JIMMA UNIVERSITY

COLLEGE OF NATURAL SCIENCES

DEPARTMENT OF SPORT SCIENCE

INVASTIGATING EFFECTIVENESS OF ADMINISTRATION ON SPORT SUCCESS IN ARSI ZONE SELECTED WOREDAS SPORT COMMISSIONS

BY: HAILU LEMA

A THESIS SUBMITTED TO JIMMA UNIVERSITY COLLEGE OF NATURAL SCIENCES DEPARTMENT OF SPORT SCIENCE FOR THE PARTIAL FULFILMENT OF THE DEGREE OF MASTERS IN SPORT MANAGEMENT

JUNE, 2019

JIMMA, ETHIOPIA

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APPROVAL SHEET

As members of the examining board of the research M Sc. open defense, we certify that we have read and evaluated the final thesis prepared by: Hailu Lema Degefa entitled Investigating Effectiveness Administration on Sport Success in Arsi Zone Selected Woredas Sport Commissions. We recommend that it could be accepted as fulfilling the research requirement the degree of M. Sc in sport management.

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ACRONOMYS

SDP IWG: Sport for Development and Peace International Working Group

MoE: Ministry of Education

EU: European Union

SPSS: Statistical package of social science.

IOC: International Olympic committee.

IAAF: International Athletics Association Federation.

NSPE: National Sport Policy of Ethiopia

NASPE: National Association for Sports and Physical Education

EAF: Ethiopia Athletics Federation

FDRE: Federal Democratic Republic of Ethiopia

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ABSTRACT

The purpose of this study was to assess administration efficiency on sport success in Arsi zone selected woredas. The study was used the administrators, experts and athletes as the subject. Furthermore, the study were examined the concepts of each research questions, how the sport activities were organized, how different factors hindering sport success, describe the current Arsi zone sport success level. The study were adopted a cross-sectional research design. Data sources were primary and secondary sources. The populations of this study were administrators, athletes and experts of Arsi zone selected six woredas. Likert scale structured questionnaire where used to collect data from respondents. Purposive sampling was used to draw a sample size for (n =7) administrators and experts sample size were taken (40) from (70) experts and random sampling was used to draw (n=64) athletes from (n=76) athletes of selected six woredas. Pilot test was conducted to measure instruments validity and reliability and data were analyzed by SPSS 25 versions. Assessing administrator's effectiveness on sport success, the organization of sports activities, miscellanies resources hindering sport success, implication of sport success level that its result shows for all objectives in this descriptive research, Mean values were M > 3.5 that implies strongly disagreement and t-test was used to compute significance between experts and athletes response results. Hence, it revealed that the selected group outperformed significantly (p<0.05) for all items. The major constraints associated with Arsi zone selected woredas found to have unsuccessful sport activities due to poor sport administrators, lack of sports organization activities, lack miscellanies resources hindering sport success. Finally, based on the major findings some valuable suggestions/ recommendation were forwarded to Oromia regional state sport commission, Arsi zone sport commission, and woredas government officials' coaches, experts, athletes and society.

Key words: Effectiviness, Sport success, Sport organization, Administration

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the problem

This study was center on studying sport administration effectiveness on sport success in Arsi zone selected woredas sport commission. Sport administration is the process by which the governing body or authority oversees the running of sports in organizations of Arsi zone. Administrators have responsibility of implementing policies, regulations as well as disciplinary act. In any administration there must be well qualified administrators, well organized activities, good relationships and well formulated organization structure, and adequate resources and facilities in a particular sport organization, (Watt, 2003). In connection to that, this study relying on Max Weber's theory which centers on administration looked into the efficiency of the administrators who run sports activities success in terms of profession, skill, knowledge, commitment, experience, interest and sport activities organization as well as resources adequacy. Sport is a hobby or leisure time activity for most people. However, it is also gradually more recognized that sport is also a trade Chadwick & Arthur, (2008). The sport activity has been steadily growing and its social and economic development impact has been recognized internationally. Swinnen and Vandemoortele, (2008) note that sports affect a person's physical development and also his or her social and psychological development has effects in society development both socially and economically. According to Andrett and Szymanski (2006), sports are increasingly important to the economy. Sports have contributed much on the infrastructure development, hence attracting economic investments from various parts of the World not only to Africa but also to other continents (Porter, 1999). The sports significance was experienced in all levels of the society ranging from individuals, organizations and nation at large. The countries which have higher achievements in sports are made known to the trading partners internationally. More and more investors were paid more attention to the countries with good sport performances in the particular category (Ferkins, 2007).

Good sports administration, appropriate strategic plans, a good national sports policy and appropriate administration (Professional) programs all together have positive impact towards organization's and country's sports development (Omari, 2002).According to FDRE sport policy document :(1997), the bases for sport is the community and the nation at large

participating in sport not only empowers the individual with health physique and brain but also strengthens bondage by creating harmony with others. The document further indicates the declining condition of Ethiopia sport saying that limited role of the community in sports. The decline of sport in school, shortage of sport facilities, sport wear and equipment as well as lack of trained personnel in the field have made the problem more complex. The need for a policy is sport become imperative if the imbalances that exist are to be redressed in any meaningful way. It becomes clear that with no ensure that sport objectives were met. To this end, the Ethiopian sport policy has clearly stated the nation's sports policy objects. (1997:2)

1. To enhance the participation of the community in sport and sport for all as well as recreational activities in consistent with their capacity and preference so as to realize the fundamental right of citizens towards exercising sports.

 2. To register great achievement of regional, national and international standard by tapping overall sport activity within the community and in particular from among the youth by creating awareness and participation amongst them. This father states the main focal areas, methods of execution, sports organization and management, and finance, training sportswear and equipment as well as organs for the execution of sport success. With regard to sport organization, the policy vividly reveals with the community in residential, educational as well as working areas in sport. While stating methods of implementing the policy, the some documents has it that organizing the public in accordance with their areas of preference and inclinations in their locations, educational and working place in order to enable them engage themselves in sport activities individually or in groups.

Ethiopia before the introduction of modern sports has cultural sports like Horse racing, wresting, and field hockey (Gena) are among traditional sports that are still being practiced in the nation. When it comes to modern sports, athletics and football are the two popular sports of the nation. In Ethiopia modern sport is still at the infancy level. The causes for these are organizational and Economical problems. As the administration in sports lacked a popular base in this country, it has been undergoing a series of continuous reorganization. The focuses are even more given to limited sports, like football, athletics, volleyball etc. Yet as this intent on gaining victory lacks broad base that would replenish about sport persons, the results registered have been declining as well. The lack of trained personnel (administers) sport facilities, sport wear and equipment in the sphere have also made the problem more complex (National sport policy, 2005) As indicated

at this out set and incorporated in the sport policy document (2004), the policy out lines clearly selected goals, means and strategy. When we mention sport and Ethiopia, few world first-class distance runners' immediately comes to our mind. In fact, at this stage one could safely and justifiably come to an agreement that Ethiopia has some of the best middle and long distance runners in the world. Accordingly, the New York Times called Ethiopia 'running Mecca,' due to its historical successes in the athletics program, in which it also took 5th place in the world ranking during the Olympic champion at Beijing. International Olympic commit, (2010), to strengthen idea this point quoting Mulugeta(2011) assertion is appointed.

Excellence in athletics is among the top few subject matters Ethiopia is well known for around the world. The reputation started to build up back in the days of Abebe Bikila who stunned the world by winning the Olympic marathon setting a world record after running barefoot in Rome in 1960.It was the first ever marathon Gold Medal for Africa Abebe became the first athlete in the world to win back-to-back Olympic Marathon titles when he won the subsequent Olympics in Tokyo in 1964. Since then, Ethiopia has produced many heroes and heroines in the Olympics stage such as Mamo Wolde, Miruts Yifter, Belayneh Dinsamo, Derartu Tullu, Haile Gebresellassie, Fatuma Roba, Gezahagne Abera, Kenenisa Bekele, Meseret Defar, Tirunesh Dibaba, Birhane Adere and others who marveled the world in the long distance race Ethiopia has won 19 gold, 5 silver and 14 bronze medals on the prestigious Olympic stages alone until 2008– the Beijing Olympics. Apart from the Olympics, countess medals have been won by different Ethiopian athletes in international track and field competitions like the World Athletics Championship, World Cross Country, International Marathon races, Golden and Diamond leagues, World Youth Athletics Championship, African Athletics Championship and so on. Ethiopia has indeed offered the world some remarkable athletes that will never be forgotten in the history of the sport.

As Yohannes Gebresellaisis (2006) described, apart from the late Abebe Bikila, the legendary Haile Gebresellassie, Kenenisa Bekele and Tirunesh Dibaba are among few unique athletes that the world has ever witnessed, However, being the sport results were becoming declined this study was investigated cause poor sports success in terms of the qualities of the sports administrators, expert performance and athletes involvement in sports, organization structures, and how sport success will come in Arsi zone selected woreda.

Oromia Athteletics Federation Governance Protocol Manual No. 2,(December,2017).

1.2. Statement of the problems

Researchers elsewhere found that youth sports were very important towards the development of sports in any country (Omari, 2002). This idea was supported by Grisono, (2007) who argues that youth sports programs can provide a platform for future elite sports women and sports' men and provide means for self-realization as well as success for young people with talents for sports. He further maintained that many examples of sports organization are available which despite good resources are considered weak because of poor administrators. Likewise many sport organizations that have inadequate facilities, equipment and man power surprisingly perform well because of the ability of their administrators. A good sports administration contributes directly to the nation's excellence in the development of sports (Omari, 2002).

Different factors influencing sport success included; administration and coaches efficiency, dedication and persistence, family and friends, love of sport, training programs and facilities, natural talent, competitiveness, focus, work ethic and financial support. The Olympians listed the following as obstacles to their success lack of financial support, conflict with roles in life, lack of coaching expertise or support, lack of support, mental, lack of training/competition opportunities, medical problems, lack of social support, physical limitations and failure. Survey studies by Riewald and Peterson, (2004) obstacles to sport success.

For the sports program at Arsi zone woredas organization to bear the intended results from different types of sports. There must be a well structured administration system which enhances grass root children's, youth's and athlete's interest to help them involve in sports activities. This needs to go hand-in-hand with good sports policy and strategies well organized administration systems, good relationships among the sports stakeholders, sports activities and well qualified sports administrators. These aspects if well designed from the grassroots level, in particular at woredas level, to the zone level, the achievements of sports in social and economic development will be realized. However, the previously mentioned by recognizing international tournament records athletes and national athletics outputs results were decreased might show the efficiency of administration on sport success in Arsi zone. Recently, athlete development, successful athlete training and recording good competitions results from athteletics become declined. All Oromia 24, 25 champion game (March, 2018) at Bushoftu and (May, 2019) at Naqamte results indicates Arsi zone score very poor result in all sport tournaments. Few years ago elite athletes like Derartu Tulu, Haile G/silasie, Kenenisa Bekele, Tirunesh Dibaba, Muhammed Aman, Genzabe

Dibaba, FatumaRoba, Tiki Gelana ,Ejigayew Dibaba and others were raised from Arsi zone different woredas as Oromia Athteletics Federation Governance manual protocol No. 2,(December /20117) shows. But now a day there are no more new mentioned elite athlete development as few years ago. Few numbers of athletes participate only on managers' competition and they do not have interest to participate on competition by presenting their own zone. The interest of experts, coaches and athletes become decreasing to participate in sport activity in order to record good result to keep Arsi zone known name. Violation of sport rule and regulation was happening causes collision between woredas sport clubs seen repitidilly during different tournaments. There were no mentioned strong foot ball club, projects and other sports activities in Arsi zone as Arsi zone Sport Office Annual Report, (June,2018) indicated. The presences of these gaps motivated the researcher to conduct research on the topic of this study.

1.3. Research Questions

Based on these identified gaps of this study the following basic questions were answered.

1. What was the administrators' effectiveness on sport success in Arsi zone selected woredas sport commissions?
2. How sport activities were organized in Arsi zone selected Woredas sport commissions?
3. To what extent sport was successful in Arsi zone selected woredas sport commissions?
4. What were the miscellanies resources hindering sport successes in Arsi zone selected woredas?

1.4. Objectives of the study

1.4.1. General objective

The main objective of this study was investigated to determine the current administration effectiveness on sport success in Arsi zone selected woredas sport commissions.

1.4.2. Specific Objectives

The specific objectives of this study were the following.

1. To explain the administrators' effectiveness on sport success in Arsi zone selected woredas.

2. To explain how sport activities organized to success sport in Arsi zone selected woredas.

3. To explore the level of sport success in Arsi zone selected woredas.

4. To explain the miscellanies resources hindering sport success in Arsi zone selected woredas.

1.5. Significance of the study

The finding of this study were helped

- To modify administrators work performance so that their goals were reached due to the fact that effectiveness was very useful for any sport organization.
- Carry out a view to fill gap of knowledge, skill, competence and performance which was instrumental in the advancement of administrators work in Arsi zone sport commission.
- Help in identifying the major causes of lacking effective sport administration.
- Determines the way the problems causes declining sport success would be reduced.
- It was possible for zone office administrators to think of appropriate measures to take towards improving organizations sport activities.
- Shows experts, coaches, athletes, administrators and society why declining of sport success arrived.
- Explain about lack of miscellanies resources hindering sport success in Arsi zone.
- Explore how development of elite athletes and grass root athletes going on.
- The findings of this study may stimulate other studies on sports administration so as to enrich knowledge on this area.

1.6. The delimitation of the study

Being aware the width of the area of study, time given to undergo the study and the financial position, the study was kept under control by focusing on only 6 selected woredas,   Lemmu and Bilbilo, Bekoji town, Digalu and Tijo, Tiyo, Hetosa, and Munessa of Arsi zone woredas for shortening the distance. Therefore, this would reduce time and costs. Hence, the research would manageable, also delimited only governmental sport organizations office administrators, experts and athletes.

1.7. Limitations of the Study

- ❖ The following points were factors that affected the research processes negatively:
- ❖ Lack of sufficient documented information on sport success and sport administration.
- ❖ Unavailability of some important persons of different organization.
- ❖ Some woredas shows unwillingness during data collection.
- ❖ Refusing of respondents to answer and give back the questionnaire.
- ❖ Lack of time, resources and finance.

1.8. Operational Definitions of Terms

Administrator: -It is defined as the person who administering an organization; especially the administration of a government or large institution, Gray (2004, p. 76).

Sport administration:-Sports administration is the process by which the governing body or authority oversees the running of sports activity. This administration has responsibility for policies, regulations as well as disciplinary act Watt, (2003).

