



**COLLEGE OF NATURAL SCIENCES
DEPARTMENT OF SPORT SCIENCE**

**MANAGERIAL FACTORS THAT AFFECT PERFORMANCE OF
MALE FOOTBALL PLAYERS: WITH SPECIFIC REFERENCE TO
SOUTH REGION ETHIOPIA SUPER LEAGUE FOOTBALL CLUBS**

BY: ALEMU ABAYNEH

JUNE, 2018

JIMMA, ETHIOPI

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ACRONYMS

CONCACAFE: Confederation of North, Central America and Caribbean Association
Football

[www all. Acronym.Com/](http://www.all.Acronym.Com/) CONLACAF

CONMEBOL the South American Football Confederation

FIFA: Federation international de Football Association.

UEFA: United of Europeans Football Association

SNNPR South Nation Nationality Peoples Region

SPSS Statistical Package for Social Science

ABSTRACT

The purpose of this study was to survey managerial factors that affect performance of male football players with specific reference to South Region Ethiopia super league football clubs. The research was descriptive. The sample was selected by using purposive sampling technique. The study consists of players, main coaches, assistant coaches and sport managers (N=69) from each club were represented). The data were analyzed using percentage, frequency, and qualitative explanations.

The results should that there is a significant relation between managerial factors that affect performance of male football players as well as there is a difficulty to match managemental style with athletes satisfaction. However, during the conduct of the managerial bodies many challenges were perceived such as of understanding level of the players', individual difference, family background of the players, environmental influence, educational level of the players and soon. These were the most difficulties that faced to athletes to apply the best suited to bring the enhanced performance of players in the club. The instruments for data collection included questionnaire and interview. Then the collected data have been analyzed and the major findings implied out. Some important points of the study were summarized and the conclusion was drowning from it about the managerial factors that affect performance of male football players according to the player's satisfaction. At the end some recommendations were made for perceived challenges or problems to implies the need of facilitating administrative and managerial strategies related to coaching training for the coach and fans support and training for players as well as communication among the managers for the better performance in the super league football clubs.

Key words: Managerial factor, performance, players.

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Football is the world's most popular form of sport, being played in every nation without exception. The most widespread code is association football. Millions play the game and hundreds of millions are entertained by it, either at football grounds or through television. The sport has a rich history through it was formalized as we know it today by the establishment of the football association in 1863.

The game soon spread to continental European countries and later to South America and the other continents, (Thomas Reilly and A, mark Williams, 2003). Football clubs are sport organizations, they need to have goals will achieve with a consciously structured activities. A football club, which has well managed by different types of resources like human or man power (coach, players, coach staff and manager), finance, materials and other managerial factors, has a capability to bring observable change on term performance.

In addition, any organization of football clubs do not function efficiently without some elements those hold them together and give directions so that they can achieve the goal for which they exist Bucher and Krotee (2002). This element is management. Management is the glue that bonds the various units and provides the control, communication, motivation, nurturing and leadership needed to achieve design goals. To accomplish this function, a structure is needed that provide an efficient (i.e. the amount of resources used to achieve an organization goal) and effective (the degree to which the organization state goal) way of operating and carrying out the various duties and responsibilities existing within the organization. In addition to the above mentioned factors. There also exist certain internal factors that can shape a football team's success. For example, institutional support, team identification. Player-coach ability (Giacobbi, *et.al*, 2002), as well as certain external factors like fan identification. Supportive team atmosphere (Giacobbi *et.al*, 2002) among others outside the level of competitiveness, have managed to be important elements to determine the success or failure of an organization. Thus, there are teams considered successful by the fact of having a solid program, and being considered as protagonists by virtue of consistently qualifying for the playoffs, possessing strong institutional and fan support. Coaches

are also involved in such consideration, since they play an important role in team performance. However, this role can result in a positive or negative influence on players (schuman, *et.al*, 2005). According to these authors, successful coaches are characterized by influencing positive behavior; thus, tend to improve coach-athlete relationships.

Football performance is a function of physical and mental characteristics of the individual. In addition, peak performance is the product a careful preparation where the competitive peak is the result of a well-planned training program. Kachany (cited in Wondimu and Damene, 2004) football performance in regardless as an actual manifestation of the efficiency of the player.

Hence, this research have conducted to assess what managerial and structural factors affects Hadiya Hossana, Ambarecho Durame , and Silte Worabe Football team performance and tries to point out significant solution for the present issues that expected to enhance team performance.

1.2. Statement of the Problem

Management has expanded to include professional sports, facility management, even management and other areas. Now in Ethiopia from time to time football clubs have displayed encouragement, enlargement and expansion in number through the country.

According to Chelladurai (2005), this concept is composed of the definition of effectiveness from an organizational and structural point of view. Thus, effectiveness represents the accomplishment of goals by any sport organization. To maintain better performance and self-confidence in athletes, or developing successful athletes, and winning championship are common goals that design by football management.

Whereas, organizational effectiveness that relate with accomplish the design goal in football clubs should be affected by internal and external management factors.

Now in Ethiopia from time to time football clubs have displayed encouraging enlargement and expansion in number through the country.

Accordingly to greatest numbers of city teams including Hadiya Hossana, Silte Worabe and Hmbarecho Durame team have get the chance to participate in the super league of Ethiopia. Even though there has a good beginning of change, while measured their effectiveness most of them have unsatisfactory result.

The cause of these should be the internal and external organizational factors like; lack of proper organizational structure, shortage of resource (finance, materials), inefficient training level, lack of players coach ability and factors like fan identification and supportive team atmosphere. If the clubs fact with problems on these areas, it should be difficult to establish a team with better football performance and winning the champion ship (Giacobbi et al, 2002).

This study also focuses on management skills, government policy and personal or professional preparation as management factors. Hence, the researchers were conducted to assess factors that affect on performance of male football players a case of some selected south region super league Football Clubs. Depending up on, this point view, the researcher needs to find out the managerial factors that affect performance male players with specific reference to South region Ethiopia super league football clubs. There are some studies which have been conducted on the title managerial factor that affects the performance of male football players; to list few of them, a study conducted by Zegeye Bogale, (2013) on organizational and managerial factor that affect the football performance of western Ethiopia Zone national football club.

Thus, this study differs from the research conducted by Zegeye Bogale in a sense that his research mainly focuses on western Ethiopia Zone national football club, but it lacks the super league in south region Ethiopia. Consequently, the current research was mainly focused on south region of Ethiopia supper league football club. Therefore, this research attempted to fill such gap in the study area by assessing the managerial factors that affect the performance of male football club with specific reference south region Ethiopia supper league football club in SNNP Regional state. Therefore, based upon the above reasons the researchers has been try to answer the following basic questions:-

1. What are the managerial factors that affect the football club performance?
2. Which managerial factors improve the performance of the players?
3. What are the possible strategies that applied to minimize managerial factors affects the performance of football players?

1.3. Objectives of the Study

1.3.1. General Objective of the study

The main objective of this study was assessing managerial factors that affect performance of male football players with specific reference to south region Ethiopia super league football clubs, particularly Hadiya Hossana, Hmbarecho Durame and Silte Worabe Football clubs

1.3.2. Specific Objectives of the study

- To identify the managerial factors that affects the football club performance.
- To assess the managerial factors improve the performance of the players’
- To find out the possible strategies that applied to minimize managerial factors affects the performance of football players

1.4. Significance of the Study

The significance of the study was important in following respect:

The significance of this study was important to create opportunity on the targeted population toward better performance through effective the sport managerial approach allow the chance sport managers and coaches to improve their style more effective method. To create awareness all managerial factors by which that affect the performance of the club by all the club members and help as standing point for further study in the field

1.5. Delimitations of the Study

The study was conducted to improve managerial factors that affect the male football players’ performance with specific reference to south region super league football clubs. To keep the study in manageable size, the researcher delimited to the South region which has three super league football clubs which specifically include Hadiya Hossana, Hmbarecho Durame and Silte Worabe. The researcher delimited those three clubs because of time, energy and financial constraint, this research is delimited with location and problem identification of south region super league clubs

Regarding the location delimitation, this study is delimited in south region Ethiopia super league football club; Hadiya Hossana , Hmbarecho Durame and Silite Worabe which is selected for the reason of geographical accessibility to manage for the researcher, due to time and financial limitation.

Regarding to the problem identification, it is delimited to managerial factors that affect the performance of male football super league clubs in south region Ethiopia; would be assessed in this study

1.6. Limitations of the study

The expected limitation of the study was the shortage of resources and time constrains. Because of these reasons the study was confined to South region Ethiopia Super League participating clubs players. In addition to these factors, farness of geographic location of the clubs training centers that may demands much transport and materials cost will not within the capacity of the researcher.

1.7. Operational Definitions:

Football performance: functions of physical and mental characteristics of football players.

Managerial factors: the glue that bonds the various units and provides the control, communication, motivation and leadership needed to achieve design goals.

Performance: is an observable behavior on the playground. It is the fact or action of doing a task (Collins Cobuild English dictionary).

League: is an alliance of teams that organizes sporting competition (soccer glossary). It is a group of teams that play the same sport or activity against each other.(Collins Cobuild English dictionary7).

Sport manager: responsible for managing and organizing.

1.8. Organization of the study

This study contained five chapters the first chapter contains introductory part, statement of the problem, general and specific objectives of the study ,delimitation and limitation as well as operational definition of terms. Chapter two, deals with related literature, chapter three also contain research design and methodology, chapter four deals with presentation and analysis of the finding. The last chapter deals with conclusions and recommendation of the study moreover, papers which have relevant information of the study have been attached in the appendix.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 Historical Background of Football

The world's first international football match was a challenge match played in Glasgow in 1872 between Scotland and England with the first international tournament, the inaugural edition of British home championship taking place in 1884. At this stage the sport was rarely played outside the United Kingdom. As football grew in popularity in other parts of the world at the turn of the century, it was held as a demonstration sport with no medal awarded at the 1900 and 1904 summer Olympic and at the 1906 intercalated game (FIFA 2010).

After FIFA was found in 1904 it tried to arrange an international football tournament between nations outside the Olympic framework in Switzerland in 1906. These were very early days for international football, and the official history of FIFA describes the competition as having been a failure. At the 1908 summer Olympic in London, football became an official competition that planned by the football association. England's football governing body, the event was for amateur players only and was regarded suspiciously as a show rather than a competition. Great Britain won the gold medal. In 1914 FIFA agreed to recognize the Olympic tournament as a world football championship for amateurs and took responsibility for managing the events. This paved the way for the world's first intercontinental football competition, at the summer Olympic contested by Egypt and thirteen European teams. Due to the success of the Olympic football tournament, FIFA again started looking at staging its own international tournament outside of the Olympic. On 28 May 1928, the FIFA congress in Amsterdam decided to stage a world championship itself. With Uruguay official world champion celebrated their centenary of independence in 1930 (FIF, 2010).

As Wondimu and Damene (2004, p.18) state that, the first confederation of football association was CONMEBOL, the South American Confederation which was set up to organize a continental competition, the South American Championship, in 1917. It was nearly half a century later when the demand arose elsewhere for continental tournament, before another such confederation was established. Thus, the Union of European Football Association formed in 1954, the same year it's Asian counterpart and two years before the African Football Confederation. CONCACAF, the

central and North American and Caribbean body, was launched in 1961. This body of world football the Ocean football confederation was formed in 1966.

The tournament was expanded to 24 teams in 1982, and then 32 in 1998, allowing more team from Africa, Asia and North America to take part. Two handed teams entered the 2002 FIFA World Cup qualification round; 198 nations attempted to qualify 2010 FIFA World Cup (FIFA, 2010).

Leaders typically have two functions

1. To ensure the demands of the organization (club) is satisfied by the group effectively meeting its targets
2. To ensure the needs of group members are satisfied clearly, those individuals who are responsible for appointing leaders or managers need to ensure that the visions and targets of both the club and potential leader are compatible and that the qualities of the leader and group members (Players) are not incongruent. Effective leadership is dynamic and is based on a complex service of interaction between leader, group members and situational constraints. The positive outcomes (Performance and satisfaction) will occur when there is congruence between the leaders actual behavior (i.e. either or) Organizational practices or providing positive feedback.

The group members preferred leadership behavior (i.e.; performance for a highly organized, supportive leader) and the behavior that is regained in relations to the situation. In addition behavior does not occur in a vacuum, and antecedent factor such as leader and member characteristics will influence both the actual behavior of the leader and group preference for leadership behaviors the football manager really exercise in the club.

2.2 Management Structure of Sport

Mintzberg (1979) define simply organizational structure as the total of ways in which it divides its effort into distinct tasks and achieves coordination among them. Robbins *et.al*, (2004) state as an organizational structure is the framework that outlines how tasks are divided, grouped and coordinated within an organization. Every Football organization has a structure that outlines the tasks to be performed by individuals and teams. Finding the right structure for an organization involves juggling requirements to formalize procedures while fostering innovation and creativity. The right

structure means one in which owners and managers can exert adequate control over employee activities without unduly affecting people's motivation and attitudes to work. It also provides clear reporting and communication lines while trying to reduce unnecessary and costly layers of management. 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. In other words, the structure of an organization provides a roadmap for how positions within an organization are related and what tasks are performed by individuals and work teams within an organization.

2.3 Dimension of Managerial Structure of Sport (Football Clubs)

Managerial structure refers to how structural elements are managed to create the governing body. There are several structural elements to be considered, including complexity, formalization, centralization, specialization and standardization. No two governing bodies are exactly the same, because the organizational design reflects the organization's mission and environment (Slack and Parent, 2006). These will be discussed as follow:

- **Complexity:** complexity is the extent to which a sport management is horizontally, vertically, or spatially (geographically) differentiated. Sport managements are horizontally differentiated when work is broken down in to narrowly defined tasks, when professionals or trained specialists are employed, and when the management is departmentalized. Vertical differentiation refers to the number of levels in the management and is represented by the "hierarchy of authority". A tall structure is characterized by (a) greater levels of hierarchy and (b) relatively narrow span of control. Conversely, a flat structure is characterized by (a) fewer levels of hierarchy and (b) relatively wide span of control. Spatial differentiation may be vertical or horizontal. Vertical spatial differentiation occurs when different levels of the management are dispersed geographically. Horizontal spatial differentiation is when the different function of the management takes place in different locations (Slack and Parent,2006). As differentiation increases in an organization, so does the complexity. In other words, complexity increases when an management have many departments, multiple levels of authority, and physical separation between members. Poor communication, coordination and supervision are a few of the problem management's face when they become too complex.

- **Formalization:** A means to control the amount of discretion individuals or groups have when performing job functions (Slack and Parent, 2006). Written documents, such as job descriptions, codes of conduct, and policies and procedure manuals, direct and control staff member behavior. As slack (1997) state formalization refers to the extents to which mechanisms such as rules, regulation, procedures and strategies govern the operations of an organization. These rules can be either written or unwritten.

Formalization reduces the uncertainty of individuals by defining the task of a role and what a member of management is expected to do, but simultaneously they restrict an individual's room to maneuver. Formalization clarifies the tasks of individual and the management becomes less dependent on key figures to maintain it operation. Of course it is not possible to develop formalized rules and procedures for ever situation that may rise. However, some principle can be introduced as guidelines for the practice of an organization. Further through formalization. Many sport managements are characterized by the low level of formalization, providing individuals with a high degree of freedom to carry out their tasks.

Centralization: Centralization is concerned with who makes decisions and at what level. According to Mitzberg (1979) writes, "When all power for decision making rests at a single point in the organization ultimately in the hands of a single individual we shall call the structure centralized; to the extent that the power is dispersed among many individuals we shall call the structure decentralized". Generally speaking, in a centralized governing body, decisions are made by a relatively small number of people at the top of the hierarchy. In a decentralized governing body, decisions are made by a greater number of people at lower levels in the organization.

Specialization: Specialization:- Specialization the concept that refers to the extent to which roles are differentiated according to a particular task or purpose and is related to increased differentiation of the organization.

Specialization also implies increased organization complexity sow tasks means that there are more roles and position to mage, and a more comprehensive system for coordinating between different tasks and role must be introduce (slack:1997). Specialization of roles also means that persons with diverse values and competencies occupy various positions within the organization. This can create different approaches to organizational practice, for instance between a person within a football club from football back ground and a person trained in business administration and economics. Specialization means increased complexity within organization, there are several advantages. Specialization implies that people become more skillful in their operation, since the

task is frequently repeated. The chance of developing more efficient way of operating is also improved and the specific skills of individuals are used in the most efficient way.

Standardization:- Standardization refers to the development of procedures that are used repeatedly to handle selected tasks. As sport organizations have become more complex, new oversight systems that specify roles, plan work, and monitor activities have been introduced. Specifically, standardization refers to the extent to which work activities which such uniformities are documented. Uniformity may be analyzed in terms of technical procedures, administrative procedures, and workplace arrangements, equipment and tools, among others.

2.4 Structural Model of Sport Management

As Slack (1997) state, that the type of structure adapted by sport organization can be categorized in to four common types simple structure, the bureaucracy, the matrix structure and the team structure.

- **Simple structure:** The simple structure has a low degree of departmentalization and formalization, wide span of control and would most likely have decision centralized to few people. There would be no need for department, as most decision and administrative task would be performed by the owner manager and all other staff. The majority of procedures would be executed according to a simple set of rules and the owner/ manager would have all staff reporting direct to him or her. The advantages of structure in this case are obvious: decision can be made quickly; it insures a flexible work force to cater for seasonal need and busy period and accountability clearly reset with the owner/ manager.
- **Bureaucratic structure:** The bureaucratic structure attempts to standardize the operation of an organization in order to maximize coordination and control of staff and activities. It relies on high levels of formalization, the use of departments to group people into discrete work team that deal with specific function or task, highly centralized decision making and a clear chain of command. An organization such a state or provincial government department of sport would be structured a long these line. Obviously, as an organization expand in size, increase the number of location it delivers services, or diversifies its range of activities, the more likely it is to reflect some element of bureaucratize.
- **The matrix structure:** The matrix structure reflects the organization of group of the people in to departments according to function and product. For example, an elite institute for sport might group specialist such as sport psychologist, biomechanics, and skill acquisition coaches

and exercise physiologists in to discrete team. At the sometime, individual in these team might be involved in providing services to a range of different sporting group or athletes, effectively creating two bosses for them. The argument for this arrangement is that it is better to have the specialists to work as a team than to appoint individuals to work in isolation to provide a range of services, it does increase the potential for function in regard to managing the demands from bosses, which in turn may lead to an increase in stress.

- **Team structure:** A relatively new structural design option is the team structure. The team structure requires decision making to be decentralized to work teams that are made up of people with skill to perform a variety of task.

2.5 Factors that Influences Structure of Sport Management

The structure of sport organization should be affected by some factors. Among the factors that influence structure of sport organization the following are evident in football.

Organizational Strategy: Das (Cited in Slack, 1999) State that, an organizational strategy to the game plan developed by a sport team. Before a team enters the field an effective coach looks at the team's strength and weakness and also these of its competitors. The coach carefully studies the two teams past success, failures and behavior on the field. The obvious objective's to win the game with minimal risk and personal injuries to the players. Thus, a coach may not use the entire teams best player if it is not warranted (they may kept in reserve for future games or to maintain an element of surprise). The key goal is to win the game, and the game plan itself might be modified to recognize the emerging realities.

However, to point out that while any team has a game plan for each game and each opponent, an organization strategy is more long term and must detail with a number of issue internal, and external to the organization. In addition as he suggest that organizational strategy as the determination of the basic long term goals and objective of an enterprise and the adaption of course of action and the allocation of resources necessary for carrying out these goal.

Australian Sports Commission (2004) suggests that strategic plan is a document that is designed to give the sporting organization some direction over a desired period (for example four years). Strategic planning is, therefore, maculation of strategy to assist management in planning to take advantage of long-range organizational goals.

In general a strategic plan incorporates the following areas:

- ✓ Vision, mission and values
- ✓ Key stakeholders
- ✓ Key result areas
- ✓ Long-term objectives and rationale
- ✓ Strategic priorities
- ✓ Key performance indicators
- ✓ Multi-year summary of strategic priorities
- ✓ Implementation framework

All sport organizations formulate strategies: they may be deliberate or emergent. Deliberate strategies are intended course of action that becomes realized. In contrast, emergent strategies are those that are realized but not necessarily intended. In is of course, Possible that deliberate strategies, as they become realized may become in part emergent strategies in time get formalized as deliberate.

In summary, strategy may then be planned and deliberate, it may emerge as a stream of significant decision or it may be some combination of both. In any of these situation organizations decision makers base their choice of strategy on their perception of the opportunities and threats in the environment, and the internal strengths and weakness of their organization.

Environment: A dominant theme in the study of organization is that the environment in which an organization operates influence its structure and processes. To be effective, an organization must adapt to the demands of its environment. According to Slack (1997) organizational structure divided in to two type of environment: general environment and task environment.

A. **General environment:** It includes those sectors which, though they may not have a direct impact on the operations of sport organization can influence the sport industry in general ways that ultimately have an impact on the organization. The general environment of sport organization included as:

- **Economic factors:**-the general economic conditions in which a sport organization operates.
- **Political Situation:** The prevailing political situations, the extent to which political power is concentrated, the ideology of the party in power are all factors which can influence a sport organization.

- **Socio-culture:** Socio-culture factors that influence a sport organization include the class structure of the social system, the culture in which the sport organization exists, traditions of the area in which the organizations is situated.
- B. **Task environment:** A sport organization's task environment is made up of those aspects of its general environment that can impact upon its ability to achieve its goals. Typically included in a sport organization's task environment are such group members, fan, staff, suppliers, competitors and regulatory agencies. In contrast to the general environment, which is more removed from the sport organization, the task environment is of more immediate concern to the sport manager, because it contains those constituents that can strongly impact the success of the organization.

As the author of this study trust, success of football clubs as an organization should be influenced on task environmental factors like group members cohesion and fan identification. As Caron (1982) State that group cohesion is a dynamic process which is reflected in the tendency for a group to stick together and remain united in the pursuit of goal and objective. It is the elusive ingredient that changes a disorganized collection of individual into a team.

According to William (1985) team cohesion in an organization makes:

- ✓ To have personal contact between team members that facilitates interaction
- ✓ To understands a team members themselves as a unit and as different from others outside the crew.
- ✓ To accepts team members themselves as having similar attitudes, aspirations, commitment and abilities.

Individuals should understand, accept and enthusiastically undertake their role in the team and be aware and conform to team norms (acceptable behaviors).

According to the Krohan, *et.al.*(cited in Kyaw, 2007) there are three types of sport fan. First type is that some sports fan like to attain sporting event not only to witness an event, but also to be part of the group and to be included in the overall atmosphere of the game. The others two type of fans are fans which are attending to enjoy the excitement of athletic competition. As fan identification and belongingness with a team increase, the collective self-concept or group esteem tends to be higher among groups with strong attainment to a team.

2.5.1. Resource Strategic Management

Mintzberg (cited in plan, 2005) defined management as the coordinated and integrated process of utilizing resources (e.g. Human, financial, physical technical) to achieve specific objectives that in for improving football team performance through the function of planning organizing leading and controlling.

Resource-based logic suggests that organizations should look inward, discover their own valuable, rare and costly to imitate resources. The resource based view is considered an influential theoretical view understanding how competitive advantage is achieved and might be sustained over time.

In the resource based view, the organization is viewed as a blend of resources that enable certain capabilities, options and accomplishments. The internal capacities organizations are linked with the success. In this inside-approach, competitiveness is viewed as a function of the exploitation and leveraging of internal resources. Internal capabilities enable an organization to reach to its goal. The resources form the basis of unique value-creating strategies and related activity systems that address specific value in distinctive ways, which lead an organization to competitive advantage (Collis and Montgomery cited in Palm, 2005).

Existing literature on strategy offers kaleidoscopes of insights perspective and assumptions. Besides the more well-known classification of schools of thought in strategic management , provided a classification of strategic management thinking based on the assumption that are leading in daily corporate behavior (Fegenbaum *et .a l.*, 1996).

Concerning the time orientation, two basic explanations of the performance heterogeneity organization have been proposed, as the strategic management field of inquiry evolved. One is based primarily up on economic tradition, emphasizing the importance of external factors in determining managerial success. The second explanation of performance heterogeneity builds on a variety of research traditions in management theory and focuses on internal attributes or resources of management. This second approach has come to be known as the resource-based view of the management (Barney, 1991).

The resource based view is largely based on a behavioral and sociological paradigm and considers organizational factors as the determinants of success. Organization resources include all tangible and intangible assets that enable the firm to conceive of, develop and implement strategies that

improve its efficiency and effectiveness. These organization resources have been conveniently in to three categories (Barney, 1999).

Financial resources: The financial means to which the management has direct access, e.g. equity capital, debt capital, retained earnings

Physical resources: - The physical technology used in management and equipment.

Human resources: The combination of knowledge, skill, creativity and capacities with which the individual employers perform their tasks is refers as human resource in the management.

2.6 Concept of factors of football performance

2.6.1 Football Performance

As Wondimu and Damene (2004) state that, football performance is a function of physical and mental characteristic of the individual. In addition, peak performance is the product of a careful preparation where the competitive peak is the result or a well-planned training program. Kachany (cited in Wondimu and Damene, 2004) football performance is regardless as an actual manifestation of the efficiency of the player, it is a purposeful activity directed to the solution of a task determined by the principle of training and estimable achievement is a complex mixture of environmental influences and training.

At a general level, Wondimu and Damene (2004) say it is possible to demonstrate that, football performance is influenced by specific physical characteristic, which can be measured and described. These include variable such as strength, mobility and endurance, which are classified as component of physical fitness. This as well, is a useful way of analyzing football performance. For expected improvement, coach and players should set a goals together agreeing on rate. The key to goal setting should always remain realistic. If players constantly face goals that are unattainable, instead of stimulating greater effort, they become discouraged and quickly lose interest. Such loss of interest negatively contributed toward the development of performance. Helping players set short and long term goal, the coach can keep a written records of player's progress and see if the goals may still be attainable. If they are attainable, they definitely contribute positively toward performance development. In this sense, football performance constitutes an integral system with a structure of its own. This structural form of football

performance contains physical, psychological, technical, tactical and nutritional factors. It is perhaps not surprising that high level of training or practices are required to attain expertise.

According to, Simon and chase, 1973) and (Newell and Rosenbloum, 1981) conducted research on skill development clearly supports the relationship between training and skill acquisition. Moreover, previous research has identified general rules that outline the progression from novice to expert in a given domain.

As, Abernethy and Russell, (1984) on their studies examining the visual cues used by experts cricket, badminton and Abernethy, (1991; Abernethy and Russell, (1987) , soccer (William and Burluizt, 1993), have indicated the experts use body position cues obtained from their opponents per-contact (i.e. before the bowl or before they strike the birdie or ball) to provide information about how best to respond.

Physical factors; Rees (cited in Wondimu and Damene, 2004) state that, if a football player is not physically fit, his technique will suffer, especially late in the match. Physical fitness has many other advantages. If fit, the player's vision, awareness, instinctive reaction, adaptability, inventiveness, composure, skill, confidence, decision making, and hardiness all benefit. In addition, a fit player is much less likely to be injured. All athletes, particularly football players, must develop physical fitness before anything factor.

On the work of Kacany (cited in Wondimu and Damene, 2004) put, in the course of one game defensive player covers 4000-5000 meters, midfielders 6500-7000 meters, and attackers 5000-5500 meters. In the course of a game player pass a ball 29-46 times, the exact number depending on the function of the individual player. Another numerical indication of the level of exertion is the number of times the player is involved in play with the ball: backs 43-47times, midfielders 42-56 times, and wing forward 34-40 times. Another basis for the qualitative characteristics of exertion is the intensity, expressed in the irregular switch from components with, high, average and low intensity. In planning strenuous training, it is important to know what distance will be covered with high intensity. For a back is 1020 meters, center back 710 meters, midfielders 1450 meters, wing forward 1100 meters and centers forward 980. All these numerical information point the fact that how much footballers need high physical preparation (Kacany, cited in Wondimu and Damene, 2004).

Technical and Tactical Factors; Technique is evidently of fundamental importance. It forms the basis for possession of the ball, for keeping it under control in difficult match situations and for using it to good advantage. Good technical skill adapted to any particular situation, which enable a player to avoid losing the ball too frequently and then having to expended more energy in trying to recapture it. Unless a player has perfect ball control, he/she will never to be able to control a game.

Tactics teach players how to be organized, how they should be positioned, how the skill can best be implemented in competition and how all players have different roles to play on the playground. The aim of good tactic is to put emphasis on the position. Moreover, a good choice of tactics helps to build up confidence within the team itself. It is impossible to treat tactical aspect separate from technique. Players learn to make a reaped and creative choice from the technique they have been taught, selecting those that are most effective in the given situation.

Practice and preparation of play combination, cooperation of individual in play activities. The climax of tactical preparation is the practice and perfection of play system. The play system represents action at high level by the player as adapted to the needs and abilities of the entire team (Wondimu and Damene, 2004).

Psychological factor; this is a length, complex process and must be realized in the conjunction with good physical education, and emphasize the view varied and philosophical basis of the training process. The basis for influence on the player is philosophical, moral and willpower training (Wondimu and Damene, 2004). As regarding to player's personality Kacany (cited in Wondimu and Damene, 2004) note the following, ideological preparation must mold the player so that they achieve a broad overview, thereby enabling them to arrive at the right assessment of the aim of football activities. Ideological preparation forms the basis of judgment of intellect together with other aspect of his personality. At the same time it forms an important component in the regulation of the player's motivation, which in turn forms the basis for growth in football performance. Kacany state continuously moral preparation is direct to the development of characteristic such as the relationship to collective value, to work with fellow players, the coach and football activities in general. The level of moral characteristic is expressed in honest behavior, responsibility with respect to training and match, maintenance of a disciplined life style and consciousness performance of daily duties.

Nutritional factor; Good nutrition is the function for physical performance and one of the most important variables in attaining a high level of fitness. Food fuels our systems and forms new tissue. Mc Eachen (2004) said that, muscle building was ten percent hard working ninety percent nutrition. Continuing state professional male soccer players must consume 3000-3600 calories to meet the energy demand of the sport. Upper level female players might need up to 2500 calories. The recommended ration is 60-70 percent carbohydrate, 15-20 Percent fat source. In addition, sufficient source of water, vitamin, and minerals must be part of the everyday diet.

Mc Eachen (2004) carbohydrate is an important source of energy for aerobic exercise. They also provide the fuel used during intense anaerobic exercise. Athletes with diets high in carbohydrates perform significantly better than those with low-carbohydrate during the late stage of competition. Players who consume lower level of carbohydrate have lower glycogen levels and become stale and unable to perform.

Increasing carbohydrate intake to 75 to 85 percent a few days before competition has been shown to improve performance. In soccer journal (2002) write that, the importance of taking a six to eight percent carbohydrate drink Just before competition and at half time to enhance performance. The carbohydrate-protein drink replenished energy electrolytes (Potassium, sodium and fluids; reduce muscle damage after competition and increased endurance at the next work out.

As Mc Eachen (2004) state carbohydrate loading, which increases glycogen reserves, is a method intended to improve performance on game day. One method is a six day program in which players consume 50 percent of calories as carbohydrate for the first three days and 70 percent that last three days. A 90 minute workout decreases in intensity each day leading up to competition. Pre competition meals should be eaten three to four before the game and should contain protein to prevent large swings in insulin or glucose. Protein has been considered a key nutrient for sporting success by athletes of all eras in all sports. Whereas ancient Olympians were reported to eat unusually large amount of meat, today's players are provided with a vast collection of protein and amino acid supplements to increase their protein intakes. Protein plays an important role in the response to exercise. Amino acids from proteins form building blocks for the manufacture of new tissue and including muscle, and the repair of old tissue. They are also the building blocks of hormones and enzymes that regulate metabolism and other body function protein provides a small source of fuel for the exercising muscle (Soccer journal, 2004). Strenuous or prolonged exercise and heavy training, particularly aerobic exercise, stress the body.

Adequate intake of iron, copper, manganese, magnesium, selenium, sodium, zinc and vitamins A, C, E, B6 and B12 are particularly important to health and performance. These, as well as other, are best when obtained from varied diet based largely (Soccer journal, 2004). Water is the most important fluid the human being put into his system. It accounts for 40 to 60 percent of human body mass. Hydration is an everyday function that critical for optimal performance. Most people should drink to six glasses of water to maintain fluid balance, and athletes who lose fluids through sweat should consume more water (Mc Eachen, 2004).

2.7 Sport Management and Policy

The relevance and importance of sports make sport management the bedrock for sports development in virtually all nations. This is the aspect that is responsible for the smooth-running of various sports in terms of planning, organizing, directing and controlling all essential input in sport. Sports succeed or fail in direct proportion to the appropriate decisions and actions of these responsible for managing them and management involves the interaction between those who administer and those who participate in sporting process (Oloruntoba and A Chugbu, 2000).

According to Massie and Douglass (1981) refer to management as the attainment of organizational goals in an efficient and effective manner through planning, organizing, leading and controlling organizational resources. Sport management has expanded to include professional sport, facility management, event management and other areas. Management involves clear, definable functions, such as planning, organizing, staffing, leading, communicating and controlling. Massie and Douglass (1981) pointed out that management involves cooperation of individuals and thus deals with the behavioral components of how people in groups can best work together.

As DeCenzo and Robbin (1999), defined management as working with and through individuals and groups to efficiently accomplish organizational goals. It is imperative therefore, that sport personnel thoroughly understand the importance of effective and efficient management. In sport management, athletes/players/ and coaches level of performance depends largely on the cooperation and efficiency of the sport manager in attending to their need. These entire individual are regarded today, as practitioners in the field of sport management.

Sport management is the bedrock or corner stone for sport development in virtually all nations. This is the aspect that is responsible for the smooth-running of various sports in teams of

planning, organizing, directing and controlling all essential inputs in sport. Sports succeed or fail in direct proportion to the appropriate decisions and actions of those who are responsible for managing them (Oloruntoba and Achugbu, 2002). Managers perform the same job and function regardless of the type of organization. However, the emphasis given to each function varies with the manager's position in the hierarchy. Most of the sports managers function on trial and error basis depending on their secretaries and coaches who sometimes are not competent enough in the area of sports administration. Policy has been defined as a definitive course of action selected from various alternatives to guide and determine present and future decisions. Policies are developed from mission statement, which should be the basis for establishing all aspects of the operational procedures (Parkhous, 1996).

According to, Massie and Douglass (1981) revealed that policies are plan, in that they are general statements or understandings which guide or thinking and action in decision making. Formulation of policies are essential to the efficient administration of any sport organization without appropriate policies in place, there is little to guide the activities and conduct of the establishment in the pursuit of its goals. Bucher and Krotee (2002) pointed out that efficient management of sport requires the establishment sound policies if it is to achieve its goals. Policies serve as a standing plan or guide in general terms of how sport organization will run and how its activities are to be conducted.

For a policy to be effective, it must, according to Donnelly, Gibson and Ivan Cerich (1984), have the characteristics of flexibility, comprehensive, coordination, ethical and clarity, to attain set objectives, if the policy does not lead to achieving set objectives, then it should be revised and in any case, policies should be reviewed periodically. A good sport manager should have a thorough knowledge of sports, possess educational degree, preferably in the area of sport, administration, professional attitude and commitment, in addition to personal characteristics like personality, intelligence, fairness, flexibility, integrity, honesty, leadership and sincere interest in the management of sports.

2.8 Role of the Coach

The coach of a football team also has to fulfill various functions: In the *first place*, a coach is responsible for the team in its day-to-day business. He/she is in charge of coaching, guiding, motivating the team and deciding about the starting formation each match day. How well these activities and decisions are made, determines the performance of the team on the field. Coach is centered on unlocking a person's potential to maximize his or her own performance. A focus on improving performance and the development of skills is the key to an effective coaching relationship. There are generally two accepted forms of coaching: directive and non-directive. Directive is a form of coaching whereby the coach teaches and provides feedback and advice. In contrast, non-directive coaching requires the coach to listen, ask questions, explore and probe and allows the person coached to find solutions to problems (Koning, 2003).

In practice, this means that some coaches merely assert their expertise; whereas effective coaches enable individuals to go beyond their previous boundaries. Coaching can be applied to a variety of areas; such as motivating staff, delegating, problem solving, relationship issues, teambuilding, and staff development. It focuses on what people being coached want, what their goal is and how they can achieve it. Coaching is a collaborative relationship which encourages people to know their values and live them while achieving their goals. Effective coaches challenge limiting beliefs and reinforce positive beliefs by providing tasks followed by feedback. The coach's influence on the team's performance depends mainly on the coaches' ability through team selection as well as choice of strategy to produce positive game outcomes. For these staffing decisions to make, a coach must have an understanding of the game. Moreover, the coach has also an important leadership impact on team performance, through the strategic of team composition. Coaches actively take part in the decision-making process about player transfers.

Furthermore, in the long term a coach is responsible for forming a real team out of various individuals, their skills, personalities and perspectives, which must be to compete successfully (Dawson, *et.al*, (2000)).

Coaching competences: Coaching competence can be separated in to five stages development. Being able to assist coaches during training sessions characterize the first stage where as a complete mastery of the scientific basics of football coaching characterizes the fifth stage. This classification highlights a progressive pathway towards coaching expertise.

The successful navigation of this pathway requires the potential football coach to develop a vast array of coaching attributes. Coaching practitioners require not only an expansive technical knowledge of their sport, but also the pedagogical skills of a teacher, the counseling wisdom of a psychologist, the training expertise of a sociologist and the administrative leadership of a business executive.

Moreover, successful coaches have a detailed knowledge of desirable coaching behaviors deemed effective for enhancing player performance. The development of coaching attributing of planner, administrator, performer, psychologist, sociologist, physiologist, sport physician, development list and teacher who is able to develop individuals and teams in youth football is an awesome task.

Coaching experience:Coaching experience can be compared to those of managerial experience in the football industry. The roles that have to be fulfilled by a coach are planning, guiding the team in its day- to- day activities, and determining the game formation each match day. Furthermore, there are also strategic activities to be performed, consisting of forming a team out of individuals with a long term orientation. Prior coaching experiences in different clubs reflect known-how developed over years of experiences in each of the expected roles a coach has to fulfill. The more experiences a coach has gathered, the more contact a coach has had to a variety of cultures and perspectives as well as sufficient in coaching practices from different clubs, the better he will be able to implement a successful strategy and to work with his team. Hence, this research expects prior coaching experience to positively affect team performance.

CHAPTER THREE

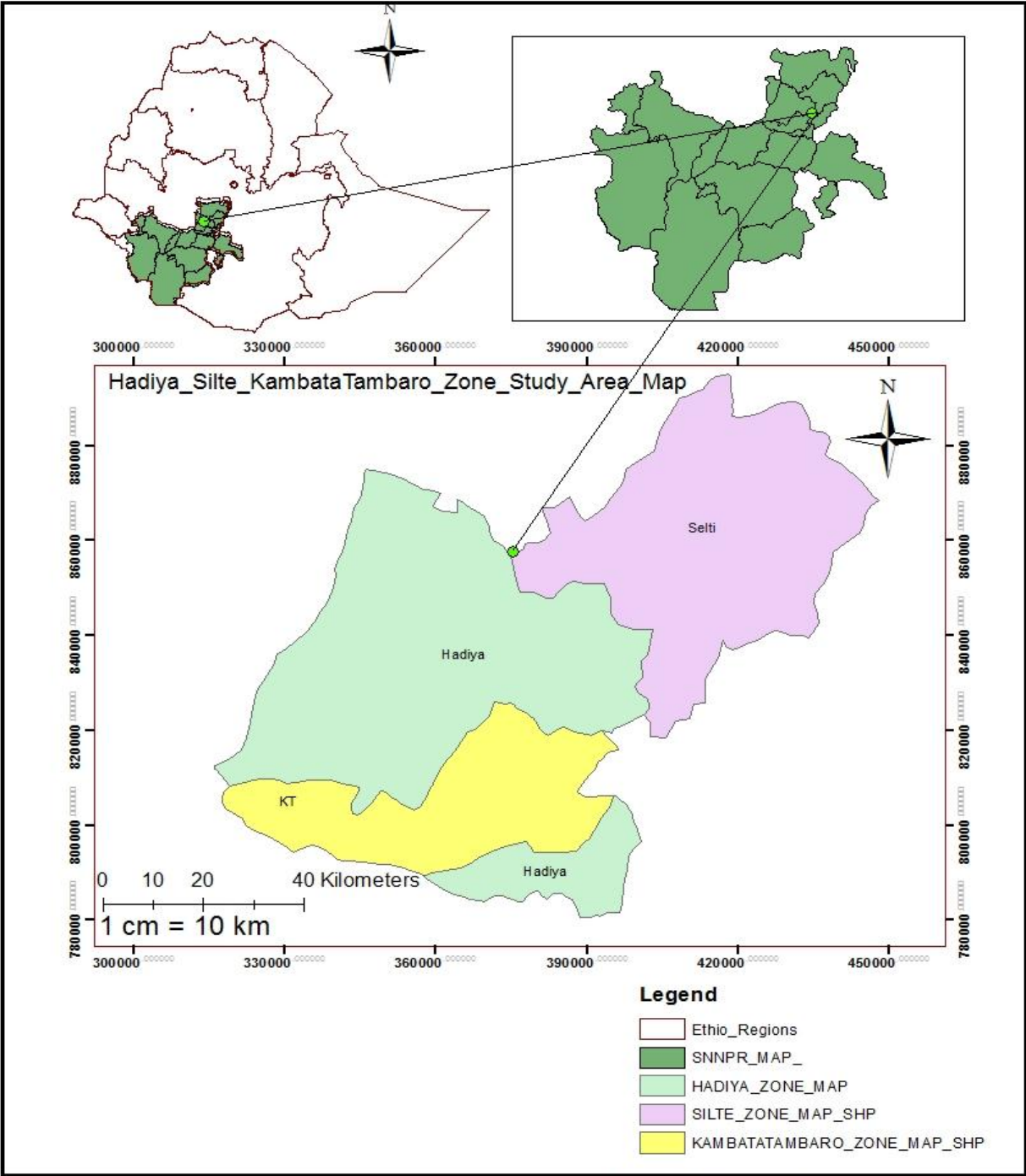
RESEARCH METHODOLOGY

3.1 Description of Study Area

The study were conducted in SNNPR, Hadiya is one of the Zones of the SNNPR of the Ethiopia. It is situated in the western margin of the Great Ethiopian Rift Valley and at the fringe of the Gurage mountains in the northern part of the region (SNNPRIR, 2008:35). *Hadiya Zone Human Resource statistics and support office (2013)*. Its absolute location is roughly between 7°45'N and 38°28'E. Its capital, Hossana, is 232 km away from Addis Ababa, the capital of the Ethiopia and it is also 168kms away from the capital of the SNNPR, Hawassa through Alaba- and Durame, respectively. Hadiya zone is bordered in the south by Kembata–Tembaro Zone and Alaba Special Wored, on the west by the Omo River which separates it from Oromia Region and the Yem Special Wored, in the north by Gurage and Silite Zones, and in the east by the Oromia Region. The Kembata-Tembaro zone is one of the (districts) in Southern Nation, Nationalities and Peoples Region, Ethiopia. The zone covers a total area of 1523.6 sq. km. The astronomical location of the zone is also between latitude of 7°10' –7°50'' and 37°34' - 38°07'' longitudes. The Kembata – Tembaro zone has seven Woredas and one town administration (i.e. Durame). Its capital city, Durame is located 352 kilometers far away from the capital of Ethiopia, Addis Ababa and 105 kilometers far from the capital of SNNPR, Hawassa.(SNNPRIR, 2008:24).

And also Silite zone in the one of the 14 zones and 4 special Woredas (districts) SNNPR of the Ethiopia .the Silite zone has one of administration (i.e. Worabe). Its capital city, Worabe is located 159km far away from Addis Ababa and 172km far away from the capital of SNNPR, Hawassa. CSA (1995) *The 1994 Population and Housing Census of Ethiopia*, .SNNPSP

Figure 1 Study Area Map



Author: Misganu Tumiso
Coordinate System: Adindan UTM Zone 37N

3.2 Research Design

A cross-sectional survey research design was found to be more appropriate for addressing the intended purpose of this study, because the study entails data collection from different groups of target population at liberty to respond to questions.

3.3 Population of the study

The target population of this study particular research includes Hadiya Hossana (28), Silte Worabe (28), and Ambarecho Durame (28). Therefore the total number of this study population was totally 84 male footballers enrolled in three super league football clubs. Totally, there was 84 football players ($N=3\text{clubs} \times 28 \text{ players}$), Coaches ($N=3\text{clubs} \times 3 \text{ coaches}$), sport managers ($N=1 \times 3 \text{ managers}$) selected from each club.

3.4 Sampling Techniques and Sampling Size

The research was conducted to get deep and appropriate information about Hadiya Hossana Silte Worabe and Hmbarecho Durame football clubs, the researcher were select three clubs by using simple random sampling technique to get each respondent from three clubs. Therefore, the total numbers of players in selected super league clubs in the study area are 84 players.

By using probability or simple random sampling technique the sample size of the study became 69 participants among those clubs. This sampling technique is chosen as it gives each member of population have got fair or equal chance of being selected. This study included players, ($3 \times 21 = 63$) coaches ($n=3$), assistant coaches ($n=3$) a total $n=69$ who were the source of primary data of the research. Having selected such number of respondents, the questionnaires were distributed to get detail information from the respondents out of three clubs.

3.5 Source of Data

The primary data is gathered from players, main coaches and assistant coaches by using Questionnaire and from sport managers by using interview.

Secondary data is gathered from sources like relevant literature, internet sources, journal articles, published materials, which have relevance with managerial factors that affect performance of player in the study area.

3.6 Data Collection instrument

The instruments of data collection to conduct this research were questionnaire and interview.

3.6.1 Questionnaire

A questionnaire is developed to assess the managerial factors that affect performance of player from the perception, outlook and experiences of the respondents.

A questionnaire consists of a series of questions which are designed in line with the research question and objectives.

The questionnaire consist a formal and written set of closed-ended and few open-ended questions that are used to collect effective data from different respondent in the study area.

In this regard, the questionnaire which constitutes closed-ended and open-ended questions was prepared by the researcher to gather data from respondents and to assess the managerial factors that affect performance of player in study area. Moreover, the questionnaire was prepared in English and then it was directly translated into national language (Amharic) by professionals and also the collected data was directly translated back to English. Thus, the questionnaire had two parts: the first section contained the background information of the respondents like age, sex, educational level, and marital status and the second section contained questions related to the managerial factors that affect performance of player s. The practical work for this study consisted of structured questionnaire was distributed to players, main and assistance coaches.

The Questionnaires was designed in the form of 5-point Likert scale (from vey satisfy to neither satisfied nor dissatisfied). Likert scale is one of the most common scaled-response format questions in survey design is the Likert scale.

3.6.2 Interview

In-depth interview were employed with intention of getting better information about managemental factors that affect performance of male football players in the study area to the key informants they were selected purposively due to they are fixed in number.

In-depth interviews can provide much more detailed information than other data collection methods. The researcher was conducted interview in a very suitable setting in order to allow an informant feel free and assumes that they are in the natural way of interaction rather than serious conditions. The researcher was administering the same open-ended question for interviewees; this

approach facilitates faster interviews that could be more easily analyzed and it was focused on the line of managerial factors that affect performance of male football players in the study area.

3.7 Procedure of data collection

The following procedures were considered to the managerial factors that affect on performance of male football players with specific reference to south region super league Football Clubs performance. Appropriate literatures were considered and revised from hard and soft copies to acquire adequate information with the issue under consideration. Basic research question were formulated which help to show the direction of the study. Data were collected using structured self-administered questionnaire administered to the purposively sampled male football players and interview to key informants with clubs managers in Hadiya Hossana, Silte Worabe and Ambarecho Durame Football Clubs performance.

3.8 Method of Data Analysis

Descriptive case study was used to analyze the data of this study that deals with a methods and techniques of organizing summarizing presentation, reporting and arranging the data with its generalization. The major study variables are displayed in the form of frequency distribution, percentage, pie chart, bar chart as well general description to analyze the results of the study.

The questionnaires were manually sort out by editing, classifying and coding by using statistical package for social sciences (SPSS) version 20 software for further analysis.

3.9 Ethical Clearance

An ethical concern is one of the most important things in a research. It is related mostly with confidentiality as well as with efforts to guarantee and to reduce possible risks and dangers for the participants in the time of field work research to the respondents. All the study participants were informed about the purpose of the study and finally their permission was obtained before the actual data collection process started. The researcher also were try to make the respondents at ease when they feel stress and did not want answer questions by omit the question for later time consumption, these stances played a significant role to the development of trustful relationships and to the collection of rich and meaningful data from the field. Above all, the researcher was made an attempt to develop a sense of trust and gain the genuine permission of all of the participants of the study including confidentiality of their information, the information provided by each respondent had been confidential in order to safeguard them from different difficulties.

CHAPTER FOUR

RESULTS AND DISCUSSION

In this section the results obtained from the questionnaire and interview were analyzed. Frequency counts, percentage, pie chart and bar chart were employed to present and analyze the data. In addition and to enhance the information that was drawn using a questionnaire, the data from closed ended questions and interview were analyzed and described qualitatively.

4.1. Demographic Characteristics of the Respondents

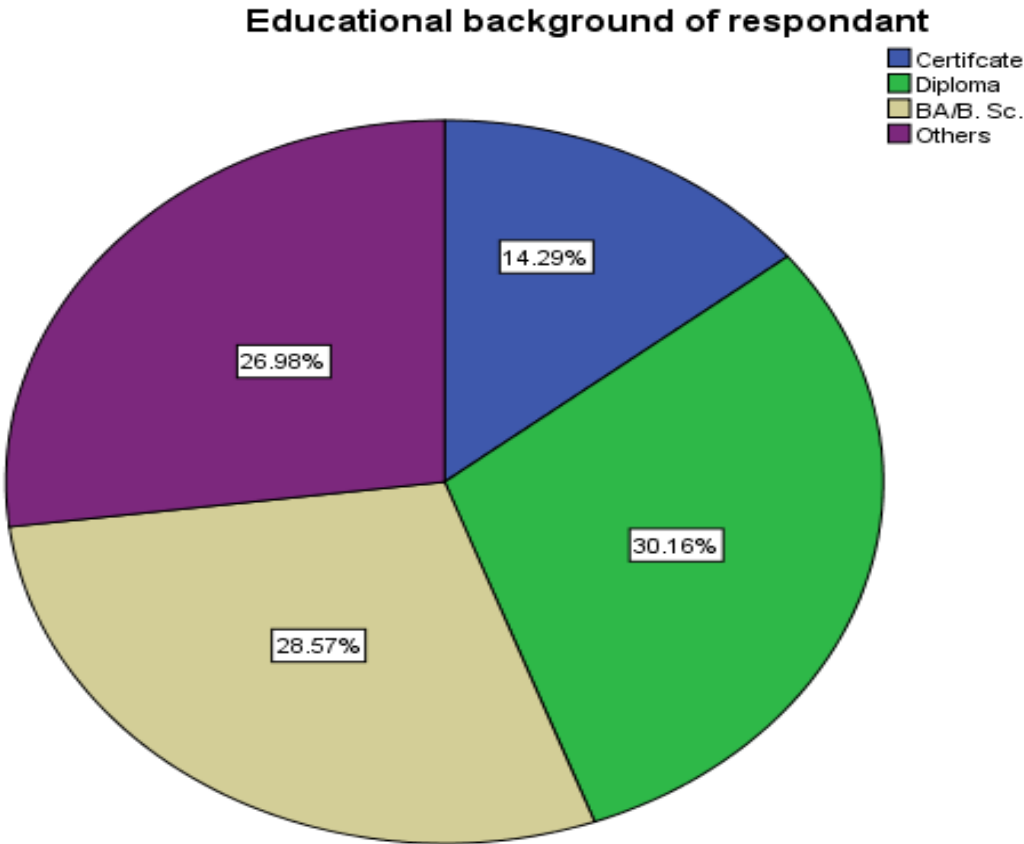
Table 4.1 Demographic Characteristics of the Respondents

No	Demographic characteristics	Players		Coaches		Sp. Managers	
		Frequen cy	percent	Frequency	percent	Frequen cy	percent
1	Age						
	< 25 years	30	47.62	-	-	-	-
	26-30 years	14	22.2	1	16		
	31-35 years	17	26.98	3	50	1	33.3
	36-40 years	2	2.7%	2	33.3	2	66.7
	Total	63	100.0%	6	100	3	100
2	Marital status						
	Married	26	34.7%	5	83.3	3	100
	Unmarried	48	64.0%	1	16.7	-	-
	Total	63	100.0	6	100	3	100
3	Training service in clubs						
	<4 years	9	14.3	-	-		
	5-9 years	21	33.3	-	--		-
	10-14 years	30	47.6	2	33.3	1	33.3
	15-19years	3	4.8	4	66.7	2	66.7
	Total	63	100.0	6	100	3	100

The first background of the above table 4.1 information of the respondents was about their age group. As indicated that categories of the respondents show that, about 47.62% of them were in the age category between <25 years old. About 22.22% of players were between 26-30 years, 26.98% of them were in the age category between 31-35 years and the remaining 3.175% were between 36-40%. This indicates that most of the players in the selected clubs were in age of early young and younger.

The background of above table 4.1 information of the respondents was their marital status background. The marital status of the players shows that out of the total respondents about 66.7% of them were unmarried and the remaining 33.3% of the players were married.

Figure4.2 Descriptive statistics of educational background

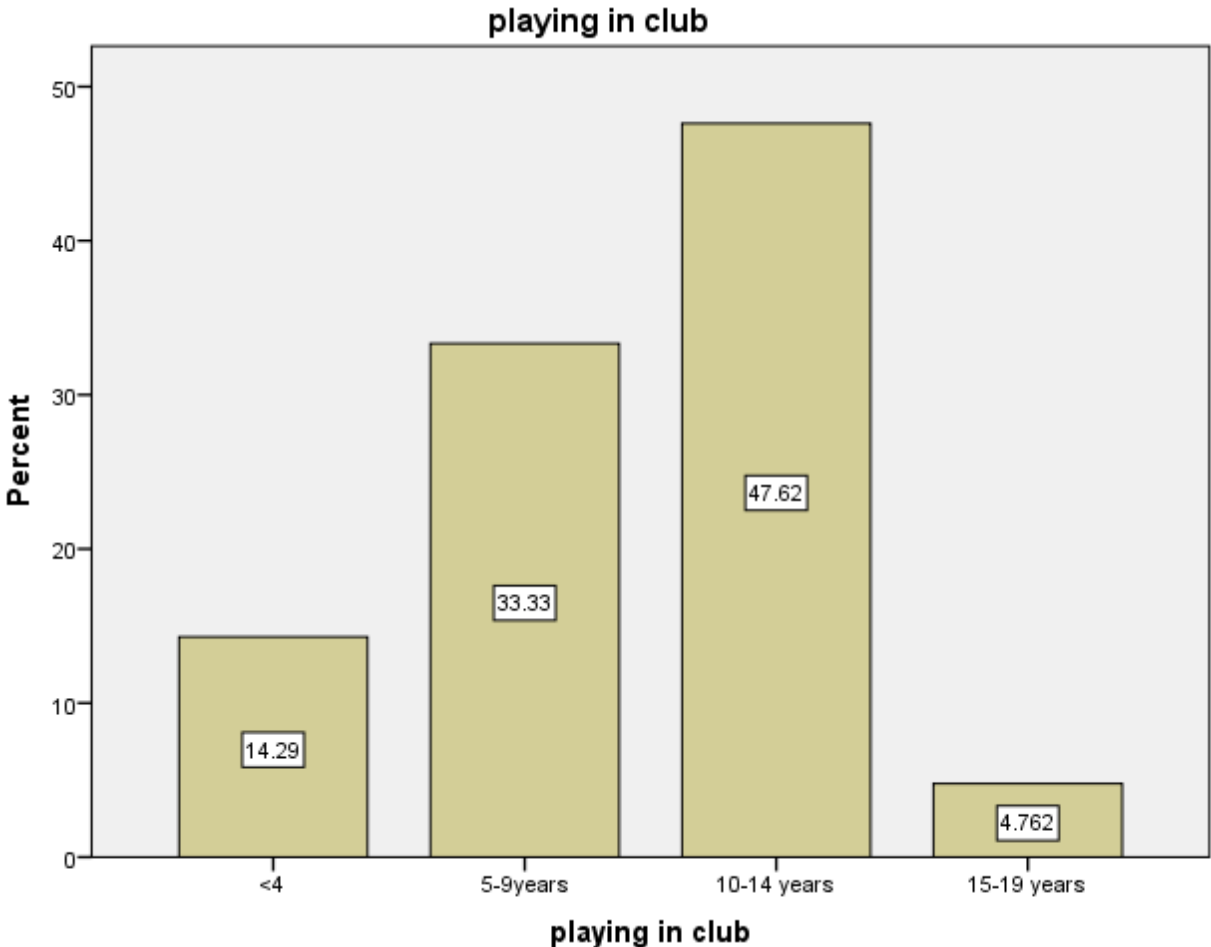


Source: Own study survey 2018

The above figure 2 clearly depicts about the educational background of players that, 19 (30.16%) of them were Diploma holder, 18 (28.57%) were BA/B. Sc. Degree holders, 9 (14.29%) of them

were in Certificate level and also 17 (26.98%) were not explain their educational status. This shows that, most of the respondent's educational levels have under first degree, this may be due to the lack of the access of educational promotion within the club.

Figure4. 3 Descriptive statistics of the service experience



The above figure 3 demonstrates about the experience of playing football background information of the respondents and it is focused on their service year in the club. In this focus, 9(14.29%) were served <5year, 21(33.33%) of them have 5-9 years services, 30 (47.62%) were served 10-14y ears and 3(4.762%) of them have -19 years of service. This indicates, majority of the football players have greater than 10 years services and they may have good performances in playing football.

4.2. Data Analyses of players

The research questionnaires and interviews are analyzed with respect to different managerial function of the internal resource of the training level, coaching experience, the structure of the team those managers relation to player's satisfaction. Therefore, it is possible to identify the most dominant coaching management style of south region Ethiopia super League participating clubs' coaches which is more preferred by the players that helps to develop their performance. So, the respondents' response is analyzed as below.

4.2.1. Descriptive statistics of player

Table4.2 Response about the function of management in clubs (N=69)

No	Item	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Neither satisfied nor dissatisfied
		F (%)	F (%)	F (%)	F (%)	F (%)
1	Coaches punctuality on times constantly	30(47%)	13(20.6%)	9(14.3%)	3(4.8%)	8(12.7%)
2	Asks for the opinion of the players on the improvement to managerial factors	17(27%)	20(31.7%)	17(27%)	4(6.3%)	5(7.9%)
3	Encourages the players to comment on his training program and it's to improve performance of clubs	25(39.7%)	9(14.3%)	17(27%)	5(7.9%)	7(11.1%)
4	Initiates the managers to comment on his work	22(34.9%)	14(22.2%)	21(33.3%)	6(9.5%)	—
5	Encourages close & informal relations with managers & clubs players	20(31.7%)	13(20.6%)	24(34.1%)	4(6.3%)	2(3.2%)

In table 4.2, Item 1 requested the respondents to express the punctuality of the coaches. To indicate quantitatively, 30(47.6%) of the respondents were very satisfied, 13(20.6%) were satisfied, 12 (19%) of them were not dissatisfied, 8(12.7%) of them were reject the statements.

In item 2 of the above table 4.2, the sample participants were asked to the opinion of the players on the improvement to managerial factors, to indicates 17(27%) of were very satisfied, 20(31.7%) of were responded as satisfied, 21(33.3%) of were responded as they are not satisfied, 5(7.9%) of them were disapprove the idea. This is concerned that indicated response to the statement them to give their opinion of the players on the improvement of managerial factors.

Item 3 Table 4.2 indicates that 25(39.7%) of the respondents Very Satisfied, 9(14.3%) were responded satisfied, 27% of their dissatisfied, 5(7.9%) of their very dissatisfied, 7(11.1%) of their respondents Neither satisfied nor dissatisfied that encouragement of their players were comment on his training program and it's to improve performance of clubs. Therefore, one can conclude that most of the players were not encouraged to comment on their coaches' works.

Item 4 table 4.2 the result regarding initiates the managers to comment on his work shows that 22(34.9%) very satisfied all were players, 14(22.2%) responded satisfied from those respondents, 21(33.3%) were dissatisfied, 6(9.5%) of were very dissatisfied from those of players. This shows as initiates those managers to motivate on his work.

Item 5 of the above table 4.2, the respondents were asked to rate the encouragement of their players to make closed and informal relationship with managers and clubs players. For the item 20(31.7%) of them were responded as very satisfied, 13(20.6%) of them satisfied, 24(38.1%) of them dissatisfied, 4(6.3%) of them were very dissatisfied, 2(3.2%) of them were neither satisfied nor dissatisfied to the statement. So, it is possible to conclude that the manager of south super league might be encouraging their players to make close informal relationship with them. Though, the general conclusion is positive because of the majority of the satisfied, the numerical indication shows that there should be extra improvement to develop the personal relationship between managers and players.

Table 4.3. Response of players to the preparation and managers of their coaches (N=69)

No	Item	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Neither satisfied nor dissatisfied
		F (%)	F (%)	F (%)	F (%)	F (%)
1	Discusses on the clubs players performance plan with his managers	10(15.9%)	16(25.4%)	26(41.3%)	3(4.8%)	8(12.7%)
2	Assessments are always made without the knowledge of the clubs players' performance	18(28.6%)	13(20.6%)	21(33.3%)	5(7.9%)	6(9.5%)
3	Works for the improvement of players' performance	15(23%)	26(41.3%)	15(23.8%)	6(9.5%)	1(1.6%)
4	Gives playing opportunity according to players' seasonal performance	24(38.1%)	15(23.8%)	17(27%)	5(7.9%)	2(3.2%)
5	Appreciates a manager when he/she does a particular good performance	20(31.7%)	13(20.6%)	23(36.5%)	6(9.5%)	1(1.6%)
6	Explains to each players the techniques and tactics of football clubs performance.	20(31.7%)	20(31.7%)	17(27%)	4(6.3%)	2(3.2%)

Item 1 in the above table 4.3 concerned about the discussion of the coaches to participate on their clubs' performance with his manager's plan and strategies. The finding indicates that 10(15.9%) of the participants were responded very satisfied, 16(25.4%) of them were respond satisfied to the

item, 29 (46%) of them were not satisfied on the idea and 8(12.7%) of them reject the issue. From this one can conclude that the players may not participate on the team plan and strategies in the clubs.

Item-2 of the same table above concerned about improving the knowledge of the clubs players shows that 18(28.6%) of the respondents responded as very Satisfied, 13(20.6%) of the respondents responded as satisfied, 26(40.8%)of the respondents were may not satisfied on improving the knowledge of the clubs players and 6(9.5%) of them were neither satisfied nor dissatisfied. This result shows that, improving club players performance was needed in the south western supper league why because, without the knowledge it can be impossible to improving the clubs player's performance.

Item 3 in above table, the respondents also asked to indicate that how much their coaches are working to improve their performance. Regarding this issue, 15(23.8%) of them were very satisfied to the idea, 26(41.3%) of them were satisfied, 21(35.2%) of them were not satisfied and the rest of only 1(1.6%) disapprove the item. These numerical expressions help us to conclude that the coach of the clubs is working to improve the performance of their players.

Item 4, the result of the respondents have been asked if gives playing opportunity according to players' seasonal performance shows that 24 (38.1%) of the respondents responded as very satisfied,15 (23.8%) satisfied and from those 17 (27%) were dissatisfied players, 5(7.9%) were very dissatisfied, 2(3.2%) were responded neither satisfied nor dissatisfied of them players. Based on the result of the above information, the clubs might give enough opportunity to improve personal performance though, giving enough opportunity to improve seasonal performance.

Item 5, according to information from the above table indicates that 20(31.7%) of them respondents were very satisfied, 13(20.6%) of them respondents were satisfied, 23(36.5%) of were dissatisfied, 6(9.5%)of were responded as very dissatisfied ,1(1.6%) were responded as neither satisfied nor dissatisfied about appreciates a manager when he does a particular good performance of the clubs. To improve players performance the coaches should be emphasized his players in training program. Moreover the interview presented by clubs managers revealed that, the coaches' motive guide and performance, which may not require attention to improve, does a particular better performance of players.

In item 6 table 3 above, the participants asked to respond that whether their coach explains the technique and tactics of the football to each player or not. According to the response 23(31.7%) of them were very satisfied, 21 (31.7%) of them were satisfied, 17(27%) of them were dissatisfied, 4(6.3%) of them were very dissatisfied, 2(3.2%) of them were neither satisfied nor dissatisfied of the question. This is shows coaches explain to each players that the clubs are good enough knowledge of techniques and tactics of football clubs performance and they are doing so.

Table 4.4 Responses related to recourse allocation in the club (N=69)

No	Item	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Neither satisfied nor dissatisfied
		F (%)	F (%)	F (%)	F (%)	F (%)
1	Only listening is the most common communication with managers	27(42.9%)	11(17.5%)	17(27%)	2(3.2%)	6(9.5%)
2	All decisions are made by the managers themselves	13(20.6%)	20(31.7%)	22(34.9%)	1(1.6%)	7(11.1%)
3	Works relatively independent of the managers	16(25.4%)	22(34.9%)	16(25.4%)	4(6.3%)	5(7.9%)
4	Administrators encourages the club players to participate during decision making time	17(27%)	11(17.5%)	24(38.1%)	8(12.7%)	3(4.8%)

This Item 1, in table 4 above is also tried to assess the way of common communication between players and coach. In this regard 26(41.3%) of the participants very satisfied, whereas 11(17.5%)

of them indicated their satisfied, 17(27%), of the respondents were dissatisfied, 3(4.8%) were very dissatisfied, 6(9.5%) were of them neither satisfied nor dissatisfied to the way of communication that taking place with their coach. Therefore, we can conclude that most of time there is one-way communication between their players. Which makes the players became listeners most of the time. This is concerned that important to develop the players' performance as well as to achieve the clubs' intended goal.

Item 2, the result regarding all decisions are made by the managers themselves shows that 13(20.6%) of the respondents responded very satisfied, 19(30.2%)of them were satisfied players,22(34.9%) of them were dissatisfied,2(3.2%)of were very dissatisfied,7(11.1%)of were neither satisfied nor dissatisfied during decision making time their clubs managers.

What we understand from this response is that, all the needed decisions are taking place by the mangers or by other concerning bodies in the club. In far it is not suitable to let player to make all the decisions. But it doesn't mean that the participation of the players in decision making is unnecessary in the clubs activities.

Item 3, in the above table 4 clearly demonstrates that, 16(25.4%) of them were very satisfied, 22 (34.9%) were responded satisfied, 16(25.4%) of were dissatisfied, 4(6.3%) were very dissatisfied, 5(7.9%) were neither satisfied nor dissatisfied. This indicated that most of the respondents responded that their managers factor may be working all the activities independently which concerned to the other bodies.

Item.4 refers about the participation of the players during decision making time. Regarding this item, 17(27%) of them were very satisfied the respondent, 10(15.9%) were satisfied, 24(38.1%) were dissatisfied of the respondents, 9(14.3%) were Very dissatisfied,3(4.8%)of them were reject the statement. This shows that majority of the sample respondents may not satisfy when their coaches were made decisions on the issues which concern them.

Table 4.5 Illustrate the responses of respondents for the team organization (N=69)

No	Item	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Neither satisfied nor dissatisfied
		F (%)	F (%)	F (%)	F (%)	F (%)
1	Works at individual base to indicate tactical and technical improvements of clubs	19(30.2%)	17(27%)	21(33.3%)	3(4.8%)	3(4.8%)
2	Explains to the players what he/she should and should not do	20(31.7%)	17(27%)	14(22.2%)	8(12.7%)	4(6.3%)
3	Sees that every player is working to his/her best ability	22(34.9%)	16(25.4%)	16(25.4%)	5(7.9%)	4(6.3%)
4	Gives priority for his strategies	19(30.2%)	14(22.2%)	17(27%)	9(14.3%)	4(6.3%)
5	Doesn't he stimulate his players always	26(41.3%)	17(27%)	17(27%)	1(1.6%)	2(3.2%)

Item 1 in table 4.5 above illustrates that, the respondents response results related to amount and content of the clubs training program, The result shown in the table 5 the entire respondent indicates tactical and technical improvements of the clubs reflects may not improve good quality on players performance. Accordingly to the information, 19(30.2%) were very satisfied 17(27%) of them respondents satisfied the players, 21(33.3%) of the respondents were dissatisfied,3(4.8%) were Very dissatisfied of responded ,and 3(4.8%) of them were neither satisfied nor dissatisfied to the item. In line with this study as, (cited in Wondimu T. and Damene, 2004) football performance with specific reference to the national team of Ethiopia (unpublished) It is impossible to treat tactical aspect separate from technique. Players study to make an obtained and creative choice from the technique they have been taught, selecting those that are most effective in the given situation. Practice and preparation of play combination, cooperation of individual in play activities. The investigator also perceived that the coaches are not spending their time by

working in individual base tactics and techniques but they were dissatisfied working more in group and team tactics during training sessions.

As result of item 2 in the above table 4.5, asked the sample respondents to reply that whether their coach is explaining to the players what they should and should not do. Regarding this item 20(31.7%) of them very satisfied, 17(27%) of them satisfied, 14(22.2%) of them were dissatisfied, 8(12.7%) were very dissatisfied, 4(6.3%) of them neither satisfied nor dissatisfied to the question. The clubs managers interviewed the same question and response is similar to the result of questionnaire. Generally, the information obtained above table 5 as well as from interview can be concluded that South Western Ethiopia Zone super league participating football clubs coaches are following technical instruction to improve their athlete's performance so to achieve goals. Therefore the coaches should work first to improve individual technique and tactics to use within the clubs.

Item 3 in the above table 4.5, the result of whether sees that every player is working to his best ability shows that accordingly the respondents i.e,38(60.3%)of them respondent responded were satisfied ,25(39.6%)of them very dissatisfied were players respondent responded . This shows that seen every players are working to their best ability were very satisfied to respond of the clubs players.

Item 4 in the above table 4.5, also indicates that 19(30.2%) of the participants were agreed to the statement and 14(22.2%) of them disagreed. Only 9(14.3%) of them were very dissatisfied to the issue raised. From this finding one can conclude that the coaches of southwestern Ethiopia supper league participating clubs were giving priority for their own idea.

Item 5 in the above table 4.5, as result shows that 26 (41.3%) were very satisfied of the respondents 16(25.4%) were players satisfied, 7(27%) were of dissatisfied responded, 2(3.2%) of them were players responded very dissatisfied were of the same relation between the players. This result shows us that the clubs management may for the have respect clubs players with regarding to the relation were them.

4.3. Data Analyses of the coaches

In this part of the study major variables are interpreted analyzed on the base of collected data about the function of managerial factors that affect the performance of players internal resource, the training level, coaching experience, the interrelation of the club and the fans of the participants

Table 4.6 Illustrate the respondents' response result related to amount and satisfied of the club preparation

No	Item	SA		AG		UD		DA		SDA	
		F	%	F	%	F	%	F	%	F	%
1	The managerial factors affect the performance of player's	5	83.3	1	16.7	-	-	-	-	-	-
2	Does training program give emphasis for psychological preparation to improve players' performance	3	50	1	16.7	2	33.3	-	-	-	-
3	Does the clubs united each other to reach its strategies' goals for performance clubs	1	1.67	2	33.3	1	16.7	2	33.3	-	-
4	Does the team give enough opportunity to improve personal performance	1	16.7	1	16.7	-	-	1	16.7	3	50
5	Does the team member take responsibility for any loss or poor performance	1	16.7	1	16.7	1	16.7	-	-	3	50
6	Stakeholder participated to improve performance of clubs players	1	16.7	-	-	1	16.7	2	33.3	3	50

Item.1 the result of respondents were asked about which managerial factors affecting players' performances shows that, from player 5 (83.3%) of the respondents responded that strongly agree, 1(16.7%) of the respondents responded that agree all the factors mentioned above managerial factors affecting the players' performances

According to the information from the above table 4.6 for the Item 2, 3(50%) of the respondent's proportions (scale up) training emphasis to the psychological preparation for player in the team is

strongly agree, 1(16.7%) were approve of them, 2(33.3%) of the respondents scale up as it is undecided respectively. Therefore these require enhancement for mutual benefit of the clubs.

Beside the interview presented by sport managers respondent indicated that time allocated for each training session is not enough to prepare and improve the physical strength, psychological preparation of the players in the clubs therefore it is necessary to increase the training session for the benefit of player's performance.

Item 3 indicates that 1(16.7%) of the respondents were strongly agree does the clubs unity other to reach it's the strategies goals for performance of players while the rest 2(33.3%) of the same respondents rank as it's agree and disagree respectively. As indicated more attention to improve the players performance

Item4, Indicates that 1(16.7%of the respondents scale up strongly agree about the clubs does team giving opportunity to improve personal performance. However the remaining 50%of the respondents scale up agree and disagree respectively. In line with this study ,as Audas, R, Dobson, and Goddard,J, (1997),discuss in his study "Team performance and managerial change in the English football league." the major finding was as show above giving opportunity to improve personal performance in the club I needed.

In addition as shown in the above table for the Item 5, Indicate that 16.7% of the same respondent's has been responsibility for the loss or poor performance in the club is strongly agree and agree ,as the same number of respondents were them ,50% of the respondents were strongly disagree respectively. From this all club members are expected to take part for any loss or poor performance in the club they were all coaches. The finding, result shown as that all club members are expected to take responsibility for loss or poor performance in the clubs

Item 6 Indicated that 50%of them respondents were strongly agree,16.7%of were respondents disagree,33.3%of the respondents scale up were strongly agree respectively .This reflects that the participation of the stakeholder as supports to improve of the clubs needed for the common benefits .their players performance

Table 4.7 - Illustrate the of respondents about coaches knowledge

No	Item	Scale									
		SA		AD		UD		DA		SDA	
7	Does the coach/managers have motivates and guides your club players	F	%	F	%	F	%	F	%	F	%
		-	-	-	-	2	33.3	4	66.7	-	-
8	Do you think rate clubs member want to help/discuss/ each other on the club managerial factors	1	16.7	2	33.3	2	33.3	1	16.7		
9	the levels of coordination of sport manager's relationship with your players	1	16.7			1	16.7			3	50
10	Does you the fans interested to think about the clubs	2	33.3	2	33.3	1	16.7	1	16.7	-	-

Item 7, according to the information from the above table indicate that 2(33.3%) of them respondent's undecided about the coach motive and guide clubs performance choice no while 4(66.7%) of the respondents' choice disagree for the same question raised.

To improve player's performance, the coach or manager must be emphasize his players in training session. More over the interview presented by most of sport managers revealed that the experience of coaches, to mobilized fans as supporter, with communicating skill and knowledge of coaching has no plane, and coach motive guide performance, witch halos involve attention to improve for the benefit of better coaches.

Accordingly to the information from the above table of the item 8 indicates that 16.7% of them respondents strongly agree 33.3% of them were disagree, 33.3% of the respondents agree ,33.3% of them responded undecided and strongly disagree were the same number respondents of them.

For this club member to become unit, implement their objective separation among each other is needed Interview with sport clubs managers with related respondents were disagree team unity in trying to ward its objectives, further more opportunity to improve managerial factors and personal performance taking duty in the tem is week. Thus, based on the results to solve in all in the team needed

Item 9 annoyed to consider the levels of coordination of sport manager's relationship with your players. In this regard 16.7% of the respondents were strongly agreed and of them were undecided about their team's coordination. The considerable number, 50% of them were strongly disagree to the item. This result shows us that the level of coordination sport clubs managers' relationship with football payers disagree.

Item 10, The data obtained indicate that 66.6% of the respondent's scales up strongly agree and agreeing about the fans is interested to the clubs. On the other hand of were agree, 16.7% of respondents scale up disagree for the same intention. Based on the result, it is possible to say the fans have same what participation to support the club.

4.4. DISCUSSION

In our context the majority of football players decided that they are satisfied with clubs. This research indicates that players were football performance with specific reference to the super league football clubs south Region Ethiopia zone. It is unmanageable to treat tactical aspect separate from technique. