whether the club has set a realistic, need-based, and workable vision and goals. Thus, the summary results showed that of the total 2 coaches two of them 2(100%)

disagreed. From this result, the clubs are not set realistic, need-based and workable visions and goals.

On the other hand, considering the club has appropriate rules and regulations to control or manage the activities of the club's members. The summary results showed that all of them 2(100%) disagree. The result so that these clubs do have not appropriate rules and regulations to control or manage the activities of the clubs.

On the variable, whether the club evaluates the technical and administrative department's performance regularly 1(50%) strongly disagree and whereas 1(50%) disagreed. The results mean that the clubs can't evaluate the technical and administrative department's performance regularly.

The respondents were asked whether the club provides capacity-building training to club staff members. Most of the 1(50%) strongly disagreed and also 1(50%) disagreed. The results indicated that no respondent has neutral, strongly disagree, or strongly agree on stands with this variable. The data implies that the clubs did not provide sufficient capacity-building training to club staff members.

The other variables considered on the question related to the club have empowered all stakeholders and the community in the different decision-making processes. 1 (50%) strongly disagreed and also 1(50%) disagreed. no respondents have the intention of neutral, agree, or strongly agree. Hence, this result indicated that the clubs have not empowered all stakeholders and the community in a different decision-making process.

The summary results also have the response on whether the club has different management and doing well their responsibility Thus, of the total respondents, 2(100%) was strongly disagreeing. The results indicated that no have the intention of being neutral, disagreeing, or strongly agreeing. Hence, the results clearly showed that the club lack different management and does not do well in its responsibility.

The summary results also have a response on whether the clubs prepared for appropriate competitions during the preseason. Thus, of the total respondents, 1(50%) strongly disagreed and

1(50%) disagreed with the view. The results indicated that no have the intention of being neutral, agree, or strongly agree. Hence, the results clearly showed the respondents have strong stands on the clubs' lack of appropriate competition during the preseason.

The other variables considered on the question related to the club administrative bodies analyze the major problem and give a realistic solution. Most of the 2(100%) was disagree. The results indicated that there is no intention of strongly disagreeing, neutral, agree and strongly agree. Hence, the results clearly showed the club administrative bodies are not analyzing the major problem and giving a realistic solution.

In the end, the coaches were asked whether the club gives immediate solutions to complaints that comes from the club members. Most of the 2(100%) was disagree. The results indicated as the clubs are not giving immediate solution to complaint that comes or rose from the club members.

**Table 7:- The current financial status of the clubs' Coaches**

<b>Variables</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>	<b>Mean</b>	<b>Std. Deviation</b>
Your club has short and long term a budget plan.	Strongly disagree	2	100		
Total				1.0000	.00000
Your club has rule and regulation for managing and using the budget wisely.	Disagree	2	100		
Total				2.0000	.00000
Your club has adequate financial resources to enable it to perform	Strongly disagree	2	100		
Total				1.5000	.70711
Your club gets sufficient income from match entrance fee, sponsor,	Strongly disagree	2	100		
Total				1.0000	.00000
The club has shortage of budget to attract big or quality players.	Strongly agree	2	100		
Total				5.0000	.00000
Your clubs players are obtain sufficient salary from the club.	Strongly disagree	1	50		
	Disagree	1	50		
Total				1.5000	.70711
Your clubs players are obtain sufficient incentive from the club.	Strongly disagree	1	50		
	Disagree	1	50		
Total				1.5000	.70711
Your club management boards are present financial report.	Strongly disagree	1	50		
	Disagree	1	50		
total				2.5000	2.12132

Your club has rule and regulation for managing and using the budget wisely.	Disagree	2	100		
Total				2.0000	.00000
Your club has adequate financial resources to enable it to perform	Strongly disagree	2	100		
Total				1.5000	.70711
Your club gets sufficient income from match entrance fee, sponsor.	Strongly disagree	2	100		
Total				1.0000	.00000
The club has shortage of budget to attract big or quality players.	Strongly agree	2	100		
Total				5.0000	.00000
Your clubs players are obtain sufficient salary from the club.	Strongly disagree	1	50		
	Disagree	1	50		
Total				1.5000	.70711
Your clubs players are obtain sufficient incentive from the club.	Strongly disagree	1	50		
	Disagree	1	50		
Total				1.5000	.70711
Your club management boards are present financial report.	Strongly disagree	1	50		
	Disagree	1	50		
total				2.5000	2.12132

The summary results presented in the above table and figure 8 was on the question related to the current financial status of the clubs. Thus, to address the research objectives, eight expected strong variables have been considered.

The respondents have asked the other question as to whether the clubs have short and long-term budget plans. Most of them 2(100%) strongly disagreed and the results indicated that there was no respondent who disagreed, neutral, agree or strongly agree on stands with this variable. The implication is that the club lacks short and long-term budget plans.

In addition 2(100%) of the respondents were disagree when asked if the clubs have rules and regulations for managing and using the budget wisely. The results indicated that there were no respondents have the intention of strongly disagree, neutral, agree or strongly agree. Hence, this result indicated that the clubs have no rules and regulations for managing and using the budget wisely.

The other variables considered on the question related to the club having adequate financial resources to enable it to perform well. All of them 2(100%) was strongly disagree. The results indicated that there were no respondents had the intention of disagreeing, neutral, agreeing, or strongly agreeing. Hence, this result indicated that the clubs have no adequate financial resources to enable them to perform well.

The summary results also have a response on whether the club gets sufficient income from the match entrance fee, sponsor, fun, etc. Thus, of the total respondents, 2(100%) strongly disagreed. The results indicated that there is no intention of disagreeing, neutral, agreeing, or strongly agreeing. Hence, the results clearly showed the respondents have strong stands as the clubs are not getting sufficient income from the match entrance fee, sponsor, fun, etc.

The respondents were asked whether the club has a shortage of budget to attract big or quality players., all of them 2(100%) were strongly agree with the idea. The results also indicated that no one has agreed, neutral, disagreed, or strongly disagreed stands for this variable. Hence, this result indicated that the club has a shortage of budget to attract big or quality players.

The other variables considered on the question related to the club's coaches/players are obtaining sufficient salary from the club. Thus of the 1(50%) was strongly disagree and the other 1(50%)

disagreed; no respondents have the intention of neutral, agree, or strongly agree. Hence, this result indicated that the clubs are not paid sufficient salaries for the club coaches.

The summary results also have a response on whether the club's coaches/players obtained sufficient incentives from the club. Thus, of the total respondents, 1(50%) strongly disagreed and 1(50%) disagreed. The results indicated that no have the intention of neutral, agree, and strongly agree. Hence, the results clearly showed the respondents have strong stands as the clubs are not giving sufficient incentives to the club coaches.

The other variables considered on the question related to the club management boards are present financial reports. 1 (50%) strongly disagreed and 1(50%) disagreed. no respondents have the intention of strongly agree, agree, and neutral. Hence, this result indicated that clubs lack financial transparency.

**Table 8: The Summary Results of the availability of facilities and equipment in football clubs Coaches' Response**

<b>Variables</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>	<b>Mean</b>	<b>Std. Deviation</b>
your club playing field is comfortable to apply all techniques and tactics	Agree	1	50		
	Strongly agree	1	50		
Total				4.5000	.70711
Your club playing fields are compliant with the laws of the	Strongly disagree	2	100		
Total				2.0000	1.41421
Your club presents sufficient equipment for training (Ball, cones, bibs)	Agree	2	100		
Total				4.0000	.00000
Your clubs present sufficient sports wear during training and game(t-shirt, shorts, shin guard, shoes and sock	Strongly agree	2	100		
Total				5.0000	.00000
Your club players properly wear sports wear during the training session	Strongly agree	2	100		
Total				5.0000	.00000
Your has appropriates rules and regulation to control or manage the playing field and equipment	Disagree	2	100		
Total				3.5000	2.12132

The summary results presented above in Table 9 were the factors considered as the available facilities and equipment in a football club. To identify those factors, the researcher has included six potential factors.

The respondents were asked whether the club playing fields are comfortable to apply all techniques and tactics. Of the total respondents included in this study, 1(50%) agreed and 1(50%) were strongly agree. The results indicated that no respondent has strongly disagreed, disagree and neutral on stands with this variable. The overall data implies that the club playing fields are comfortable to apply all techniques and tactics.

The respondents have asked the other question as to whether there were club playing fields are compliant with the laws of the Game. All of them 2(100%) were strongly disagree. the results indicated that no respondent has to disagree, neutral, agree or strongly agree with stands with this variable. The overall data implies that the club playing fields are not compliant with the laws of the Game.

The other variables considered on the question related to the club present sufficient equipment for training. Most of the 2 (100%) was agree and no respondents have the intention of strongly agree, disagree, neutral, or strongly agree. Hence, this result indicated that the clubs present sufficient equipment for training.

The respondents were asked whether the club presented sufficient sport wears during training and the game. Of the total respondents included in this study, of them 2 (100%) were strongly agree. The results indicated that no respondent has neutral, strongly disagree, or agree on stands with this variable. The overall data implies that the clubs present sufficient sport wear during training and the game.

The respondents were asked whether the club players are properly wearing their sportswear during the Training session. all of them 2(100%) were strongly agree. The results indicated that no respondent has neutral, agree, disagree or strongly disagree on stands with this variable. The overall data implies that the players are properly wearing their sportswear during the Training Session.

The other variables considered on the question related to the club have appropriate rules and regulations to control or manage the playing fields and equipment. The club presents sufficient equipment for training. All of them 2 (100%) were disagree. no respondents have the intention of strongly disagree, neutral, agree, or strongly agree. Hence, this result indicated that the clubs do have not appropriate rules and regulations to control or manage the playing fields and equipment.

#### **4.5. Interpretation of the club's manager's Interviews responses**

Qualitative data from the club managers' interview schedule one. The researcher wanted to know about the structures of management, the goal-setting of the club, and carry out their responsibilities. All two club managers stated that: *“Our clubs have different management structures but not followed FIFA standards and the club's management bodies did not know their duties and responsibilities properly”*. Those who represent the sports office don't know the sport. For example; the executive body, media coverage, finance, fan attraction, and public relation and marketing. Some of our club's management boards lack motivation and inability to create ties with the media. The club management bodies of the clubs are not identified a major problem for the clubs. The clubs lack work on community participation and organizing. The clubs have not set appropriate rules, and guidelines and have no regular meeting program. The clubs are very poor in organizational skills, communication, knowledge, motivation, and decision-making. The clubs have a short-term plan but do have not a long-term plan and do not set attainable goals. Our clubs have a lack of evaluation systems. The clubs lack organizational functionality and efficiency. The clubs do not give sufficient capacity-building training to club staff members. The club's stakeholders and the community do not participate in the different decision-making processes and poor integration and collaboration effort among football clubs. The clubs do not prepare sufficient competitions before starting the regular game and the clubs are not giving immediate solutions to a complaint that comes from the club members.

Qualitative data from the club managers' interview schedule. The researcher wanted to know to describe the budget and financial resources of football clubs. The managers stated that: *“our club's lack of guidelines, regulations and finance policies. The clubs do not well design short and long-term budget plans; the clubs lack the budget and financial resources”*. So our club's budget resource is only government support. The clubs do not pay sufficient salaries and incentives to the players and coaches. So the clubs do have not a sufficient budget. The clubs do not generate income from fans, and sponsors, and use them. The club's inability to generate income from fans' inability to identify potential sponsors and use them and the clubs have not well-designed rules and regulations for managing and using the budget wisely, and the club's management boards are not present financial reports. The clubs have not used strong marketing and financial system and financial control.

Qualitative data from the club managers' interview schedule. The researcher wanted to know the Facility and equipment of the football club: the managers stated that *“our club's management bodies fulfilled equipment and not builds infrastructures like gyms and so on. The clubs playing fields are comfortable for training and game and not standardized”*. The clubs have sufficient materials for training such as balls, cones, bibs, T-shirts, shorts, Shin, and shoes. The clubs' standardized equipment in the sports clubs. The clubs have set systems to control or manage played fields and equipment. The club fields in the summer season fields would be muddy. The club players are properly wearing their sportswear during the training and the game. The club's Players and coaches have a sport wears like shorts, shirts, soccer boots, shoes, socks, and a Shin pad and also have equipment of balls, pumps, and cones.

Qualitative data from the club managers' interview schedule. The researcher wanted to know the challenges of the clubs to joining the Ethiopian National league: the managers stated *“...the challenging of our male football clubs are, structural functionality, shortage of budget, lack of financial resources, lack of quality players, lack of quality playing field and sports equipment, Lack of planning, guideline, and supporter”*. All two club managers said that: The possible solution for our male football clubs to join into Ethiopian National league is to rearrange clubs structures of management and improve organizational functionality and efficiency unite of the organization, set short and long-term plans and implement, set rules and regulations and using properly, set sufficient budget and attract quality players, playing fields must renew and fulfil sports equipment. Use all financial resources and increase the financial capacity of the clubs. And also regional sports commission and federation must support those regional football clubs financially and technically to be effective.

#### 4.6. Result Obtained from Observation.

Table 9: Observational Checklist and Results Obtained from Abiy academy FC and Nuer zone

FC

No	Observation focus area	Measurements				
		Clubs	Available	Partially available	Not available	
1	Football Facility					
1.1	Field Lined – Suitable	Abiy academy	-	-	✓	
		Nuer zone	-	-	✓	
1.2	Goals and Nets	Abiy academy	✓	-	-	
		Nuer zone	5.	-	-	
1.3	Corner flag	Abiy academy	✓	-	-	
		Nuer zone	✓	-	-	
2	Football equipment's					
2.1	Balls	Abiy academy	✓	-	-	
		Nuer zone	✓	-	-	
2.2	Bibs	Abiy academy	✓	-	-	
		Nuer zone	✓	-	-	
2.3	Air pump	Abiy academy	✓	-	-	
		Nuer zone	✓	-	-	
1.4	Number of Cones	Abiy academy	-	✓	-	
		Nuer zone	-	✓	-	
3	Players and coaches Sport Wears		Excellent	V .good	Satisfactory	Unsatisfactory
3.1	Short and Shirt	Abiy academy	-	✓	-	-
		Nuer zone	-	✓	-	-
3.2	Soccer boot	Abiy academy	-	✓	-	-
		Nuer zone	-	✓	-	-
3.3	Shoes and Sock	Abiy academy	-	✓	-	-
		Nuer zone	-	✓	-	-
3.4	Shin guard	Abiy academy	-	✓	-	-
		Nuer zone	-	✓	-	-

To obtain information about the availability of facilities and equipment observation has been used by the researcher. The above table 10 is indicated that the researcher summarized the following.

According to the observational checklist, the playing fields lined were not available in the training session but during the competition, it will be renewed and comfortable to apply all techniques and tactics in the cases of Lined or Suitability of the playing field. The equipment of the playing Field of goals, nets, and Corner flag is available. And these fields in winter season fields would be dusty and summer season fields would be muddy. Hence, the investigator has observed playing fields are comfortable applying tactics and techniques of the training. According to the observational checklist the Players and coaches sport wears Short, Shirt, Soccer boot, Shoes, Sock, bibs, and Shin pad that are in very good condition. Regarding sports facilities and equipment like sport wears it is observed that the all of the players were attending their training with same colours. According to the observational checklist, most of those clubs have a Balls, Pumps and Cones bibs, and air pumps equipment. Due to the availability of the balls all the players are actively participating in the task and training. It is also observed that almost all of the clubs are performing their training with cones.

#### **4.7. Discussion**

Therefore, with the major aim of assessing the challenge and prospects to be affected in the Gambella regional states football club to join the Ethiopian National leagues, the research has proposed multi-directional challenges of the problems under study.

Moreover, to answer the basic research questions and addresses the objectives, a total sample of 48 respondents were undertaken with from which two were club coaches, two club general managers and twenty-two club players from each. Thus, the investigator has considered 44 categorical variables with the theme of the different areas to consistently address the basic research questions. The responses of club players, club coaches and clubs manager participation in the football clubs were the same according to the variables under study. Management in sports is a fairly new approach which has two different directions. One side refers to the area where athletes are managed by coaches, team experts, and sports scientists. The other side refers to the effective management of the sports organization which controls the sport, sports managers, marketing managers, and sports volunteers, thus, achieving the stated goals with a limited

amount of physical and financial resources (Zec, 2011). In other words, sports management is about planning, collecting, organizing, arranging, and controlling (Caliskan, G., 2009Malik (2005) described management as the most important competitive factor and expressed that knowledge of management is the most important resource for creating competitive advantage.)

The Gambella regional states football Clubs have different management structures but not followed FIFA standards and the club's management bodies did not know their duties and responsibilities properly. For example; the executive body, media coverage, finance, fan attraction, and public relation and marketing. Some club's management boards lack motivation and the Inability to create ties with the media. The club management bodies of the clubs are not identified a major problem for the clubs. The clubs have not set appropriate rules and guidelines. These clubs have a lack evaluation systems. The clubs lack organizational functionality and efficiency. The clubs do not give sufficient capacity-building training to club staff members. The club's stakeholders and the community did not participate in different decision-making processes and Poor integration and collaboration effort among football clubs. The clubs do not prepare sufficient competitions before starting the regular game and the clubs are not giving immediate solutions to a complaint that comes from the club members.

The possible solution of the Gambella regional states male football clubs to join into Ethiopian National league rearrange clubs structures of management and improve organizational functionality and Prepare continuous capacity building training, closely working with stakeholders, setting short and long-term plans and implant, set rule and regulation and checked, The finances of a club are an important factor for achievement in football clubs. Empirical research specifies there is a positive relationship between budget and team performance. To examine the elements that contribute to increasing budgets and consequently success (Dejonghe, 2004).

These clubs Lack Guidelines, regulations, and finance policies. The clubs don't have well design short and long-term budget plans; the clubs lack budget and financial resources. The clubs are not generating their incomes and the Clubs' budget resource is government support. The clubs do not pay sufficient salaries and incentives to the players and coaches. The clubs do not generate their incomes from fans, and sponsors, and use them. The need for income from broadcasting, merchandising and sponsoring, led to the high commercialization of professional football (Williams. R, 2019). And the clubs do have not well-designed rules and regulations for

managing and using the budget wisely, and the club's management boards are not present financial reports. The clubs have not used strong marketing and financial system and financial control. The clubs have to effective in using all financial resources and increasing their financial capacity of the clubs and attracting talented payers. According to (Hoecke *et al*, 2009), this understanding facilitates higher loyalty and stronger involvement of the members in the club, which ultimately leads to higher satisfaction.

The training facilities and materials are the most important parts to make the training session effective through the application of different technical-tactical skills it is mandatory to consider the basic training equipment. Learning and mastering football/soccer techniques require repetition, which requires touching the ball the number of ball touches per practice. When each player has his/her ball, however, players have practice for a long time each week; they need to maximize beyond the responses of club players and coaches on the availability of facilities and equipment to conduct a training session were the according to the variables under study. The response and the researcher also saw the availability of facilities and equipment in the clubs. (Official U.S. Soccer Coaching Manual, 2002).

However, sports administrators need to try to improve training facilities and create a positive environment, which encourages proper training. Equipment might limit performance by failing to perform its appropriate function during competition. Similarly, athletes who do not use the appropriate safety equipment may limit their performance through injury (Dewitt, J. 2001:55).

The clubs playing fields are comfortable for training and game. The clubs have sufficient training materials like balls, cones, bibs, etc. The clubs present sufficient sport wears training like a t-shirt, shorts, Shin, shoes, etc. The clubs lack standardized equipment in the sports clubs. The club fields in the winter season fields would be dusty and the summer season fields would be muddy. The club players are properly wearing their sportswear during the training and the game. The clubs playing fields have appropriate goals, Corner flag. The club's Players and coaches have a sports wears like shorts, Shirt, Soccer boots, Shoes, Sock, and Shin pad. The club's players were attending their training in the same colors and with comfortable shoes. The clubs have a ball all the players are actively participating in the task and training. Football clubs have been successful despite substandard training facilities and equipment, because of their high motivation, and their commitment to hard work to improve their ability, to create an adequate

training environment. Sometimes overcoming difficult training conditions strengthens the player's resolve and provides an advantage to him or her during tough competitions.

Generally, bearing in mind all the major factors offered step-wise, it indicated that there were significant factors that were a very obstacle for football clubs to join the Ethiopian National leagues. Clubs management bodies must set sufficient budgets and attract quality players, playing fields must renew and fulfil sports facilities. And also regional sports commissions and federation must support those clubs to be effective.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

The function of this study was to investigate the challenge of Gambella male football league clubs to join to Ethiopian National League. This part of the study deals with the summary of the findings of the research, the conclusions given based on the result, and recommendations based on the conclusions drawn.

#### **Summary**

The results of this research show that the clubs' have-not appropriate and workable vision and goals, Have no working experience and do not work full-time, These clubs do have not appropriate management structures, functionality and efficiency, without the team leaders and clubs manager active units of the organization these response are 75%, where as 25% of the clubs have appropriate rule and regulation to control or manage the activities of the club's and the club regularly evaluation performance systems of technical and administrative departments. But the executive body, finance, fan attraction, media coverage, and public relation. So the club lack of provides sufficient capacity-building training for club staff members. The club stakeholders and the community have been empowered in the different decision-making processes and Poor integration and collaboration effort among football clubs. A Lack of sufficient competition during the pre-season. The club management bodies are not giving immediate solutions to complaints that come from the club members. The club management bodies are not analyzed the major problem and do not give a realistic solution. The clubs' lack of good design short and long-term budget plans, the clubs' lack of well-designed rules and regulations for managing and using the budget wisely and the clubs' lack of used strong marketing and financial control system.

The club does not use adequate financial resources to enable it to perform well; the club does not get sufficient income from the resources.

The clubs have a shortage of budget to attract big or quality players and run the work, the club's players do not obtain sufficient salaries and incentives from their clubs, and the club management boards are not present financial reports.

The club playing fields are comfortable to apply all techniques and tactics and the players and coaches and not compliant with the laws of the Game.

Those clubs present sufficient materials for training. For example, (Balls, cones, bibs, etc.). Those clubs present sufficient sport wears during training and the game. (T-shirt, shorts, Shin guard, shoes, socks, etc). So players are wearing properly their sportswear during the training and the game. The clubs have appropriate rules and regulations to control or manage the playing fields and equipment.

## **5.2. Conclusion**

This study was to investigate the challenge of Gambella male football league clubs to join into Ethiopian National League. Based on the findings or results of the study, the researchers drew the following conclusions:-

- The clubs lack appropriate management structures, and functionality and not analyzed the major problem and do not give a realistic solution.
- The managements of the clubs are not set appropriate workable vision, goals, plans, rules and regulations to guide the activities of the clubs.
- The clubs lack prepared sufficient games for preseason to assess and improve the performance of the players and the clubs.
- The stakeholders have very limited integration and cooperation effort to support the clubs to achieve goals.
- The clubs' lack of budget to run the work of the clubs.
- The clubs cannot pay sufficient salaries and incentives to attract quality players and coaches.
- The clubs have adequate and comfortable sports equipment and facilities to make training and games.

## **5.3. Recommendations**

Based on the findings or results of this study the following recommendation is given believing that the challenge of Gambella male football league clubs to join into Ethiopian National League would be resolved.

The clubs have to rearrange management structures and improve the functionality of the executive body, managers, finance, media coverage; fan attraction, public relations and marketing are the most important elements for football clubs to achieve their goals.

The football clubs have to plan again in considering their specificity, measurably; attainability, relevance, and time frame of short and long-term plans, and put into application.

The clubs prepared sufficient games in the preseason to assess and improve the performance of the players.

The clubs have to work with the stakeholders to empower them in the decision-making process and improve integration and collaboration effort in football clubs.

The clubs have to use adequate financial resources or income to enable them to perform well and reduce their dependence on the governmental budget and improve financial transparency.

The clubs improve their financial income and paid sufficient salaries and incentives to attract famous players and coaches.

The clubs rearrange the playing fields with the laws of the Game and renew their football field and improve comfortably to apply all techniques and tactics.

The clubs have to maximize sport wears and materials during the training session and the game time.

Finally, further research in the future is important to investigate the challenge in-depth and to verify the current research work.

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**APPENDIX – A**  
**JIMMA UNIVERSITY**  
**SPORT ACADEMY**  
**DEPARTMENT OF SPORT SCIENCE**  
**/POST GRADUATE PROGRAM/**

**Questionnaire to be filled by the football club player**

Dear respondents;

I am attending a Master's program in Football coaching at Jimma University and I am conducting a study on major challenges of Gambella male football clubs to join into the Ethiopian National League. Currently, I am collecting information related to Therefore, as football players, your participation in this study will be valuable and greatly appreciated.

This questionnaire is designed to be used only for the academic purpose as requirements for the master of Football coaching and the information that you provide us will be confidential. And I guarantee you that it will never be disclosed to a third party. Therefore, you're genuine, frank, and timely responses are quite vital to determine the success of this study. So, you have kindly requested your contribution in filling the questionnaire honestly and responsibly.

**Contact address**

If there are any questions or enquires any time about the study, please contact and speak to the principal investigator, Mr. ognongoojulu by phone number: 0917 77 94 35 and Email: [ognongoojulu17@gmail.com](mailto:ognongoojulu17@gmail.com).

Thank you for your cooperation!

**Instruction for filling the questionnaire**

- Please, do not write your name on the questionnaire
- Please read each statement carefully and encircle your choice for the questions indicated in the table.

**Appendix1: Demographic or personal information of football club players (please encircle)**

Question		Response
1	Age	1. Less than 18
		2. 19-30
		4. More than 30
2	Educational level	1.Elementary and below
		2. High school
		3..Diploma
		4. First degree and above
3	When have you joined this club?	1. 2009 E.C
		2. 2010 E.C
		3. 2011 E.C
		4. 2012 E.C
		5. 2013 E.C
4	Marriage states	1. Single
		2. married

**Appendix2: Questions related to the club's management, finance, facilities, and equipment in the football club to be filled by the football club player**

Please “✓” mark the most appropriate number of each statement which corresponds most closely to your desired response.

No	Questions	Survey Scale:- 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree				
<b>Part-II: Questions related to the current status of club management in Gambella male football club.</b>		1	2	3	4	5
1	Your club has a workable short and long term plan					
2	Your club has a benchmark goal to join Ethiopian national, supper, and					
3	Your club is prepared to appropriate competitions during the preseason.					
4	Your club is evaluating each game and player's performance in every game of the league.					
5	Your club gives enough responses or answers whenever you ask for sports management.					
6	You club players are Work cooperatively with staff for solving problems and making participatory decisions.					
7	Your club has appropriate rules and regulations to control or manage the activities of the clubs' members.					
<b>Part-III: Questions related to the current financial status of the clubs?</b>						
8	Your club has a short and long term budget plan.					
9	Your club has rules and regulations for managing and using the budget					
10	Your club has adequate financial resources to enable it to perform well.					
11	Your club gets sufficient income from the match entrance fee, sponsor, fun, etc.					
12	The club has a shortage of budget to attract big or quality players.					
13	Your club's players obtain a sufficient salary from the club.					
14	Your club's players obtain sufficient incentive from the club.					
15	Your club management boards are present financial reports.					
<b>Part-IV: Questions related to the availability of facilities and equipment in the clubs.</b>						
16	Your club playing fields are comfortable to apply all techniques and tactics.					
17	Your club playing fields are compliant with the laws of the Game.					
18	Your club presents sufficient equipment for training. (balls, cones, bibs, etc.)					
19	Your club present sufficient sport wears during training and the game. (T-shirt, shorts, Shin guard, shoes, soaks, etc).					
20	Your club has appropriate rules and regulations to control or manage the playing fields and equipment.					
21	Your club's players are properly wearing their sportswear during the training session.					

**APPENDIX – B**  
**JIMMA UNIVERSITY**  
**SPORT ACADEMY**  
**DEPARTMENT OF SPORT SCIENCE**  
**/POST GRADUATE PROGRAM/**

**Questionnaire to be filled by the football club coaches**

Dear respondents;

I am attending a Master's program in Football coaching in jimma University and I am conducting a study on major challenges of Gambella male football clubs to join into the Ethiopian National League. Currently, I am collecting information related to Therefore, as a football coach, your participation in this study will be valuable and greatly appreciated.

This questionnaire is designed to be used only for the academic purpose as requirements for the master of Football coaching and the information that you provide us will be confidential. And I guarantee you that it will never be disclosed to a third party. Therefore, your genuine, frank, and timely responses are quite vital to determine the success of this study. So, you have kindly requested your contribution in filling the questionnaire honestly and responsibly.

**Contact address**

If there are any questions or enquires any time about the study, please contact and speak to the principal investigator, Mr. ognongoojulu by phone number: 0917 77 94 35 and Email: [ognongoojulu17@gmail.com](mailto:ognongoojulu17@gmail.com).

Thank you for your cooperation!

General instruction for filling the questionnaire

- Please, do not write your name on the questionnaire
- Please read each statement carefully and encircle your choice for the questions indicated in the table.

**Appendix3: Demographic or personal information (please encircle)**

Question		Response
1	Age:	1. Less than 18
		2. 19-30
		3. More than 30
2	Educational background:	1.Elementary and below
		2. High school
		3..Diploma
		4. Bachelor degree
		5. Master or higher
3	When have you joined this club?	1. 2009 E.C
		2. 2010 E.C
		3. 2011 E.C
		4. 2012 E.C
		5. 2013 E.C
4	Marriage states	1. Single
		2. married

Appendix4: Questions related to the clubs management, finance, facilities and equipments in footballclubin to be filled by the football club coaches.

Please “✓” mark the most appropriate number of each statement which corresponds most closely to your desired response						
No	Questions	Survey Scale:- 1=Strongly Disagree, 2=Disagree 3=Neutral, 4=Agree,5= Strongly Agree				
<b>Part-II: Questions related to the current status of clubs management in Gambella male football club?</b>						
1	Your club has Set a realistic, need-based, and workable vision and goals.	1	2	3	4	5
2	Your club has appropriate rules and regulations to control or manage the activities of the club's members.					

3	Your club provides capacity building training to club staff members.					
4	Your club Evaluates the technical and administrative department's performance regularly.					
5	Your club has Empower all stakeholders and the community in a different decision-making process.					
6	Your club has deferent management and doing well their responsibility.					
7	Your club is prepared to appropriate competitions during the preseason.					
8	Your club administrative bodies analyze the major problem and give a realistic solution.					
9	Your club gives immediate solutions for complaints that come or rose from the club members.					
<b>Part-III: Questions related to the current financial status of the clubs?</b>						
10	Your club has a long and short term budget plan.					
11	Your club has sufficient financial incomes.(e.g., member fees, meeting fees, sponsorship levels, etc.)					
12	Your club has rules and regulations for managing and using the budget wisely.					
13	Your club has a shortage of budget to attract big or quality players.					
14	Your club's players obtain a sufficient salary from the club.					
15	Your club's players obtain sufficient incentive from the club.					
16	Your club has adequate financial resources to enable it to perform well.					
17	Your club management boards are present financial reports.					
<b>Part-IV: Questions related to the availability of facilities and equipment's in the club.</b>						
18	Your club playing fields are comfortable to apply all techniques and tactics.					
19	Your club playing fields are compliant with the laws of the Game.					
20	Your club presents sufficient balls, cones, bibs, etc.					
21	Your club presents sufficient sport wears training and the game time. (T-shirt, shorts, Shin guard, shoes, soaks, etc).					
22	Your club's players are properly wearing their sportswear during					
23	Your club has appropriate rules and regulations to control or manage the playing fields and equipment.					

**APPENDIX-C**  
**JIMMA UNIVERSTY**  
**SPORT ACADEMY**  
**DEPARTMENT OF SPORT SCIENCE**  
**/POST GRADUATE PROGRAM/**

**Question for clubs general managers**

The purpose of this interview is to get necessary data on the organizational and Monumental challenge of Abiy academy and Nuer zone football clubs 'performance and to suggest the possible solution for the current club's challenges in the football club. Therefore, your response has great value in this research output. Thank you in advance for your valuable time and effort.

Part I: characteristics of respondents

Age \_\_\_\_\_

Sex \_\_\_\_\_

Educational back ground\_\_\_\_\_

Year of service\_\_\_\_\_

**Part II:main interviewed question for clubs general manager**

How do you describe structures of management, the goal-setting of the club, and carry out their responsibilities?

1. How do you describe the budget and financial resources of the football clubs?
2. How do you describe the Facility and equipment of the football club?
3. By your understanding, what is the major challenging of your football clubs to join into Ethiopian National league?
4. And What Could you suggest a possible solution?

**APPENDIX-D**

**JIMMA UNIVERSITY**

**SPORT ACADEMY**

**DEPARTMENT OF SPORT SCIENCE**

**/POST GRADUATE PROGRAM/**

**Part I: Observation checklist of the training environment.**

Date of observation\_\_\_\_\_

Name of the club: \_\_\_\_\_

Number of players: \_\_\_\_\_

Availability of facilities and equipment's-----

Number of balls available in the-----

Size of the available balls: \_\_\_\_\_

Number of cones available in the training:\_\_\_\_\_

**Appendix5: To what extent football facilities and equipment's are available In Gambella male football clubs?**

No	Observation focus area	Measurements			
		Items for the of Facilities and	Availab	Partially available	Not available
1	<b>Football Facility</b>				
1.1	Field Lined – Suitable				
1.2	Goals and Nets				
1.3	Corner flag				
2	<b>Football equipment's</b>				
2.1	Balls				
2.2	Bibs				
2.3	Air pump				
1.4	Number of Cones				
3	Players and coaches Sport Wears	<b>Excellent</b>	<b>V .good</b>	<b>Satisfactory</b>	<b>Unsatisfactory</b>
3.1	Short and Shirt				
3.2	Soccer boot				
3.3	Shoes and Sock				
3.4	Shin guard				