Success: It is an achievement of optimum result. It can be achieve throughout the institutions activities and administration effectiveness. *http.//www.business dictionary.com*

Efficiency: The power or capacity to produce a desired result, Blase and Blase,(2002:5). In this study efficiency refers to the degrees to which objectives are achieved and the extent to which targeted problems are solved.

Zone: - Zone is an area, especially one that is different from the areas around it. Because it has different characteristics used for different purposes, (MoE, 2002:2).

Woreda: - is an area that accommodates above ten thousand people in the same geographical location. It is under the supervision of the zonal administration. (MoE, 2002:2)

Group: Coaches and experts are group 1 where as athletes are group 2 in study.

CHAPTER TWO

2. RELATED LITERATURES REVIEW

2.1. Concept of sport Administration

Administration, by its very nature, is applicable across a wide range of organization. Gray (2004, p. 76) adopted a slightly different approach suggesting that administration is 'knowing what should be done, and influencing others to cooperate in doing organization task. In relation to sports administration, the majority of research over the past 25 years has focused on the roles and impact of both the experts and administrators on the organization Cotterill, (2013). The role of sport administrator, whilst no less important, has received far less attention (Fransen, Vanbeselaere, De Cuyper, Vande Broek, & Boen, (2014). Unfortunately, given the influence administrators can exert upon the organization and its processes. Administration refers to implementing what has been instructed as shown by principles, rules, regulations, policies and laws of the country Watt, (2003). Administration takes place in many sectors like sports, education, transport and communication, housing, electricity, water, mining industry, etc. But this research concentrated on administration in the sports sector. The intention is to look into sports administration in Arsi zone selected woredas.

When it first started in the early 1950s, sport administration was about the administration of physical education programmers and the organization and administration of athletics. Our focus is now on the administration of sport administration which is done by government organization. Organized administrative which are coordinated in the sport organization bring about significant implementation in the development of the sports are running; as a result, they trays to fulfill essential administration and other necessary things. However, government support for sport is about more than simply the number of people that play sport. What really matters is the value that individuals derive from playing sport. That might be improved health outcomes from becoming more physically active, better educational attainment linked to playing high quality sport in school, improved skills that then lead to better employability, a stronger sense of social integration or a reduction in reoffending linked to participation in a sporting programmed. This is why the involvement of virtually every government office sport activity department is so important. The power of sport extends across almost every area of government activity and it is this universality that we are seeking to harness through this strategy. Government would welcome views on: whether administrators should be encouraging particular types of

participation, if so, what these particular types of participation should be, and how whatever forms of participation in sport and physical activity we seek to encourage should be measured in future and how they return on sport success can be proven (A New Strategy for Sport, 2015). Administration and organizational structure various authors define the term administration in different ways but with identical conceptual farm work. Sport administration is as guidance and control of the efforts of a group or individuals toward some common sport goal. Administration commonly implies the arrangement of human and material resources and programs available the process. (Bucher: 1983) Administration in sport consists of similar process and function as in other aspects of education and for successful and effective activities. Good personality, e.g. friendly, open, creative, supportive, fairness is expected from administrators. Administrative units and personal should be frequently visited. The administrator has to be well-educated, trained, mentally and morally experienced in the field. Sport Organization administrative style responsibility and direction are a few of the benefits that a Sport organization can offer its members. Sport organization members are responsible for writing and implementing the organization constitution, recruiting new members, establishing organization duets, developing a financial plan, planning and publicizing the organization's upcoming activities, and overseeing the organization's sport activities in a manner consistent with national and region requirements. The activity of each woredas sport organization is monitored by the administration from each of the sport organization, the Sport organization coordinator and the regional sport commission. These individuals should collaborate and communicate regularly to ensure the overall sport success of each organization, Jess and Brownell (2001) as quoted by Frost; et, al (2002).

2.2. Theoretical Framework of Administration

The theory that guided this study is Max Weber's theory centers on administration and management. As a German academician, Weber was primarily interested in the reasons behind the employees' actions and in why people who work in an organization accept the authority of their superiors and comply with the rules of the organization (Cutajar, 2010). Administration is a blueprint for organizing human activities for a desired end. It is a sociological phenomenon that has evolved throughout the history of civilization. It is the tool of power, an "effective" device to control and direct human effort and behavior. The theory of Max Weber has been a point of departure for the development and modification of organization structure to influence the flow of interrelationships within organizations, Hall (1963). The degree of administration in an

organization sets the boundaries for human action. Weber defines administration as "the means of carrying community action over into rationally ordered social action". Key features of the ideal type of administration that Weber presents are division of labor, hierarchal order, written documents, well trained staff and experts, application of impersonal rules and actualization of resource demand .The hierarchical order is necessary for separating superiors from subordinates whereas impersonal rules are meant to ensure that administration are confined to prescribed patterns of conduct or performance imposed by legal rules. The rules are meant to facilitate a systematic control of subordinates by their superiors, "thus limiting the opportunities for arbitrariness and personal favoritism". Weber believes that administration is the most rational and efficient organizational form devised by man. Weber's administration "is rational in that it involves control based on knowledge, it has clearly defined spheres of competence, it operates according to intellectually analyzable rules, and it has calculability in its operations" .In the same vein, Weber's "administration is efficient because of its precision, speed, consistency, availability of records, continuity, possibility of secrecy, unity, rigorous coordination, and minimization of interpersonal friction, personal costs, and material costs" Al Habi, (2011).

When looking at the factors that differentiate the administrators from their followers, we can distinguish between administration traits (i.e., personality traits that are considered to be stable over time), administrator attributes (i.e., characteristics that may change over time), and administration behaviors'. With regard to administration traits, sport organization might characterize by higher levels of dominance, ambition, competitiveness, and responsibility revealed that competitive trait anxiety and masculinity were also characteristic traits for sport administrators.

2.2.1 Expressiveness Theory:-In the search for characteristic administration attributes, most research focused on age (Bucci, Bloom, Loughead, & Caron, 2012) and team tenure (Loughead et al., 2006) (i.e., emotional, able to devote self completely to others, gentle, helpful to others, kind, understanding of others, aware of feelings of others, and warm in relations with others). Moreover, administrators are often selected based up on their skill level, starting status, or sport administration septic experience.(Glenn & Horn, 1993; Loughead et al., 2006; Moran & Weiss, 2006; Price & Weiss, 2011; Yukelson et Van Puyenbroeck, et al. (2015a) examined the quality of the provided administration.

2.2.2. Formalization Theory

Refers to the degree to which rules, procedures, regulations and task assignments exist in written form. Written documentation indicates the procedures for acting, deciding and communicating. These written directives exist prior to the entry of people into positions within the organization. They are designed to direct and regulate the organizational behavior after one has slotted into formal position as administrator. (Cutajar, 2010)

2.2.3. Instrumentalism Theory

Conveys the notion that the organization is like a tool or machine designed to achieve a particular purpose. When we say at something is instrumental, we are viewing it as means to an end. The rational administration is an instrument designed to achieve some objectives. The formal structure positions, procedures, rules, planning clearly, interactional patterns are also regarded as instruments in the service between the structures and the tasks of the organization (the means) and the objectives/goals of the organization (the ends),that makes a rational organizational instrument (Loughead et al. (2006). Further extended the list of characteristic administration traits with instrumentality traits (i.e., independent, energetic, competitive, make decisions easily, never gives up, feels superior, self-condense, and stands up well under pressure) by Moran and Weiss (2006).

2.2.4. Rational –legal authority: - Is the third central model was the most efficient and rational means to gain compliance of human members. It has been argued that teams may be capabilities of providing their own feedback (Salas, Sims, & Burke, 2005). Rather than commanding authority on the basis of tradition (e.g. residing on the family name)or charisma (authority stemming from extraordinary personality or administration traits) legitimate authority is based on the formal position (therefore legal) of the authority figure coupled with the belief by the subordinates that these arrangements represent the best means to achieve organizational objectives (therefore rational).As noted in the administration organizational model administrators should be recruited on the basis of ability and qualification professionalism merit rather than personality, connection or ascribed characteristics. This ends further legitimacy to the exercise of authority. The relationship between the study and the theory is a very important component in the study. Therefore the relationship between the study and the theory is more described in the following information: Division of labor is the extent to which work tasks are subdivided by functional specialization within the organization (Hall, 1968).This means how the activities are

arranged in a particular sport organization to the sports workers. In the zone proper distribution of responsibilities is important to ensure the effective and efficient performance of sports activities. Therefore this study will look into how responsibilities were divided among the experts and administrators for good administration in the districts of zone. This means that who should be the top administrator, who should administer athletics, football, table tennis, basketball, netball, etc. for easy administration. Well trained staff and experts should professionals in a particular field. Max emphasizes that in order for an organization to prosper in marvelous manner, well trained staff and experts are important. Max Weber argues that appointment to a position within the organization should be made on the grounds of technical competence and the experience of the individual Cutajar, (2010).Likewise for sports administration in the zone and districts it needs well trained sports administrators and experts who have been appointed based on the technical competence and experience in the field of sports. This study will investigate the presence of qualified sports man power for successive sports activities in Arsi zone districts in terms of technical competence and experience in the field of sports. Max Weber believes that the application of impersonal rules is important as it avoids arbitrariness or disorder in the performance of activities. A bureaucracy should follow a consistent set of rules that control the functions of the organization. The top administration controls the lower levels of the organization's hierarchy by applying established rules in a consistent and predictable manner (Cutajar, 2010).Sports activities in Arsi zone are run by policies, laws, rules and regulations.

2.3. Efficient Sport Administration

Organizations go a step further by categorizing desired as their effective administrators. Such administrators are the types of administrators who not only influence subordinates or followers to achieve specific goals, but who also do so by giving the organization the capability to achieve and maintain its competitiveness in the increasingly complex and challenging work environment characterized by opportunities and threats Lear, (2012). Administrators, in current complicated organizations, lay the most important role among the human workforce and have the most effective role in improving organizations' performance. On the other hand, the efficiency of administrators is associated with administrative skills that enable them for different roles and responsibilities. Thus, beside the knowledge and experience, administrators should gain some special skills Bazargan Harandi, (2003). It is the performance evaluation that makes these skills

better and prepares the ground ready to develop them. Performance evaluation analyses the managers' skills and performance by determining their strengths and weaknesses. In fact, performance evaluation counts as a tool for developing managerial skills. Sport administration needs well qualified administrators, good organization of activities, good resource supplies and well formulated activities to success sport. This is due to the fact that various scholars (Omari, 2002,) in a variety of sport disciplines have seen the importance of these elements in an administration. The concept of efficient administration which consists of sports administrators, the structure of the sport activities, resource supply and can generally be summed up in the achievement of sport success. Sport administration is qualified administrators, structure of activities, using resource demand properly to achieve sport success (Watt, 2003). Emeruwa (2002) argues that sport administration should not be regarded as an accidental field of endeavor whereby it is assumed that anyone and everyone can easily fit into its operations, but regarding high quality of sport knowledge, skill and performance. Such erroneous perception of this field is a product of what is currently experienced today as a nation because cases of non-professionals still administering sport are present. Wright and Cote (2003) corroborated these endings by highlighting four important central characteristics in sport administrators: high skill and knowledge level, a strong work ethics, an advanced tactical to planning ,implementing and evaluating task knowledge, and a good rapport with experts, coaches and athletes. With respect to the task-related behaviors, effective communication skills, guiding group tasks, and fostering goal attainment for sport success were established as key elements for administrator effectiveness (Price & Weiss, 2011; Riggio, Riggio, Salinas, & Cole, 2003; Wright & Cote, 2003). However, high quality administrators go further than only preaching what to do and which tactical guide lines to follow; they walk the talk. By behaving like a role model and demonstrating a good work ethic, they set an example for their stockholders (Bucci et al., 2012; Dupuis et al., 2006; Holmes et al., 2010). Moreover, controlling their emotions and remaining positive during the work were established as key motivational administration behaviors (Dupuis et al., 2006. The idea that social identity lays the platform for effective administration is at the core of the social identity approach and interest to administration (Haslam, Reicher, &Platow, 2011). All these research endings provide useful information for administrators selection (i.e., which traits are characteristic for high-quality administrators) and administrator development (i.e. which attributes and behaviors can be tap roach to administration argues that administrator's

effectiveness depends on the extent that leaders are able to create and manage a shared identity within an organization.

2.4. Sport Administration Skill

The first scientific and structured discussion of administration skill was presented by Robert L. Katz. The article by weber's theorist, skills of an affective administrator was Seyedinejat at al. (2014), vol. 1:33-47 published in Harvard Business Review. He has classified the required skills for an administrator in three groups herein mentioned briefly in the following sections, due to their pivotal role, each is explained separately and completely. According to his theory, technical skill, conceptual skill and human skill are regarded equally important in all administration levels.

Technical skill: As used here, technical skill implies an understanding of, and proficiency in, a specific kind of activity, particularly involving methods, process, procedures or techniques. It is relatively easy to for us to visualize the technical skill of the sport administration when each is performing his/her own special function. Technical skill involves special knowledge, analytical ability within that specialty and facility in the use of the tools and techniques of the specific discipline (Katz, 2014).

Human skill: Human skill is the ability to understand, create motivation and work with employees. According to Robert Katz, human skill is the ability to work effectively as a group member and to build understanding and cooperative effort in the team he leads. Human skill is the ability of administrator to work effectively as a group member and to build effective understanding and cooperative effort in the team he leads (Katz, 1991; Ahmadi, 2011; Robbins & Decenzo, 1998; Mirsepassi 1991).

Conceptual skill: One of the triple sport administration skills is conceptual skill also known as perceptual skill, analytical skill, the skill based on general understanding, theoretical skill and cognitive skill. The skill based on general understanding is referred to as the power to consider organization as a whole unity i.e. administrator must recognize how different functions of organization depend on one another and change in each part necessarily influences other parts. This skill can be extended to the understanding of the relationship between the sport organization and society, political, social and economic factors of an entire nation. By recognizing such relationships and understanding the important elements in any situation, the administrator would be able to act in a way that leads to the improvement of sport organization). Furthermore, the validity of the administration categorization was further established when taking into account not

only the best athlete administrator, but the complete administration structure in the team Fransen, Van Puyenbroeck, et al. (2015). With regard to the administration' behavior, it states that they should:

- setting out clear and discrete roles;
- Effective delegation and empowerment of responsibilities;
- Setting out clear, unambiguous terms of reference wherever appropriate; and
- Monitoring performance of the organization as a whole, the Board, staff members and its sub-committees.
- be fully informed and act in good faith and in the best interests of the organization;
- Act fairly and comply with the law and act in the interests of the stakeholders;
- exercise objective judgment in corporate affairs, independently from management;
- Devote sufficient time; and have access to accurate, relevant and timely information.

Voca sport (2004): on sport administration administrative function.p.79

The task of the administration is also by no means over, for it needs to monitor progress of the operational plans, using performance indicators, and to ensure that budgets, having been set, are adhered to.IOC, on governance body of sport organization (2008/9)

- **Managing and monitoring risk** – The administration must also ensure that it carefully monitors the risks facing the organization. This is achieved by ensuring that there is a robust risk management process in place so that all possible risks are anticipated.
- **Administration structure** – It has a responsibility to ensure that there is an effective and efficient administration structure in place and this entails appointing people to key positions, fixing appropriate remuneration for them and ensuring that their performance is kept under review.
- **Succession planning** – There should also be a policy in place to plan for succession in organization
- **Compliance ensuring** – The administration must ensure the compliance of the organization in areas where this is appropriate, such as compliance with: · local and national laws; the Olympic Charter if the organization is an NOC, or the statutes of an International Federation, if a national and regional federation; the organization's own constitution; · best practice, such as with regard to the conduct of the administration or conflicts of interest.

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- **Integrity of accounting systems** – The administration must ensure the integrity of the organization's accounting system and regular, transparent reporting on the state of the organization's accounts. This will include independent, annual auditing of the organization's accounts, taking note of any recommendations by the auditors, tight budgetary control, ensuring value for money for expenditures, and establishing clear, transparent financial practices throughout the organization. There should be regular, up-to-date and clearly presented financial reporting.

- **Monitoring and evaluating performance** – The administration should monitor its own performance on a regular (annual or biannual basis), reviewing how it has handled the business over a period and setting standards for future performance.

The development of strategic plans, operational plans, performance indicators, risk and financial management, marketing practices, human resource management and many other modern management practices all ensure that effective and efficient organizations are appropriately led by the administration. Furthermore, linking operational and strategic objectives will significantly contribute to good organizational practice. (IOC sport management manual 2010)

2.5. Strategic Sport Administration Principles

In the simplest terms possible, sport strategy is the match or interface between an organization and sport activities. At the heart of strategy is the assumption that these two elements are of equal importance. Furthermore, strategy concerns the entirety of the organization and its operations as well as the entirety of the resources supply. Such a holistic approach differentiates the strategy administration process from other dimensions of administration. One troublesome aspect of strategic administration relates to its complex, multi-faceted nature. Johnson et al. (2014), for example note several important features associated with strategic decision-making:

➢ Strategy affects the direction and scope of an organization's activities.
➢ Strategy involves matching an organization's activities with the environment.
➢ Strategy requires the matching of an organization's activities with its resource capabilities.
➢ The substance of strategy is influenced by the views and expectations of key stakeholders.
➢ Strategic decisions influence the long-term direction of the organization.

2.6. Responsibility of Sport experts

Developing a different plan and involving in all upcoming organization activities, initiating substantial member support in the area of sport success raising all officers and organization administrators are required to attend administration retreat at the beginning of the plan of the organization. Ensuring policies are followed by experts. Ensuring risk management policies are followed. Sport organization experts play an important role not only in the organization of each activity, but by communicating directly with the organization members. Experts are responsible for dispersing information regarding organization activities, policies and procedures, rules, and basic information to their organization stakeholders and athletes. Research Journal of International Studies Sport Issue 16 (September, 2010)

2.7. Responsibility of Athletes

Having special talent, strong motivation and a willingness to work extremely hard are all characteristics of a successful athlete. Finding such individuals and encouraging them to pursue their talents to the fullest are often major challenges. Sometimes, for a sport to succeed in developing athletes to a reasonably high level, a talent identification program must be implemented, along with developmental programs to help them. It is obvious that, in countries with limited human resources, facilities, competition opportunities and financing, there may be little opportunity for youngsters to find a sport in which they can excel. By necessity, sport administrators may need to concentrate limited resources on only a few sports in order to achieve some improvement. It is important for sport administrators to understand what the goals are for a particular sports program in order that they can adopt the right approach to athlete development and have effective and wonderful commitments to their objectives. Another responsibility of athletes related to entertain society. The social structure of sport refers to the manner in which the game is physically structured and played, the manner in which athletes are promoted, divided, creating repeated competition and rewarded. For example, one structure (of almost all sports) is that they are performed in order to determine a sole winning individual or winning team over other losing individuals or teams. Yet, this is not the only structure upon which one can play sport, (Anderson 2005b; Oxendine 1988).

2.8. Factors hindering sport success

The relevance of the presence of facilities, equipment and other supplies to the smooth running of organization sport program has been severally emphasized elements for sport successes activities. As (Mgbor; 2005) explained, the level of sport success most programs is greatly dependent on the degree of availability and adequacy of up-to-date equipment and facilities as these form the hub around which such program revolve. Longman (2003) explains available as something that is able to be used or can easily be found and used. In other words they are those resources that are committable or usable upon demand to perform their designated or required function. According to Okoro (1991) facilities, equipment and supplies are very vital in organization. Similarly Awosika (1992) asserts that facilities and equipment are program related in any sport program and should be provided in sufficient quantity to meet the needs of the success sport programmers. National Association for Sports and Physical Education (NASPE: 2002 G.C) advocates that sufficient sport resources are needed to meet the standard for sport success program. Owoeye and Olatunde (2011) opined that availability of sport facilities is a potent factor to quantitative sport success. Environment here refers to facilities that are available to facilitate athletes training outcome. Similarly, Ugwu (2002) regretted the attitude of some organization heads that show great apathy to Physical activities and sports. He added that such situations found in schools are not healthy development since many sports stars could be left behind. National sport Institute (2002) outlined the following as the major factors affecting the availability of sport facilities, equipment and supplies in sport organization. Utilization of resources according to Chakraborty, Islam, Chowdhury, Bari and Akhter (2011) is a complex behavioral phenomenon; however it is always related to the availability and quality of such resources or services as the case may be. Individual performance is likely to be affected by a variety of factors that are unique to the individual such as situational influences, ability, and personality (Wright & Kehoe, 2005. 7). Commitment positively influences various organizational outcomes such as employee motivation (Naquin and Holton, 2002) and performance (Kontoghtorghes and Bryant, 2001), tenure on the job (reduced turnover and absenteeism), and accomplishment of organizational goals (Pratt and Rosa, 2003). According to FDRE sport policy document :(2004 G.C), the bases for sport is the community and the nation at large participating in sport not only empowers the individual with health physique and brain but also strengthens bondage by creating harmony with others. The document further indicates the

declining condition of Ethiopia sport saying that limited role of the community in sports. Even if the field of athletics event (running) has been widely, practiced sport activities in Ethiopia, famous athletes exist in, it is not free of problem. According to Tsehaynew (2010) pointed out Athletic performance is mostly determined by factors such as balanced diet, physical conduction, technical and psychological activities. Tainting and competition Current balanced diet can help you cope with the everyday stresses of life (Webster, 2000).The other major possible factor which has got quite a significance number of respondent`s attention was, "lack of adequate and balanced diet". Related to this, Jackson (1986) underscored that energy intakes peaked between age 16 and 29 years and then decline for succeeding age groups. The critical importance of stakeholders was also noted by Hoye & Cuskelly (2007) who suggested that poor performance by sport organisations may result in the withdrawal of maximal achievement.

2.9. Organization Structures and Activities

2.9.1. Activity Specialization

Creating roles for individuals that enable them to specialize in performing limited number of tasks is work specialization. This concept can easily be applied in sport event organizations, manufacture things such as sporting goods, or need to process a large volume of resources such as distributing uniforms and information to volunteers for a large sporting event. The advantage of breaking jobs down to a set of routine repetitive tasks is an increase in employee productivity and reduced costs for a lower skilled lab our force, Shilbury, D.,and Mooree K.(2006). This advantage must be balanced against the risks of making work too boring or stressful for individuals which can lead to poor quality, lower productivity, absenteeism and high job turn over. The majority of sports organizations do not have large numbers of staffs are often required to perform a diversity of tasks over a day, week or year. In these cases, the structure of the organization will require a low level of work specialization. A good example would be a sport development officer for a zone or woredas sporting organization whose role may involve conducting skills of training with athletes, designing coach education courses, managing expert staff, or representing the organization to budget allocation. These roles require very different skill sets and in such an organization the structure would benefit from a low level of work specialization, Fahlen (2005, 2006).

2.9.2. Departmentalization

Departmentalization is the bringing together of individuals into groups so that common or related tasks can be coordinated. In essence, people are assigned to departments in order to achieve organizational goals. Organizations can departmentalize on the basis of functions, products or services, processes, geography or customer type. The most common form of departmentalizing is based on assigning people or positions to various departments according to professional function a person may perform, Hoye (2004). For example, an athlete administration firm may offer arrange of services under financial planning, career development, life skills and public relations training. Again each department would administer their own marketing, human resource, and financial systems, (Slack and Cousens, 2005). Sport organizations can also design departments on the basis of geography. For example, the operations for a sports law firm may be split into departments for capital city offices, regions, zones, woredas. Each of the offices or regions would have responsibility in regard to their operations in a designated geographical region. Finally, sport organizations can arrange their departments on the basis of their various customer types. It is important to note that organizations may choose to use more than one criterion to devise departments and their choice will depend on organizational size, capabilities and operational requirements, Cunningham, G.B., and Rivera, C.A(2001),pp.369-390.

2.9.3. Chain Of Command

The chain of command is the reporting trail that exists between the upper and lower levels of an organization. In essence it is the line of authority that connects each position within an organization to the commissioner. It encompasses the notions of establishing clear authority and responsibility for each position within the organization. Authority refers to the rights managers have to give orders to other members in the organization and the expectation that the orders will be carried out. If managers at certain levels of an organization are provided with the authority to get things done, they are also assigned a corresponding level of responsibility, Kikulin (2001). Having a single person to whom an employee is responsible is known as the unity of command .Having a single boss avoids employees having to deal with potential conflict when juggling the demands of two or more managers and it helps clarify clear decision -making. Basic tenets of the chain of command are less relevant today due to the

increase in use of information technology, and the corresponding ease with which most employees can communicate with each other at all levels of the organization and access information that was previously restricted to top level managers. Nevertheless, managers of sports organizations should be cognizant of the basic principle of the chain of command when designing their organizational structure, Robbins et al. (2004).

2.9.4. Span of Control

Span of control refers to the number of staff which any administrator can directly supervise without becoming inefficient or ineffective. The exact number which any administrator can effectively control and supervise is determined by the level of expertise or experience of the staff the logic being that more experienced and skilled staff requires less supervision. The span of control impacts on how many levels of management are required in any given organization. The wider the span of control, the more employees can be supervised by one manager which leads to lower management costs. However, this reduced cost is a trade off with effectiveness as this single manager must devote more of his or her time to liaison and communication with a large number of staff. The trend of organizations supervision to introduce wider spans of control and a subsequent flattening of organizational structures must be done in conjunction with providing more employee training, commitment to building strong work cultures and assisting staff to be more self-sufficient in their roles, Garrett. R (2004).

2.9.5. Formalization

Formalization refers to the extent jobs are standardized and the degree to which employee behavior is guided by rules and procedures. These rules and procedures might cover selection of new staff, training, general policies on how work is done, procedures for routine tasks, and the amount of detail that is provided in job descriptions. Formalizing an organization increases the control managers have over staff and the amount of decision-making discretion individual staff may have. An organization such as a local sport club may have very few procedures or rules for how things are done, but the tribunal for a professional sports league will have a very detailed set of procedures and policies in regard to how cases are reported, heard and prosecuted. The core concepts of work specialization, departmentalization, and chain of command, the span of control, centralization and formalization are reflected in its structure, Washngiton, M. (2004), 25(3).

2.9.6. Organizational Structure

An organization's structure is important because it defines where staff and volunteers fit in with each other in terms of work tasks, decision-making procedures, the need for collaboration, levels of responsibility and reporting mechanisms. Finding the right structure for a sport organization involves balancing the need to formalize procedures while fostering innovation and creativity, and ensuring adequate control of employee and volunteer activities without unduly affecting people's motivation and attitudes to work. In the complex world of sport, clarifying reporting and communication lines between multiple groups of internal and external stakeholders while trying to reduce unnecessary and costly layers of management, is also an important aspect of managing an organization's structure. The relatively unique mix of paid staff and volunteers in the sport industry adds a layer of complexity to managing the structure of many sport organizations, Amin. J, Slack T. and Hings .R,(2002).

2.10. Sport Success

In the last few decades, the competitive nature of sport and global pressure to win medals and develop talent have led many countries to redesign their sport structures so that younger athletes benefits from a better quality and quantity of training at younger ages. However, this process has also contributed to a decrease in athletes' ages at the time of their international competition debut (Wiersma, 2000), and in consequence is leading to a trend towards early specialization and investment in a high amount of training during early stages of development (Faigenbaum, 2009; Hecimovich, 2004). When reviewing the efficacy of sport programmers that promote early specialization, authors have argued that early success does not contribute significantly to predicting or explaining success at a senior level Warr, & Philippaerts, (2009). In fact, some prospective studies demonstrated that many successful young athletes do not necessarily appear among the numbers of those who have more success as seniors. For example, when studying females and males athletes in track and field their national rankings, Tirunesh Dibaba, Aman Muhammed, Kenenisa Bekele, and Genzebe Dibaba befoe few years showed that only a small percentage of athletes that appeared among the top athletes at an early age appeared among the best as seniors. Similarly, in a research focused on current elite and grass root athletes concluded that only few athletes that had participated in World Championships currently. Despite this evidence, there are still few prospective studies focusing on longitudinal participation in international even as indicated in study by Tsehaynew Getaneh (2010).

2.11. Conceptual frame of Administration

For any administration to work properly there must be the proper arrangement of the activities. This is well clarified by Max Weber's theory of which portrays that good administration consists efficient administrators, the application of impersonal rules, well trained staff and experts and division of labor, organizational activities structure and resources utilization. These are what any administration in any sector be it like sport, health, education, transport and communication, electricity, water, etc. can consider ensuring effective and efficient performance of the organization ensure the survival of the organization. Kontsas, (2006) in his study on the sports administration has disclosed the problems related to sports administration, He argues that poor sports organization, few professional experts, lack of motivation and interest to sports masters, causes organization frailer. This study centered with assessing administration efficiency, sport organization activities and miscellanies resources on Arsi zone sport success.
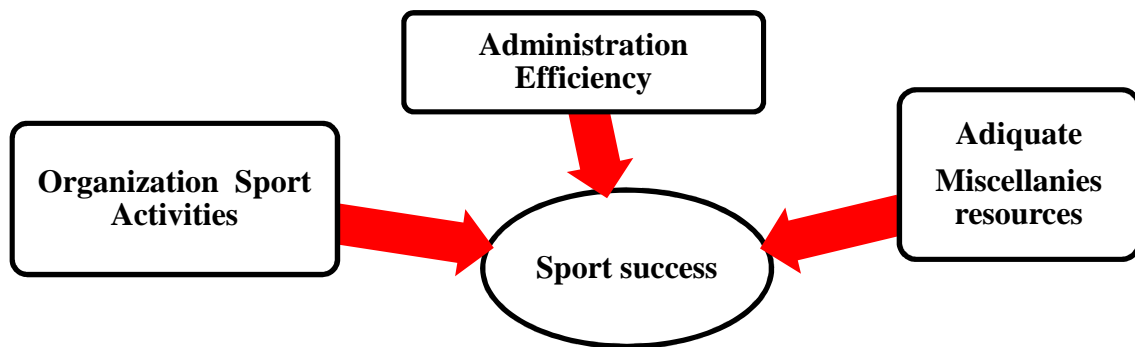
Figure- 1, conceptual frameworks

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

Research design refers to the plan of action that links the philosophical assumptions to specific methods. Thus, cross sectional descriptive survey method was used in this study. It was strongly believed the most appropriate method for addressing the intended purpose of this study and it can provide sufficient information regarding the subject 'Assessment administration effectiveness on sport success in Arsi zone selected woredas' was employed.

3.2. Study Area

One of the major zones in Oromia region located in the central part of Oromia region and Ethiopia. Arsi zone is located south East of Addis Ababa. Its capital, Asella, is 175 Km from Addis Ababa in the south East direction. Arsi zone has 22 woredas and one city administration. Based on the 2007 census conducted by the CSA, Arsi zone has a total population 2,636,657 with an area 19,825.22 square kilometers. It has latitude: 7˚30' (7.5˚) N and longitude: of 39°30′N 37°45′ (39.5˚) E with an elevation between 2313meters (7589 feet

(Source*: www.centralstatistics of Ethiopia, 2008 report)*

Fig. 2 Oromia Regional State Map Source*: (www. free encyclopedia.com)*

3.3. Source of Data

This study was used Primary and secondary data.

Primary data: was collected from experts, administrators and athletes through questionnaire.

Secondary data: was searched from different written documents and research articles. Sources of this study data were collected from six (6) woredas such as Lemmu and Bilbilo, Bekoji town, Digalu and Tijo, Munessa, Hetosa, and Tiyo woreda.

3.4. Population of the Study

3.4.1. Total population

Populations of the study were all administrators, experts and athletes found in Arsi zone.

Table- 1 Total population of the study

No	Woredas	Participants			
		Administrators	Experts	Athletes	Total
1	Bekoji town	2	12	14	28
2	Lemu and Bilbilo	2	12	13	27
3	Shirka	2	6	8	16
4	InkoloWabe	2	5	8	15
5	Munessa	2	9	12	23
6	Robe	2	5	12	19
7	Digalu and Tijo	2	12	8	22
8	Hetosa	2	10	12	24
9	Lode Hetosa	2	7	10	19
10	Tiyyo	2	15	13	30
11	Sire	2	5	9	16
12	Aminga	2	6	8	16
13	Dicsis	2	5	10	17
14	Dodota	2	6	7	15
15	Merti	2	6	8	16
16	Sude	2	4	-	6
17	Balie Gesgar	2	4	-	6
18	Aseko	2	5	6	13
19	Chole	2	5	8	15
20	Guna	2	4	-	6
21	Seru	2	5	-	7
22	Gololch	2	5	-	7
23	Arboye	2	5	-	7
	Total	46	158	166	370

3.4.2. Target Population

The target populations of the study were six Arsi zone selected woredas administrators, experts and athletes. Woredas were selected purposively because they have been developing large number of athletes and they have athletics projects. In order to get clear and relevant information; (12) administrators, (70) experts and (76) athletes were the target population of the study. According to these 64(17.9%) athletes, 40(21.9%) experts and 7(15.2%) administrators from selected woredas were participated as the respondent populations of the study. Totally, the populations of this study 111(17.8%) samples were expected to involve from Arsi zone selected six (6) woredas.

Table 2, Participants of the study

		Target population				Participants of the study			
		Administrators	Experts	Athletes	Total	Administrators	Experts	Athletes	Total
1	Bekoji town	2	12	14	39	2	7	13	22
2	Lemmu and Bilbilo	2	12	13	36	1	7	11	19
3	Digalu and Tijo	2	12	12	34	1	7	11	19
4	Tiyo	2	15	13	39	1	7	10	18
5	Hetosa	2	10	12	34	1	6	10	17
6	Munessa	2	9	12	29	1	6	9	16
	Total	12	70	76	158	7	40	64	111

3.5. Sample and Sampling Techniques

To realize the objective of the study, multi stage sampling were used in the study, to ensure that each group of the target population were represent to be more appropriate.

For the case of administrators:-purposive sampling method was employed based on criteria such accessibility, accuracy and reliability of the data. It was also employed   because of their position and experience.

For the case of experts: purposive sampling method was employed based on experts work designation competition and training directors, sport development director, athletics federation,

training experts, competition experts and coaches. Samplings were employed from workers attendance and from experts' job description files accordingly from their organization.

For the case of athletes: Yamene (1967) provide a simple formula n =N÷ (1+Ne^2) to calculate sample sizes. This formula was used to calculate athletes sample size that computed as if samples were taken from a population.

n = total population

      e = margin of error (0.05)

      N = confidence level of 95 %

      n = N÷ (1+Ne^2)

Table 3, Sample techniques

Participant	Target Population	Samples of the study	Method of Sampling
Administrators	23	7	Purposive sampling
Experts	70	40	Purposive sampling
Athletes	76	64	Simple Random sampling
Total	158	111	Multi Stage sampling

3.6. Data collection instruments

The study was used both quantitative and qualitative data collecting approaches. In order to gather adequate and reliable data the researcher was used questioner and interview. The questionnaires in this study were developed based on the research questions and after review of related literature. Likert's scale methods ranges from 1 to 5, (strongly agree (SD)≤ *1.49*, agree (A)=*1.5-2.49*, undecided(M)=*2.5-3.49*, disagree(DA)= *3.4-4.49,* and strongly disagree(SD)≥ *4.5)* were used to measure the extent and to which participants agree or disagree with a particular statement. The questionnaire were designed in English, yet it were translated into "Afaan Oromo" while the data collection, in order to avoid ambiguity. The questionnaires and interview were reviewed by major advisor who guide the researcher in the study.

Questionnaire

 Two sets of questionnaires were developed to obtain information from athletes' and experts'. In order to elicit the necessary data, questionnaires were constructed based on the reviewed of related literatures; consisting of five main sub-topics under it: 1) personal profile, 1) effectiveness of sport administrators, 3) organization of sport activities, 4) Implication of sport Success and, 5) Miscellanies resources hindering sport success. This was attempted in order to

make more the questions brief, attractive to look at, easy to be understood and reasonably to be completed quickly.

Interview

 Interviews are a type of survey where questions are delivered in a face-to-face encounter by and interviewer. Accordingly, structured interview was designed to supplement and enrich the information that was drawn by the questionnaire. Unstructured interviews demand deep knowledge and greater skill on the part of the interviewer, happens to be the central techniques of collecting information in case of exploratory or formulated in this study. Codes were given to 7 interviewee administrators from A1-A7 according to their woredas, but the researcher used at Bekoji 2 administrators (A1 and A2). Beside, this interview was held in 'Afaan Oromoo' language for ease of communication and clarity of ideas. Finally, the whole idea of the interview was summarized and analyzed from what has been written on the note book during and after the discussion.

3.7. Procedure of data collection

Recommendation letter from Jimma University College of Natural Sciences Department of Sport Science was soughed to Woredas sport commission. After permission was held, Pertaining to the questionnaire and interview, every effort was made to create friendly atmosphere of trust and confidence in order the respondents would feel at ease while talking to and discussing with the interviewer. For those respondents who have been selected, the final copies of the questionnaires were distributed in face-to-face situation by the researcher. This was done intentionally, if there was a need for additional explanation on how to respond and to get back questionnaires as much as possible. Hence, the interview was followed by probing a set of predetermined questions and taking note, comments which were given by each interviewee after questions, jot down on the note book until the last question comes to an end. Soon after the interview was over, again the whole idea was restated in order to incorporate if there was any missed point.

3.8. Study pilot

In order to measure self- designed instruments(questionnaire) reliability and validity using Cronbach's alphas study pilot were conducted on 2 sample administrators, 6 experts and 15 athletes through collecting responses on 27 questions from Lode Hexosa which was not sample woreda. The responses that had been collected were grouped into four objectives based on the

basic research questions and reliability statistics were calculated using SPSS version 25and the test result were presented in the table 4 blows.

Table 4, Reliability Statistics using Cronbatch Alpha

S.N	Variables	
1	The efficiency of sport administration	0.704
2	The organization of sports activities	0.72
3	Implications of Sport Success Level	0.71
4	Miscellanies resources hindering sport success	0.74

3.9. Reliability and Validity of Data

The validity of data refers to how well the instrument measures what they are supposed to measure and was important to assure that the research findings were measured accurately by instrument used. On the other hand, reliability is the degree to which the instrument produces stable and consistent result (Phelan and Wren, 2005). In this study, the Cronbach's alphas were considered high enough to consider the data as valid and reliable. Since most researchers use 0.70 as an acceptable level of coefficient alpha and still others consider 0.6 as sufficient (Kerlinger and Lee, 2000). Reliability analysis was conducted using 27 items. Computed Cronbach's alpha were 0.704, 0.72, 0.71 and 0.74 respectively as shown in table 4 above the study was valid. Hence it was given confidence the researcher to progress with the data analysis.

3.10. Methods of Data Analysis

(Kothari, 2006), states that data analysis consists of examining, categorizing, tabulating, or otherwise recombining the evidence to address the initial propositions of a study. Data analysis was also a process that includes editing, coding, classification and tabulation of collected data. Hence, Frequency Counts, Percentage, Mean, Standard deviation, t-test and descriptive statements were used to analysis the items of the questionnaire. Therefore, the questionnaires were first collected, organized, tabulated and coded in SPSS version 25. The following statistical procedures were employed for numerical interpretation. Descriptive statistics like mean, frequency and percentage were used to analyze basic information and distribution of scores and also to discuss the proportion for respondents along with assessing administrators' efficiency on sport success. The t-test were employed to check whether there were significance deference or

not between experts and athletes. In addition, qualitative data were analyzed by summarizing the words items of interview. Finally, the data were analyzed and discussed to reach at certain findings which in turn were used to give conclusion and possible recommendation.

3. 11. Ethical Issues

The researcher notified respondents of their freedom of choice to participate in the research or not. To this end, the researcher was tried to clearly inform to the respondents about the purpose of the study which purely to assess sport administrators efficiency on sport success in Arsi zone selected woredas; as researcher introduced its purpose in the introduction parts of questionnaire guide. The respondents confirmed that subject's confidentiality was protected. In addition to this, they were informed their participation in the study was based on their consent and not to indicate their names or their woreda.

CHAPTER- FOUR

4. RESULTS AND DISCUSSIONS

In this part of the study, different steps were followed in the analysis and interpretations of the data that collected for this study. In the first part of the analysis the data that collected on the demographic information of experts and athletes were analyzed and followed with interpretation as well as discussions. In the second part of the analysis, the data that were collected from the respondents of experts and athletes through questionnaire were analyzed and followed with interview text explanations collected from seven woredas administrators interviewed. Interview respondents administrators code were given from A1-A7 as Bekoji(A1, A2), Lemmu and Bilbilo (A3), Digalu and Tijo (A4), Tiyo (A5), Hetosa (A6) and Munessa (A7)selected woredas.

4.1. Demography of Respondents

Table 5, Respondent's demographic Profile distributions

| No	Demographic Profile		Experts		Athletes	
			No	%	No	%
1.	sex	M	28	26.9	41	39.4
		F	12	11.5	23	22.1
2.	Age	11-20			18	17.3
		21-30	9	8.6	46	44.2
		31-40	25	62.5		
		41 and above	6	5.7		
3.		Single	4	3.8	55	52.88
	Marital status	Married	34	32.6	9	8.65
		Divorced	2	1.9		
4.	Respondents		40	38.5	64	61.5
5.		Primary			18	17.3
		Secondary			46	44.2
	Educational background	Certificate	5	4.8		
		Diploma	7	6.7		
		Degree	26	25.0		
		Masters	2	1.9		
6.	Field of study	Physical education	8	7.7		
		Sport Science	8	7.7		
		none sport	24	23.1	3	2.8
		Not graduate			61	58.7

Source: Field study
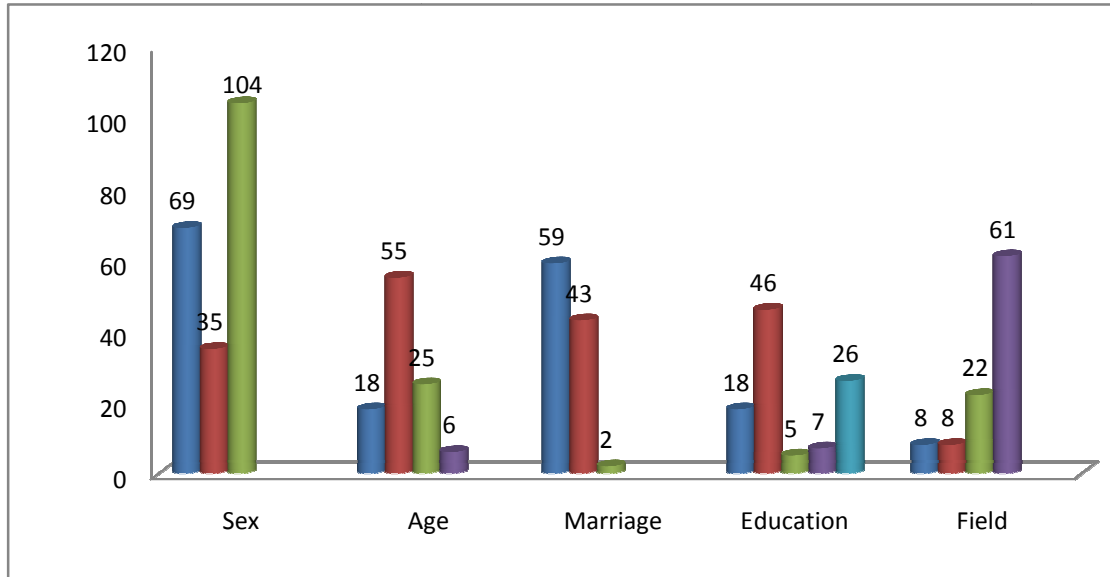
Figure: 3   Demography of Respondents Source: Field Study

As above table 5, indicates 40 (21.9%) respondents were experts and 64 (17.9 %) respondents were athletes, whose contain high numbers and dominant of the study. As indicated in above table, all of the respondents (N=104), male experts and male athletes were 28(26.9%) and 41(39.4%) respectively. Female respondents were 12(11.5%) experts and 23(22.1%) athletes participated in the study. The table shows that male respondents had high in percentage. However, data collected for all variables settled in this study, gender difference was not considered since random sampling of the athlete was conducted.

As indicated in above table 4, variables of educational level were settled. These were Elementary school student, secondary student, certificate, diploma, 1st degree and master degree respondents. The results indicated that 18(17.3%) were elementary school student, 46(44.2%) were secondary school students, 5(4.8%) certificates, 7(6.7%) were diploma holders, 26(25%) were degree level and 2(1.9%) respondents were Master's degree holders. Therefore, sports stakeholders who were secondary school student athletes' and1st degree experts dominated the study. Professional field was also considered in the analysis. The same alternatives were settled. From the analysis, the results indicated that experts had different disciplinary field profession that were 8(7.7%) of respondents with physical education professional field, 8(7.7%) of respondents with sport science, 24(23.1%) with none sport field and athletes professional with none sport field were 3(2.8%) and the rest not graduate were 61(58.7%) athletes and are dominants of the study. This finding indicates that Arsi zone sport organization needs attentions because of it was dominated with non professional workers.

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As it was indicated in the above table 5, beginner athletes aged 11-20 were 18(17.3%) and athletes aged between 21 and 30 were 46(44.2%). Experts age 20-30 were 9(8.4%), 31-40 were 25(62.5), also 41 and above age groups were 6(5.7%). High numbers of respondents' age were ranged between 21-30 years whose were powerful and energetic. Most of them are athletes, if properly used Arsi zone activities sport will be successful. The number of the marital statuses of the athlete respondents shows 55(52.88%) were single and 9(8.65%) were married. Respondents with single marital status highly engaged are athletes. For experts 2(1.9%) respondent were divorced, 4(3.8%) were single and 32(32 .6%) experts were married. The marital status could be affect athletes' participation regularly in sport activities for that to different works to support their family and can limits their interest of training to be more successful.

4.2. Finding and Discussions

4.2.1. Effectiveness of sport administrators

Table 6, Effectiveness of sport administrators

Items	Respondents	F	M	SD	p	t	DF
sport administrators have high skill and Knowledge of sport	Experts	40	4.67	0.47	0.011	1.25	102
	Athletes	64	4.53	0.61		1.33	97
The sports administrators are professional in sports	Experts	40	4.62	0.49	0.019	1.76	102
	Athletes	64	4.79	0.47		1.75	81
The sports administrators are interested in sports administration	Experts	40	4.70	0.46	0.003	2.39	102
	Athletes	64	4.43	0.58		2.52	96
The sports administrators are experienced	Experts	40	4.62	0.49	0.015	1.35	102
	Athletes	64	4.75	0.43		1.31	75
Sports administrators have high competence	Experts	40	4.62	0.54	0.025	1.12	102
	Athletes	64	4.73	0.44		1.07	71
Political experience is most considerable during selecting sports administrators	Experts	40	4.75	0.43	0.023	1.17	102
	Athletes	64	4.84	0.36		1.12	71
Professional sports coaches and experts are available	Experts	40	4.40	0.59	0.031	2.65	102
	Athletes	64	4.68	0.50		2.55	72
Administrators clearly know regional and national sport policy	Experts	40	4.45	0.55	0.036	1.85	102
	Athletes	64	4.64	0.48		1.79	74

Key: - SD ≥ 4.5, D = 3.4-4.49, M=2.5-3.49, A=1.5-2.49, SA≤ 1.49, Level of confidence =1.96, DF/Degree of freedom =102, M =mean, SD= Standard deviation

Considering table 5 item 1, respondents were asked to rate their level of agreements on sport administrators have high skill and knowledge of sport. From statistics mean value of experts were (M=4.67, SD= 0.47) and mean value of athletes were (M=4.53, SD =0.61) show high level of disagreement. Additionally, from statistically t-test result value were t (102) = 1.33, p < 0.05) which is less than level of confidence value at (P = 0.011, p < 0.05) that indicates there was significance between the experts and athletes on the opinion of administrators poor skill and knowledge.

Similarly from interview code A3 respondent said that,

> *"....Administrators has no sport high skill and knowledge because of they come from different sector office only for the matter of author it. Sport office administrators are either agriculture professional workers or mathematics teachers that they know nothing about sport training principles, rules, how to manage athletes and coaches. They also have no sport academic knowledge. This all together causes our zone sport poor success...."*

Administrators, in current complicated organizations, lay the most important role among the human workforce and have the most effective role in improving organizations' performance (Lear, 2012). On the other hand, the efficiency of administrators is associated with administrative skills that enable them for different roles and responsibilities. Thus, beside the knowledge and experience, administrators should gain some special skills, Harandi (2003).

Perhaps, the finding from questionnaire and interview clearly reveals that sport administrators low skill and knowledge was the most critical problems arise and affect the success of sport in Arsi zone selected woredas. Administrators were front liner to accomplish tasks and organize activities that concerned bodies should think carefully to solve the problems related with sport administration faced.

Aforementioned Table 6 item 2, respondents were asked to rate their level of agreement on sport administrations were professionals in sport disciplinary fields. From statistics mean value of experts were (M=4.62, SD= 0.49) and mean value of athletes were (M = 4.79, SD =0.47) shows high level of disagreement. Additionally, from statistically test result value were t (102) = 1.75, p < 0.05) which is greater than level of confidence value at (P = 0.019, p < 0.05) that indicates

there was statistical significance between the experts and athletes on most administrators were not professionals in sport disciplinary fields.

From interview code A6 respondent said that,

> *"….In Arsi zone sport is the matter of few stakeholders nearby years. Political officials did not bother about success of sport, so they appoint leaders whose are working about politics strongly. Sport administrators are not professionals in sport disciplinary fields as our woreda. Non sport profession administrators are working carelessly about sport than politics to meet their smart life. Therefore, what government should think accurately is appointing professional sport administrator in woredas sport commission….."*

Emeruwa (2002) argues that sport administration should not be regarded as an accidental field of endeavor whereby it is assumed that anyone and everyone can easily fit into its operations, but regarding high quality of sport knowledge, skill and performance. Such erroneous perception of this field is a product of what is currently experienced today as a nation because cases of non-professionals still administering sport are present.

Generally, this finding conclude that there were no sport professional administrators in Arsi zone selected woredas sport organization which was significantly causes poor sport success.

Considering Table 6 item 3 shows, experts and athletes level of agreement responses on the question sport administrations were interested in sport administration. From statistically mean value of experts were (M=4.45, SD= 0.71) and mean value of athletes were (M =4.70, SD =0.46) shows high level of disagreement. Additionally, from statistically test result value were t (102) = 2.52, p < 0.05) which is greater than level of confidence value at (P = 0.03, p < 0.05) that indicates there was statistically significant between the experts and athletes. It reveals that there were similar opinion between two groups on sport administrators' had low interest to administer sport organization. The idea that social identity lays the platform for effective administration is at the core of the social identity approach and interest to administration (Haslam, Reicher, & Platow, 2011).

During interview code A1 respondent said that,

"….*Sport administrators are not interested to administer sport organization when compare to other public organization. Most of the time many sport office administrators resign administration position when they changed to sport office from other public sector office. Because of this, authorized bodies appointed were unable administrator on sport office which leads to decrement of sport success.…*"

The findings fact indicates that sport administrators were not interested in sport organization administration in Arsi zone selected woredas.

As table 6 item 4, indicates that the respondents were asked to rate their level of agreement on sport administrators were experienced in sport administration. We compare the result of mean value of experts and athletes were 4.62(SD = 0.49) and 4.75(SD = 0.43) respectively indicates high level of disagreement. Hence, the statistical test value reveals that t(102) = 1.31 is less than level of confidence and at (p = 0.015, p < 0.05) implies was statically significant that indicates sport administrators were not experienced in sport administration.

During interview, code A5respondent said that,

"….*Large numbers of administrators are not experienced in sport organization administration. If they didn't accomplish their work efficiently in another sector they have been transferred to sport commission, because of that this office being seen as no strong work. This is the attitude of political leaders but the truth is not this .Since they come from different sectors time to time sport commission leaders are not experienced.…*"

Depending on the above truth finding indicates that sport organization administrators were not experienced. Administrators experience was the critical phenomena that should be concerned more. But there were not appointing experienced administrator that cause poor success of sport activities.

As indicated above in table 6 tem 5, the majority of respondents expressed their high levels of disagreement on sports administrators have high competence. Mean value of the groups were

(M=4.62, SD =0.54) and M = 4.73, SD 0.45) respectively for experts and athletes. Besides, the statistical t-test result t (102) = 1.07, p < 0.05   is less than level of confidence and at (p = 0.025, p < 0.05) shows there was statistically significant. It reveals that most experts and athletes have similar opinion on low competency of sport organizations administrators.

During interview code A7 respondent said that,

> *"....Most of sport administrators had no competency because of different hindering factors such as sport skill back ground, the manner of work, work place and the ability to react with expert's coaches and experts. Administrators competence measured with sport competition result, satisfaction of society with sport movement and coordinating workers to meet organization goal and mission, achievement of sport success should arise and etc. However, all are not recognized, so as my opinion administrators have no competency...."*

Gray *(2004, p.76),* adopted that administrative by its' very nature is applicable across wide range of competence. It is 'knowing what should be done, and influencing other to cooperate in doing organization task'.

Finding shows that most sport administrators have no high competence to operate sport origination tasks which causes poor result and success sport of Arsi zone selected woredas.

Considering table 6 item 6, the respondents were asked to rate their levels of agreements on Political experience were most considerable during selecting sports administrators. From statistics mean value of experts were (M=4.73, SD= 0.43) and mean value of athletes were (M=4.8, SD =0.36) shows high level of disagreement. Additionally, from statistically test result value were t (102) = 1.12, p < 0.05) which is less than level of confidence value at (P = 0.023, p < 0.05) that indicates there was statistical significance between experts and athletes. The experts and athletes opinion shows political experience was the most considerable during selecting sports administrators. As noted in the administration organizational model theory administrators should be recruited on the basis of ability and qualification professionalism merit rather than political identity, personality, connection or ascribed characteristics. This ends further legitimacy to the exercise of authority (Salas, Sims, & Burke, 2005).

During interview code A1 respondent said that,

"....Sport is not the activity of only walk to talk, but it is the activity of walk the talk. According to some Arsi zone woredas sport commission administrators appointed only to run politics in sport organization which causes sport falling in the zone. They are being selecting administrators regarding political experience and capacity. Sport administrators must be selected depending on professionalism and skill of administering sport to promote sport success...."

At the end, this study finding reports that political experience was the most considerable might cause poor sport success.

Considering Table 6 item 7 shows, responses of experts and athletes Professional sports coaches and experts are available. From statistically mean value were (M=4.35, SD= 0.74) and mean value of athletes were (M = 4.40, SD =0.59) show high level of disagreement. Additionally, from statistically test result t-value were t (102) = 2.55, p < 0.05) which is greater than level of confidence value at (P = 0.031, p < 0.05) that indicates there was statistical significant between the experts and athletes. It revealed that two groups give their opinion that professional sports coaches and experts were not available.

During interview code A3 respondent said that,

"....Few professional sport coaches and experts are available in different woredas of Arsi zone because of lack of professional expert and coaches. Since we are in 21century our sport must move parallel with world context by running on modern sport with using professional coaches and experts, but no professional coaches and experts in our woredas. This is huge problem must need solution in short period of time in order to success our zone sport...."

This finding suggests that there were no professional sport experts and coaches. As analyses data result and interview indicates professional experts and coaches run on appropriate works to success sport, however Arsi zone sport experts and coaches being not professionals causes poor sport success.

Considering table 6 item 8, the respondents were asked to rate their level of agreements on Administrators clearly know regional and national sport policy. From statistics mean value of experts were (M=4.45, SD= 0.55) and mean value of athletes were (M=4.64, SD =0.48) show high level of disagreement. Additionally, from statistically test result t- value were t (102) = 1.79, p < 0.05) which is less than level of confidence value at (P = 0.036, p < 0.05) that indicates there was statistically significant between the experts and athletes on the opinion of administrators were not clearly know regional and national sport policy.

From interview code A3 respondent said that,

> "….Policy is the skeleton of all sport activities that *administrators should know clearly regional and national policies to conduct effective sport activities using afforded information and knowledge from existed policy. Unless policies are not implemented no need to talk sport success, because violation of sport rules and laws may arise. Knowing sport regional and national sport policy were mandatory for sport administrators but our administrators were no have place for that' I mean that they did not know national and regional policy clearly which is the critical problem may causes poor sport success.…"*

According to FDRE sport policy document (2004 G.C), the bases for sport success is the discipline community and the nation commitment to sport rules and regulations. Administration refers to implementing what has been instructed as shown by principles, rules, regulations, policies and laws of the country Watt (2003).

This finding indicates that national and regional sport policies were not clearly known by administrators to implement may lead low sport success.

4.2.2. Organizations of sports activities

Table 7 Organization of sports activities

Items	Respondent	F	M	SD	p	T	DF
Departmentalization of Sports activities is available	Experts	40	1.65	0.48	0.024	0.65	102
	Athletes	64	1.57	0.58		0.67	94
Tasks of administrators, coaches and experts are clearly defined	Experts	40	2.27	0.87	0.032	1.65	102
	Athletes	64	1.68	0.63		1.92	64
Frequent training are done for sports administrators, coaches and experts	Experts	40	4.92	0.26	0.012	1.21	102
	Athletes	64	4.84	0.36		1.30	99
National and regional sport policies are applicable in the organization	Experts	40	4.67	0.47	0.034	1.05	102
	Athletes	64	4.56	0.55		1.09	92
Conducting good work planning, implementation and evaluation is available	Experts	40	2.42	0.95	0.009	-3.28	102
	Athletes	64	3.21	1.32		-3.53	99

Key: - SD ≥ 4.5, D = 3.4-4.49, M=2.5-3.49, A=1.5-2.49, SA≤ 1.49, Level of confidence =1.96, DF/Degree of freedom =102, M =mean, SD= Standard deviation

Five items were designed to collect data on Departmentalization of Sports activities is available, tasks of administrators, coaches and experts are clearly defined, Frequent training are done for sports administrators, coaches and experts, national and regional sport policies are applicable in the organization, Conducting good work planning, implementation and evaluation is available. Based on the collected and presented data in the above table 6, analysis was made on the responses in means and standard deviations as follows.

As indicated in above table 7 item 1,the responses of experts 1.65 mean and 0.43 standard deviation and athletes 1.57 mean and 0.58 standard deviation were indicated the high level of agreement of two groups on poor departmentalization of Sports activities. One other hand, from statistically test result t- value were t (102) = 0.67, p < 0.05) which is very low than level of confidence value at (P = 0.024, p < 0.05) that indicates there was significance between the experts and athletes on departmentalization of Sports activities. This implies that most woredas sport officewere not departmentalized sport activities.

During interview from code A5 respondent said that,

"….Sport activities were departmentalized in the office but it is not successfully applicable in accomplishing activities. Our office task departmentalization is paper value, it is toothless lion, which means we didn't work as tasks were categorized or departmentalized. Unless tasks were not accomplished it is difficult to say there is departmentalization of activities. So I totally belief that it is difficult to say there is tasks departmentalization at all.…"

Departmentalization is the bringing together of individuals into groups so that common or related tasks can be coordinated. In essence, people are assigned to departments in order to achieve organizational goals. Organizations can departmentalize on the basis of functions, products or services, processes, geography or customer type, Hoye (2004).The formal structure positions, procedures, rules, planning clearly, interactional patterns are also regarded as instruments in the service between the structures and the tasks of the organization (the means) and the objectives/goals of the organization (the ends), that makes a rational organizational instrument (Loughead et al. (2006).

At the end this finding reveals that there was poor departmentalization of sport asks in Arsi zone sport organization that could have to get accreditation for that it leads to poor sport success.

As indicated above in table 7 item 2, experts and athletes gave their responses on tasks of administrators, coaches and experts were not clearly defined. Mean result indicates that (M= 2.27, DS = 0.87 and M = 1.68, SD = 0.63) respectively that indicates agreement of expert and high level agreement response of athletes on tasks of administrators; coaches and experts were clearly defined. However, from statistically test result value were t (102) = 1.92, p < 0.05) which is lower than level of confidence value at (P = 0.032, p < 0.05) that indicates there was statistically significance between experts and athletes that shows administrators, coaches and experts tasks were not clearly defined.

At interview time code A1 respondent said that,

"….Tasks of administrators, coaches and experts were not clearly defined. All stakeholders in this office do the current argent work to complete the given job by administrator in short time. Even though one person is known as coach, an athlete training is also done cooperatively at the time competition or tournament time is

held from zone or other body. So, it is difficult to say administrators, coaches and experts were structurally defined...."

From the above, this finding indicates that tasks of administrators, experts and coaches were not defined as sufficient manner in Arsi zone sport organizations. Therefore, it needs strong attention from concerned bodies to success sport.

In table 7 item 3, respondents were asked to point out their level of agreement on the question frequent training is done for sports administrators, coaches and experts. As researcher compare the result mean value and standard deviation of experts and athletes were (M = 4.9, SD = 0.26 and M = 4.84, SD = 0.36) respectively indicate high level of disagreement that reveals frequent training was not conducted for sports administrators, coaches and experts. Additionally, from statistically test result t- value were t (102) = 1.30, p < 0.05) which is greater than level of confidence value at (P = 0.012, p < 0.05) that indicates there was significance between the experts and athletes on frequent training was not done for sports administrators, coaches and experts.

From interview code A4 respondent said that,

> *".....Training is one of the way workers build their capacity to perform given tasks accurately and sufficiently. We have been asking for long time, but the rise as a cause deficiency of budget to give training .We didn't get any training concerning sport and sport activities since last few years....."*

The lack of trained personnel (administers),experts, coaches, sport wear and equipment in the sphere have also made the problem more complex (National sport policy, 2005) As indicated at this out set and incorporated in the sport policy document (2004), the policy out lines clearly selected goals, means and strategy without trained man power no need of sport success.
Therefore, this finding result reveals that no frequent training was done for sports administrators, coaches and experts that may causes poor sport success.

Considering Table 7 item 4, show results of experts and athletes on the question national and regional sport policies were applicable in the organization level of agreement. From statistical mean value (M =4.6, SD= 0.47 and M =4.56, SD = 0.0.55) for experts and athletes respectively

show that high level of disagreement. In the same way, from statistically test result t- value were t (102) = 1.09, p < 0.05) which is less than level of confidence value at (P = 0.034, p < 0.05) that indicates there was statistical significance between the experts and athletes on national and regional sport policies were not applicable in Arsi zone sport organization.

During interview code A2 respondent also said that,

> "…..An implementing policy is the guide lines to perfume any tasks. Violations of rules during tournament have been happened because of poor applications of sport policies. National and regional sport policies were not applicable fully in this organization. Being carless of administrators, experts, coaches, athletes and lack of knowledge, they enforced to poor application of sport policies. This shows that inapplicability of national and regional sport policies are factors hindering sport success….."

The research finding reveals that sport were no implementing regional and national sport policy in Arsi zone sport organization which causes unsuccessful sport.

From the illustration of table 7 item 5, respondents were asked to point out their level of agreement on the question conducting good work planning, implementation and evaluation is available. As we compare the result mean value and standard deviation of experts and athletes were (M = 2.4, SD = 0.95 and M = 3.21, SD = 1.32) respectively indicate medium level of agreement. Additionally, from statistically test result t- value were t (102) = 3.53, p < 0.05) which is greater than level of confidence value at (P = 0.009, p < 0.05) that indicates there was significance between the experts and athletes on poor work planning, implementation and evaluation is available.

From interview code A5 respondent said that,

> "…..We are very strong to plan on paper which is not 'SMART'. We have been planning only to answer question during authors supervision, where is your plan? Planning in organization was frequently done but it was only paper value, there was no implementation and evaluation at the end. With poor implementation, evaluation and careless planning, it is crying without tier. It is difficult to say there are planning, implementing and evaluation….."

Wright and Cote (2003) corroborated a strong work ethics, an advanced tactical to planning ,implementing and evaluating task knowledge, and a good rapport within experts, coaches and athletes leads organizational tasks success.

This finding indicates that poor planning, implementation and evaluation were the critical problems leads to poor sport success in Arsi zone administrators should struggle to solve it.

4.2.3. Miscellanies resources hindering sport success

Table 8, Miscellanies resources hindering sport success

Items	Respondent	N	Mean	Std.	p	T	DF
Lack of adequate Budget	Experts	40	1.22	0.42	0.046	0.96	102
	Athletes	64	1.31	0.46		0.98	89.0
Lack of adequate facilities and training equipment	Experts	40	1.37	0.49	0.033	1.17	102
	Athletes	64	1.26	0.44		1.14	76.9
Lack of well designed scientific sport training program	Experts	40	1.07	0.26	0.038	1.014	102
	Athletes	64	1.14	0.35		1.07	97.9
Lack of administrators proper supervision	Experts	40	1.22	0.42	0.009	1.34	102
	Athletes	64	1.12	0.33		1.26	68.7
Lack of athletes adequate and balanced diet	Experts	40	3.7	1.15	0.38	0.62	102
	Athletes	64	2.84	1.41		2.21	101.03
Lack of communication among staff members	Experts	40	1.35	0.48	0.043	1.09	102
	Athletes	64	1.2500	0.43644		1.06	76.60

Key: - SD ≥ 4.5, D = 3.4-4.49, M=2.5-3.49, A=1.5-2.49, SA≤ 1.49, Level of confidence =1.96, DF/Degree of freedom =102, M =mean, SD= Standard deviation

As indicated above in table 8 item 1, the majority of respondents expressed their high level of agreement on lack of adequate Budget. The statistically mean value of the groups were (M=1.22, SD =0.42) and M = 1.31, SD 0.46) respectively for experts and athletes show that high level of agreement .Besides, the statistical test result t (102) = 0.98, which is less than level of confidence value at (p = 0.046 indicates that there was statistical significance between two groups. It reveals that almost two groups have similar opinion on lack of adequate budget significantly affect sport success.

From interview code A1 respondent said that,

"....The major head hack of sport commission is lack of budget. Every year we have been facing shortage of adequate budget to promote sport tournament /competition between kebeles, schools and projects. Unless there is no sufficient budget, adequate sport training and good competition results cannot be expected. So budget is the most considerable issue that to be get argent solution that leads to poor sport success....."

The critical importance of budget was also noted by Hoye & Cuskelly (2007), who suggested that poor performance by sport organisations may result in the withdrawal of government funding or budget.

This finding reveals that there was lack of budget to overrun sport activities as it needs. Sport training, competitions, office tasks, coaches' fees, athletes' requirement and transportation needs enough budgets. Therefore, there was wide range luck of budget that causes poor sport success in Arsi zone sport woredas.

Aforementioned above in table 8 item 2, the majority of respondents expressed their high level of disagreement on lack of adequate facilities and training equipment. The statistically mean value of the groups were (M= 1.22, SD =0.42) and M = 1.31, SD 0.46) respectively for experts and athletes show that high level of disagreement .Moreover, the statistical test result t (102) = 1.14, which is less than level of confidence value at (p < 0.033) indicates that there was statistical significance between experts and athletes. It reveals that almost two groups have similar opinion on lack of adequate facilities and training equipment is critical problem that affect sport success.

From interview, code A4respondent said that,

"....Adequate facilities and training equipment are the basic elements to develop and success sport. To conduct successful training and competition facility and equipments are among crucial things but there are no adequate as well as sustainable facilities and equipments in most of Arsi zone woredas as we have been looking during different tournaments. As I think, it is the problem that must get argent solution to success our zone sport activities....."

National Association for Sports and Physical Education (NASPE: 1995 E.C /2002 G.C) advocates that sufficient sport resources are needed to meet the standard for sport success

program. The relevance of the presence of facilities, equipment and other supplies to the smooth running of organization sport program has been severally emphasized elements for sport successes activities. As Mgbor; (2005) explained that , the level of sport success most programs is greatly dependent on the degree of availability and adequacy of up-to-date equipment and facilities as these form the hub around which such program revolve.

From the above facts, this finding result shows that lack of adequate facilities and training equipment were the huge problems affected sport success in Arsi zone woredas.

As illustrated in Table 8 item 3, the respondents were asked to rate their levels of agreement on lack of well-designed scientific sport training program. From statistics mean value of experts were (M=1.07, SD= 0.26) and mean value of athletes were (M =1.14, SD =0.35) show high level of agreement. Additionally, from statistically test result value were t (102) = 1.07, p < 0.05) which is less than level of confidence value at (P = 0.038) that indicates there was statistically significance between the experts and athletes on lack of well-designed scientific sport training program. It reveals that two groups have similar decision on lack of well-designed scientific sport training program is the major factor that affects sport success.
From interview code A6respondent said that,

> *"….Well designed scientific sport training program is the way for sport success, hence, each coach and sport organization ought to design scientific training program so as to achieve prominence sport result. For example, world class athletes have their own coaches to get scientific training according to their sport field that leads them to score good result. In the same way woredas athletes must get such like trainings but there is no scientific well designed training and that affect sport success as I think….."*

Agreement with (Ethiopia National sport policy, 2004,2005) the lack of trained personnel, sport facilities, sport wear, athletes structurally designed scientific training and   equipment in the sphere have also made the problem more complex to achieve clearly selected sport goals.
This finding indicates that there were lacks of well-designed scientific sport training program causes poor sport success in Arsi zone.

Considering Table 8 item 4, shows responses of experts and athletes level of agreement on the question lack of sport administrators' proper supervision. The result from statistically mean value of experts were (M=1.22, SD= 0.42) and mean value of athletes were (M =1.31, SD =0.46) show high level of disagreement. Additionally, from statistically test result t- value were t (102) = 1.26, $p < 0.05$) which is less than level of confidence value at (P = 0.009) that indicates there was statistically significant between the experts and athletes. It revealed that there was similar opinion between two groups on there is lack of sport administrators' proper supervision. From interview code A7 respondents said that,

> *".…If there was strong and repeated supervision is there no decline of sport success. Coaches, experts, administrators and athletes have been doing what they want as they want. This should be changed if sport success will be expected; otherwise we are walking at stand under the shadow of previous history. There is administrators programmed supervision at all, hence it has its own contribution to decrease sport success in our zone.….."*

Garrett. R, (2004) also argued that trend of organizations supervision to introduce wider spans of control and a subsequent flattening of organizational structures must be done in conjunction with providing more employee training, commitment to building strong work cultures and assisting staff to be more self-sufficient in their roles.

As this study finding indicates, Supervision was the master key to motivate overall activities of experts, coaches, athletes and other concerning bodies that Arsi zone sport organization administrators must conceder. It shows that there was no administrators' proper supervision.

Considering above Table 8 item 5, respondents were asked to rate their responses on lack of athlete's adequate and balanced diet. The statistically mean value of two groups were (M= 3.7, SD =0.83) and M = 4.34, SD = 6.4) respectively for experts and athletes show that high level of agreement. Statistically t-test value revealed that t (102) = 0.62 which is less than level of confidence value at (p = 0.38) indicates that there was not statistical significance difference between the groups. This implies that experts and athletes highly disagree on there is lack of athletes adequate and balanced diet.

During interview code A4 said that,

"….Energy output should replaced with energy intake so as to athletes performance kept. Furthermore, energy expenditure and training intensity and load should match together. But I don't think that there is lack of balanced and adequate food relating Arsi zone athletes that Arsi zone is highly agriculturally productive area. So no athlete's adequate and balanced diet causes to decline their sport performance…."

According to Tsehaynew (2010) pointed out athletic performance is mostly determined by factors such as balanced diet, physical conduction, technical and psychological activities. Webster, (2000) also argued that currently balanced diet can help you cope with the everyday stresses of tainting and competition. The other major possible factor which has got quite a significance number of respondent`s attention was, "lack of adequate and balanced diet". Related to this, Jackson (1986) underscored that energy intakes peaked between age 16 and 29 years and then decline for succeeding age groups. According to this finding indicates, most athletes' age rates between 21 and 30 whose need high energy expenditure and also there is no lack of athletes balanced diet as the results of this study indicates, but sport results became decline due to other sport success affecting problems.

Above Table 8 item 6, shows responses of experts and athletes on the question lack of communication among staff members. From statistics mean value of experts were (M=1.35, SD= 0.48) and mean value of athletes were (M =1.25, SD =0.43) show high level of agreement. Furthermore, statistically test result value were t (102) = 1.06, p < 0.05) which is less than level of confidence value at (P = 0.043) that indicates there was statistically significant between the experts and athletes. It revealed that lack of communication among staff members was the critical problem that affects sport success. These individuals should collaborate and communicate regularly to ensure the overall sport success of each organization, Jess and Brownell (2001).

Totally as statistically result value from responses of the questionnaire and interviews clearly reflects that lack of adequate budget, well designed scientific sport training program, administrators proper supervision, athletes adequate and balanced diet, communication among staff members were the factors significantly affect the success of sport in Arsi zone selected woredas.

4.2.4. Implications of Sport Success Level

Table 9, Implications of Sport Success Level

Items	Respondent	N	M	SD	p	T	DF
Athletes has successfully been scoring good competition result at regional & national level	Experts	40	4.72	0.45	0.046	1.0	102
	Athletes	64	4.81	0.39		1.0	74.3
Elite athletes has successfully been developing	Experts	40	4.50	0.50	0.013	1.9	102
	Athletes	64	4.68	0.46		1.8	77.8
Grass root athletes has successfully been developing	Experts	40	4.80	0.40	0.045	1.0	102
	Athletes	64	4.87	0.33		0.9	71.1
Athletes and coaches has successfully been satisfied with sport results	Experts	40	4.92	0.26	0.038	1.0	102
	Athletes	64	4.85	0.35		1.0	97.9
Societies have successfully been satisfied with current sport result	Experts	40	4.57	0.50	0.011	1.5	102
	Athletes	64	4.71	0.45		1.4	76.7
Sufficient sport competition has frequently been conducted	Experts	40	4.45	0.50	0.024	2.4	102
	Athletes	64	4.68	0.46		2.4	78.1
Sport movement has successfully been entertaining society	Experts	40	4.52	0.49	0.022	1.1	102
	Athletes	64	4.56	0.50		1.4	63.0
Sport movement has successfully been improving people socio-economic status	Experts	40	4.32	0.76	0.019	0.9	102
	Athletes	64	4.45	0.58		0.9	67.5

Key: - SD ≥ 4.5, D = 3.4-4.49, M=2.5-3.49, A=1.5-2.49, SA≤ 1.49, Level of confidence =1.96, DF/Degree of freedom =102, M =mean, SD= Standard deviation

Considering above Table 9 item 1, respondents were asked to rate their level of agreement on athletes has successfully been scoring good competition result at regional and national level. From statistics mean value of experts were (M= 4.7, SD= 0.45) and mean value of athletes were (M = 7, SD =0.39) show high level of disagreement. Furthermore, the statistical results indicates that t (102) = 1.0 which is less than degree of confidence at (p = 0.046, < 0.05) implies that there was statistically significance between experts and athletes. It reveals that Arsi zone athletes were not successfully been scoring good competition result as few years ago due to the administrators efficiency.

From interview response code A2respondent said that,

> "....Arsi zone competition result is not successful as known few years ago,
> especially in long distance running athletics at world level. In the same way it
> indicates currently that Arsi zone athletics and other sport result at national and

regional state was also not satisfied. It means that competition result has been declined....."

Literature also indicated that Arsi zone competition result become solely decrease as the competition result during Oromia (2018) 24th at Bushoftu and (2019) 25th at Nekemite reveals and was very poor as report indicated. So we can conclude that athletes were not successfully score good result at regional and national level.

As can be seen in Table 9 item 2, shows the respondents were reflected their level of agreement on elite athletes has successfully been developing. From statistics mean value of experts were (M= 4.5, SD= 0.5) and mean value of athletes were (M = 4.6, SD =0.46) show high level of disagreement. In the same way, statically t-test result value were t (102) =1.90 which is less than level of confidence value at (p = 0.013, < 0.05) implies that there was statistically significant between two groups on elite athletes was becoming decrease.

At interview time code A2 respondent said that,

"....Arsi is the place where all the world know it, specifically Bekoji and Asella because of its elite athletes like Kenenisa, Haile, Derartu, Tirunesh, Fatuma, Genzebe and so many. As I think, Arsi zone elites were because of natural gift, athletes' hard working and strength of training. However, it is great sham no one listed elite athlete rising up at regional, national and international level that needs cooperation of all bodies to return the previous Arsi zone known name....."

Grisono, (2007) noted that youth sports programs can provide a platform for future elite sports women and sports' men and provide means for self-realization as well as success for young people with talents for sports.

From the above view this finding suggests that elite athletes development was become decrease if compared with few years ago. This lead Arsi zone sport success to decrease and needs definite solution from all concerned bodies.

As Table 9 item 3, indicates that an experts and athletes asked their response on the question grass root athletes has successfully been developing. From statistics mean value of experts were (M= 4.8, SD= 0.4) and mean value of athletes were (M = 4.87, SD =0.33) show high level of disagreement. Furthermore, statistically t-test value were t (102) = 1.8 which is less than level of

confidence value at (p = 0.045, < 0.05) indicates that there was statistically significant between experts and athletes on grass root athletes were not been successfully develop.

Similarly, during interview code A5 said that

> "....Nearby years there were no grass root athletes' development. Few years ago there were different projects in different woredas. For example like Coca Cola in Bekoji which had been done on grass root athletes' development. There were school competitions all the time but today no motivational movement in such like to develop grass root athletes. Hence, it is the critical problem should be solved in short period of time....."

Generally, the finding from response of questionnaire and interview clearly reflects that there was no grass root athletes' development which was critical problem that affect sport success in Arsi zone.

Regarding Table 9 item 4, experts and athletes rate their opinion on question athletes and coaches have successfully been satisfied with current sport results. From statistics mean value of experts were (M= 4.9, SD= 0.4) and mean value of athletes were (M = 4.8, SD =0.33) show high level of disagreement. The statically test result indicates that t(102) = 1.0 which is less than level of confidence value at 'p' value (p = 0.038,p < 0.05) show that there was statistically significant between two groups .This implies that experts and athletes have the same opinion on athletes and coaches has not successfully been satisfied with current sport results.

During interview code A3 respondent said that,

> "....Results and recognition is the cornerstone to satisfaction in sport event. If there is no good competition result there is no sport satisfaction. Hence, Athletes and coaches looks like worried at sport result that not satisfied with current sport result. Athletes are scoring very poor result as different competition result indicates; so both coaches and athletes were not satisfied with current competition result and sport movement as my opinion....."

> This finding indicates that athletes and coaches are not satisfied with current sport result. Athletes and coaches satisfaction results from sport success, they must

struggle to improve sport result at all competition level together with other stakeholders.

Considering above Table 9 item 5, respondents were asked to rate their level of agreement on societies has successfully been satisfied with current sport result. From statistics mean value of experts were (M= 4.57, SD= 0.5) and mean value of athletes were (M = 4.7, SD =0.45) show high level of disagreement. Additionally, statistically t-test result value were t (102) = 1.4 which is less than level of confidence value at (p = 0.011, p < 0.05) suggests that there was statistically significant between experts and athletes on Societies were not successfully been satisfied with current sport result.

At interview time code A1 respondent said that,

> "....Society measures sport success only with result, that scoring poor result make far and unsatisfied. Societies were not successfully been satisfied with current sport result due to that there is no appreciable competition result. This indicates that Arsi zone society were not support sport movement which may causes sport success failure..."

The social structure of sport refers to the manner in which the game is physically structured and played, the manner in which athletes are promoted, divided and rewarded. For example, one structure (of almost all sports) is that they are performed in order to determine a sole winning individual or winning team over other losing individuals or teams. Yet, this is not the only structure upon which one can play sport, Anderson (2005).

Considering Table 9 item 6 shows, responses of experts and athletes on the question sufficient sport competition has frequently been conducted. From statistics mean value of experts were (M= 4.45, SD= 0.5) and mean value of athletes were (M = 4.68, SD = 0.46) show high level of disagreement. Furthermore, statistically test result t- value were t (102) = 0.2.4, p < 0.05) which is less than level of confidence value at (P = 0.024, p < 0.05) that indicates there was statistically significant. It revealed that there was similar opinion between two groups on conduction of sufficient sport competition has not been frequently taken.

Similarly from interview code A1 said that,

"....Different woredas indicates that poor interest of school sport tournament at woreda level and cluster level. At zone level before few years at list there were twice at one year, but there is only one time at a year currently which is not well organized and not consist all variety of sports....."

According to (Webster, 2000) argued training and competition are not isolated incidents to achieve empirical result in sport activities. It implies that nearly all the respondents disagree on conduction of sufficient sport competition has been frequently conducted.

This finding suggests that repeated competitions were not considered in Arsi zone. Since competition is the backbone of sport success, concerned bodies should give emphasize for repeated sport competition.

As indicated above in table 9 item 7, respondents were asked their responses on Arsi zone sport movement is entertaining society. From statistics mean value of experts were (M= 4.5, SD = 0.4) and mean value of athletes were (M = 4.5, SD = 0.5) show high level of disagreement. Perhaps, the statistical t-test result value on Sport movement has successfully been entertaining society were t(102) = 1.4, p < 0.05 which is less than the level of confidence value at (P = 0.02, p < 0.05) that indicates there was statistically significant between experts and athletes that it sought there was similar opinion on the Sport movement has not successfully been entertaining society. According to FDRE sport policy document :(2004), the bases for sport is the community and the nation at large participating in sport not only empowers the individual with health physique and brain but also strengthens bondage by creating harmony with others. The document further indicates the declining entertaining condition of Ethiopia sport saying that limited role of the community in sports. This finding indicates that sport movement in Arsi zone was not entertaining the society.

Considering above Table 9 item 8, respondents were asked to rate their response on sport movement has successfully been improving people socio-economic status. From statistics mean value of experts were (M = 4.3, SD= 0.7) and mean value of athletes were (M = 4.4, SD = 0.5) show high level of disagreement. Statistically t-test value revealed that t (102) = 0.9 which was less than level of confidence value at (p = 0.019, < 0.05) indicates that there was statistically significance between two groups. This implies that experts and athletes had the same opinion on sport movement has not successfully been improving people socio-economic status.

From interview code A1 said that,

> *"….Different income was very popular during tournament in woredas. It was from food and cloths, from bad room, transportation, stadium entrance fee and etc. The interaction of different culture, language and behavior of people come across during sport tournament was widely took place. As sport movement became decrease all above listed were became decrease….."*

According to FDRE sport policy document:(2004), the bases for sport is the community and the nation at large participating in sport not only empowers the individual with health physique and brain but also strengthens bondage by creating harmony with others.

Generally, responses from the questionnaire and interviews clearly reflects that Sport administrators were the major factors affect that Arsi zone selected woredas Athletes has successfully not been scoring good competition result at regional & national level, Elite athletes has successfully not been developing, Grass root athletes has successfully not been developing, Athletes and coaches has successfully not been satisfied with sport results, Societies have successfully not been satisfied with current sport result, Sufficient sport competition has frequently not been conducted, Sport movement has successfully been entertaining society Sport movement has successfully not been improving people socio-economic status as few years ago.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The purpose of this study was to assess or identify the efficiency of sport administration on sport success in Arsi zone selected woredas sport organization.

In order to answer these questions, descriptive survey research method was employed. Plot test was conducted to measure instruments validity and reliability. The data relevant to the study were gathered through questionnaires and interview. The data obtained were analyzed using descriptive statements and statistical methods such as frequency, percentage, mean, standard deviation and t-test. The values of t-test obtained measured at $(p < 0.05)$ were statistically significant and if $(p > 0.05)$ significance was not found. Finally, based on the review of related literature and the analyzed data, the following major findings were obtained from the study.

The study identified the most common problems in related to sports administrations efficiency so that government and sports administrators should know the problems surround them. The problems identified were poor sports administrator's efficiency, poor organization of sport activities; sport success hindering factors have been disclosed.

Respondents' demography: -The stakeholders who participated in this study had various characteristics. The study has found that on sex aspect all of the respondents (N=104), were male have 68(65.4%) and female respondents have 36(34.6%). In case of education level the results indicated that 18(17.3%) were elementary school student, 46(44.2) % were secondary school students, 5(4.8%) certificates, 7(6.7%) were diploma holders, 26(25%) were degree level and 2(1.9%) respondents were masters degree holders. Respondents field of study was that 8(7.7%) of respondents with physical education professional field, 8(7.7%) of respondents with sport science 27(25.9%) with none sport field of study, 61(58.7%) respondents were not graduate athletes. In case of age category 21-54 were 57(54%), 31-40 were 23(22.5%), 11- 20 were 18(17.7%), 41 and above were 6(5.8%).

Administrator's effectiveness: -The study suggests that administrators had no efficient and effective, sport skill and Knowledge as well as they were not professionals, interested, experienced, competent as well as didn't clearly know regional and national sport policy as statistically result of mean value of experts and athletes were $M \geq 4.3$ respectively shows disagreement and t-test value was statistically significant between experts and athletes since (p <

0.05) indicated. From interviewee suggestion illustrates, the majority of the sports administrators did not have proper efficiency to administrate sport organization.

Organization of the sports activities:-The study was found that there was poor organization of the sports activities in Arsi zone selected woredas in terms of poor sports department, defining stockholder tasks, doing sports unfrequented training, conducting poor work planning, implementation and evaluation and poor applicable national and regional sport policies scoring good competition result at regional & national level, no elite athletes grass root and development. Statistically result of mean value of experts and athletes were $M \geq 4.3$ respectively disagreement. The result of t-test value was statistically significant between experts and athletes since $p < 0.05$indicated. Large number of the sports administrators said that there was poor organization of the sport activities above the elements indicated. The study showed that administration related with not well organized sports activities are the critical factors that affect zone to reach its goals.

Miscellanies resources hindering sport success:-The finding of this study suggests mean value of experts and athletes were $M \leq 1.5$ respectively showed high level of agreement and t-test value was statistically significant between experts and athletes since $p < 0.05$ indicated for all items, the lack of adequate budget, adequate facilities and training equipment, poor designed scientific sport training program, lack of administrators proper supervision, deficiency of athletes adequate and balanced diet, communication among staff members were the most critical problems that affect sport success in Arsi zone selected woredas.

Implications of Sport Success Level:-Considering sport success level on items, athletes has successfully been scoring good competition result at regional & national level, elite athletes has successfully been developing, grass root athletes has successfully been developing, athletes and coaches has successfully been satisfied with sport results, societies have successfully been satisfied with current sport result, sport movement has successfully been entertaining society, sufficient sport competition has frequently been conducted and port movement has successfully been improving people socio-economic status respondents shows their high level of disagreement which were $M > 3.5$ and statistical t-test value indicates there was significance between two groups, experts and athletes since $p < 0.05$ for all items that they have the same opinion on there were poor sport success in Arsi zone.

5.2. Conclusion

From the data analysis the major findings obtained from this study were concluded as follows,

❖ As the finding revealed there were lack of administrators' knowledge and skill to administrator organizations sport activities to achieve sport success in Arsi zone.

❖ Sport administration needs, good organization of activities, good resource supplies and well formulated activities to success sport. Hence, administrators' performance and interest to administer sport organization were very low in Arsi zone as this finding indicates.

❖ Most of respondents viewed that political experience was the most considerable during selecting sports administrators and was crucial problem that hinder sport success.

❖ Most selected woredas were not conducted frequent training for administrators, coaches and experts that causes gap of knowledge to apply national and regional sport policies as this study finding reveals.

❖ The largest proportion of the respondents indicated lack of miscellaneous resources and facilities cause poor sport success.

❖ The findings reveal that there were poor structure of sports activities in Arsi zone sport organizations in terms of the low departmentalization of Sports activities, tasks of experts, coaches and administrators was not clearly defined, and poor Conducting of good work planning, implementation and evaluation.

❖ There were many factors that were hindered the sport success according to the finding of this study. These were lack of adequate budget, well designed scientific sport training program, administrators proper supervision and lack of athletes adequate and balanced diet were the factors that hindered sport success

❖ Sport was not successful due to very few sport competition conducted, poor development of grass root athletes, dissatisfaction of coaches and athletes with current sport result.

❖ Poor movement of sport to entertain society and it was not improved people socio-economic status in Arsi zone selected woredas. Society participation leads to sport success and their socio- economic status development.

5.3. Recommendations

Based on the findings of the study, the following recommendations were drawn:

1. Sport commissions administrators are front liners to success sport in Arsi zone, Hence It is better Oromia regional state sport commission, Arsi zone sport commission and woredas government officials give attention to solve sport administrators knowledge and skill problems by giving repeated training and recruiting efficient administrators depending on professionalism, competence, experience, interest and motivation to administer.

2. If sport commissions plan to success sport. This would be by allocation of professional experts and coaches whose are be able to maximize sport result and success in Arsi zone.

3. It is important that implementation of national and regional sport policy to guide athletes, experts ,coaches and administrators in code of sport ethics and to maximize sport success according to its different principles. If Arsi zone, policies also implemented to improve structures of sport activities, conduct all relevant and crucial information that leads to sport success.

4. The organizations of sport activities are significant elements that enhance sport success. If Arsi zone Sport organization departmentalized and defined tasks accordingly to promote successful sport activities sport success will come.

5. Since sport miscellaneous resource supplies were not adequate in Arsi zone woreda, government and society ought to cooperate to solve the deficiency of resource supply. Administrators have to motivate societies to participate with their capacity. Society must be participating to lead sport for success and to development their socio- economic statuses.

6. To improve sport success athletes must get scientific, effective, sufficient and programmed trainings, coaches, experts, administrators and athletes ought to collaborate to achieve their common goal sport success.

7. Development of elite and grass root athletes will come if school sport participation is strongly conducted, if new projects and clubs formulated, old projects and clubs strengthen and Arsi zone woredas sport commission ought to give argent solution to solve problems relating athlete development.

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Yohannes Gebresellaisis-(2006). Great Olympic, Great Ethiopia athletes Great Victory: our boys
　　　　and girls have done it gains and what a joy to all Ethiopians everywhere! APPENDIX -1

JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE

Dear Respondents!

This questionnaire is designed to collect data for the study aimed to Assessing administration efficiency on sport success in Arsi zone selected woredas sport organizations. The data collected using this questionnaire is to be used only for academic purpose and all information gathered from the respondents will be helpful to get pertinent findings and to forward timely and sound recommendation. Your responses are confidential and are not used for any other purpose rather than this study. Therefore, in order to obtain relevant and reliable information that would contribute to the success of this study, I kindly request your cooperation to answer all the questions frankly as you fell.

General Direction

1. No need to write your name

2. Try to answer every question according to the instruction provided

Questionnaire for assessing administration effeteness on sport success in Arsi zone some selected woredas sport organization.

Part-1: Demographical Information

Please circle your appropriate answer

No	Items	Coding Column
1	What is your sex?	1) Male 2) Female
2	. In which Age category do you belong?	1) 11-20 2) 21-30 3) 31-40 d) 41 and above
3	What is your level of education?	1)Elementary school 2) Secondary School 3) certificate 4) diploma 5) First degree 6) Masters Degree
4	. What is your marital status?	1) Married 2) Single 3) Divorced
5	What is your professional field of study?	1) Physical education 2) sports science 3) sport management 4) Other professions
6	What is your specific designation at your Organization?	1) administrator 2) expert 3) coach 4) athlete

Questionnaire to be filled by Respondents

To what extent would you consider the following as posing the major constraints?

1=strongly agree, 2=agree, 3= underside and 4= disagree 5 = strong disagree

No	Effectiveness of sport administrators	CHOICE				
		5	4	3	2	1
1	sport administrators have high skill, Knowledge and performance of sport					
2	The sports administrators are professional in sports					
3	The sports administrators are interested in sports administration					
4	The sports administrators are experienced					
5	Sports administrators have high competence					
6	Political experience is most considerable during selecting sports administrators					
7	Professional sports coaches and experts are available					
8	Administrators clearly know regional and national sport policy					
Organization of sports activities						
9	Departmentalization of Sports activities is available					
10	Tasks of administrators, coaches and experts are clearly defined					
11	Frequent training are done for sports administrators, coaches and experts					
12	National and regional sport policies are applicable in the organization					
13	Conducting good work planning, implementation and evaluation is available					
Implication of Sport Success Level						
14	Athletes has successfully been scoring good competition result at regional & national level					
15	Elite athletes has successfully been developing					
16	Grass root athletes has successfully been developing					
17	Athletes and coaches has successfully been satisfied with sport results					
18	Societies has successfully been satisfied with current sport result					
19	Sufficient sport competition has frequently been conducted					
20	Sport movement has successfully been entertaining society					
21	Sport movement has successfully been improving people socio-economic status					
Miscellanies resources hindering sport success						
22	Lack of adequate Budget					
23	Lack of adequate facilities and training equipment					
24	Lack of well designed scientific sport training program					
25	Lack of administrators proper supervision					
26	Lack of athletes adequate and balanced diet					
27	Lack of communication among staff members					

JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE

Dear Respondents!

This questionnaire is designed to collect data for the study aimed to 'Assessing administration effectivess on sport success in Arsi zone selected woredas sport organizations. The data collected using this questionnaire is to be used only for academic purpose and all information gathered from the respondents will be helpful to get pertinent findings and to forward timely and sound recommendation. Your responses are confidential and are not used for any other purpose rather than this study. Therefore, in order to obtain relevant and reliable information that would contribute to the success of this study, I kindly request your cooperation to answer all the questions frankly as you fell.

General Direction

1. No need to write your name

2. Try to answer every question according to the instruction provided

Questionnaire for Assessing administration efficiency on sport success in Arsi zone some selected woredas sport organization.

 Interview for Sports Administration in Arsi zone selected woredas.

1. What is the sport administrator's effectiveness on sport success in Arsi zone?
2. How sports activities organized in Arsi zone are selected Woreda?
3. What are miscellanies resources hindering sport success?
4. To what extent sport is successful in Arsi zone selected woredas?
5. What achievements have been reached by your office in terms of leading Sports?
6. What do you think are the best ways for improving sports administratio

UNIVARSIITII JIMMAATTI

KOLLEEJJII SAAYINSII UUMMAMAA

DIPPARTIMANTII SAAYINSII ISPOORTII

Kabajamoo Deebistoota Gaafannoo Kanaa:

Gaafannoon kun kan qophaa'e dhimma ragaa qorannoo mata duree "Assessing administration effectiveness on sport success in Arsi zone selected woredas" jedhu irratti eebba baruumsaa M.Sc **'Sport Management'** dhaan adeemsisuuf gaafanno odeeffannoo funaanuuf qophaa'eedha. Ragaan kun dhimma qorannoo kanaatiin ala qaama birootiif dabarfamee kan hin kennamne fi waan birootiif kan hin oolle ta'a. Ragaan isin irraa funaannamu kun fiixaan ba'iinsa qorannoo kanaatiif baay'ee barbaachisaa waan ta'eef, raga dhugaa fi qulqulluu ta'e akkaatuma gaaffannoo isiniif dhiyaateen akka deebistan qorataan kabaja waliin isin gaafata. Deebii gaafannoo kanaa kan kennitan akka qabatama aanaa ykn magaalaa keessaniitti ta'a.

Kallattii Waliigalaa

1. Maqaa kee barreessuun hin barbaachisu.

2. Gaaffilee hunda akkaatuma qajeelfamaan deebisuuf yaali.

Gaafannoo hirmaattotaan deebi'uu qaban

Odeeffannoo Demografii

Lakk	Gosa gaaffilee	Filannoo
1	Saalli kee kami?	1) Dhiira 2) Durba
2	Ramaddiin umrii keetii isa kami?	1) 11-20 2) 21-30 3) 31-40 4) 41 fi oli
3	Sadarkaan baruumsa keetii isa kami?	1) Sadrkaa 1ffaa 2) Sadarkaa 2ffaa 3) TTI 4) Dippiloomaa 5) Digirii 1ffaa 6) Masters Degree
4	Odeeffannoon gaa'ila keetii isa kami?	1) kan qabu/qabdu 2) kan hin qabne 3) kan hike/hiikte
5	Gosa barnoota kamiin eebbifamte?	1) Physical education 2) sports science 3) sport management 4) Gosa Ispoortii biroo 5) gosa barnoota Ispoortiin alaa 6) hin eebbifamne
6	Ga'een hojii keetii maali?	1) Hoogansa 3) Leenjisaa/stuu 2) Ogeessa/ttii 4) Ispoortessaa/Atileetii

Deebii kee lakkoofsa filatte jalattii Mallattoo (√) kenni

Ibsa:-1=Baay'een walii gala , 2=waliin gala, 3=nan shakka, 4=walii hin galu , 5=baay'ee walii hin galu bakka bu'u.

T.L	Dhiibba hooggantoonni Fiixaanba'iinsa Ispoortii irratti qaban	Filannoo				
		1	2	3	4	5
1	Hooggansi Ispoortii beekumsa fi dandeettii ol aanaa qabu					
2	Hooggantoonni ispoortii gosa barnoota Ispoortiin kan eebbifamaniidha					
3	Hooggantoonni ispoortii fedhii Ispoortii hoogganuu ol aanaa qabu					
4	Hooggantoonni ispoortii muuxannoo ga'aa qabu					
5	Hooggantoonni ispoortii gahuumsa ol aanaa qabu					
6	Hooggantoonni ipoortii dandeettiin siyaasaa isaanii caalatti ilaallmuun ramadamu					
7	Leenjistoonni fi ogeeyyiin ispoortii ogummaa ispoortii ni qabu					
8	Hooggantoonni ispoortii Imaammata ispoortii federaalaa fi naannoo sirritti beeku					
Ga'uumsa Hooggansaa						
9	Hojiin waajjiraa haala gaariin caaseffameera					
10	Ga'een hojii hooggantootaa,leenjistootaa fi ogeeyyii ifaan adda ba'ee taa'eera.					
11	Leenjiin hooggantoota,leenjistootaa fi ogeeyyiif yeroo yeroon ni kennama					
12	Imaammanni ispoortii biyyolessaa fi naannoo waajjirichatti hojii irra oolaa jira					
13	Haala gaariin hojii Karoorsuu,raawwachuu fi madaaluu adeemsifamaa jira					
Fiixaan Ba'iinsa Ispoortii						
14	Atileetonni akkuma armaan duraa sadarkaa naannoo fi biyyoolessatti bu'aa dorgommii olaanaa galmeessisaa jiru					
15	Atileettonni beekkamoon akkuma armaan duraa ammamas ba'aa jiru					
16	Atileetonni guddattoonni akkaataa barbaaddamuun oomishamaa jiru					
17	Atileetonnii fi leenjistoonni bu'aa Ispoortii yeroo ammaatti baay'ee gammadoodha					
18	Hawaasni naannoo keenyaa bu'aa Ispoortii yeroo ammaatti baay'ee gammadaadha					
19	Dorgommiin Ispoortii yeroo yeroon haala quubsaa ta'een adeemsifamaa jira					
20	Sochiin Ispoortii keenyaa hawaasan naannoo keenyaa bashannansiisaa jira					
21	Sochiin ispoortii sadarkaa hawaas-diinagdee immata keennyaa fooyyessaa jira					
Wantoota Fiixaan Ba'iinsa Ispoortii Duubatti Hambisuu Danda'an						
22	Hanqinni baajataa ispootiif barbaachisu					
23	Hanqna meeshaalee fi dhiyeessiin leenjii ispoortiif barbaachisu					
24	Hanqina leenjii saayinsaawaa sagantaa sirridhaan qophaa'ee					
25	Hoogganaa too'annoo sirrii gochuu dhabuu					
26	Atileetonni nyaata madaalawaa fi ga'aa ta'e dhabuu					
27	Miseensonni istaafii qunnamtii gaarii dhabuu					

KUTAA-2

UNIVARSIITII JIMMAATTI

<div align="center">

KOLLEEJJII SAAYINSII UUMMAMAA

DIPPARTIMANTII SAAYINSII ISPOORTII

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Kabajamoo Deebistoota Gaafannoo Kanaa Gaafannoon kun kan qophaa'e dhimma ragaa qorannoo mata duree "The effect of administration efficiency on sport success in Arsi zone selected woredas" jedhu irratti eebba baruumsaa M.Sc **'Sport Management'**dhaan adeemsisuuf gaafanno odeeffannoo funaanuuf qophaa'eedha. Ragaan kun dhimma qorannoo kanaatiin ala qaama birootiif dabarfamee kan hin kennamne fi waan birootiif kan hin oolle ta'a. Ragaan isin irraa funaannamu kun fiixaan ba'iinsa qorannoo kanaatiif baay'ee barbaachisaa waan ta'eef, raga dhugaa fi qulqulluu ta'e akkaatuma gaaffannoo isiniif dhiyaateen akka deebistan qorataan kabaja waliin isin gaafata. Deebii gaafannoo kanaa kan kennitan akka qabatama aanaa ykn magaalaa keessaniitti ta'a.

Kallattii Waliigalaa

1. Maqaa kee barreessuun hin barbaachisu.

2. Gaaffilee hunda akkaatuma akkaatuma gaafatamteen deebisuuf yaali.

Gaafannoo Qomaa Hooggantootaaf Qophaa'e

1. Hanqinni gahuumsa hooggantootaa fiixaan ba'iinsa ispoortii irratti dhiibbaan qabu maal fa'a?

2. Haalli caaseffama hojii ispoortii waajjira keessanii maali fakkaata?

3. Fiixaan ba'iinsi ispoortii aanaa keessanii maal fakkaata?

4. Rakkoon adeemsa hoogganṣa ispoortii irratti isin muudate maal fa'a?

5. Ispoortii hoogganuu keessaniin galma ga'iinsa maal irra geessanii jirtu?

6. Ispoortii fiixaan baasuuf maaltu ta'uu qaba jettee yaadda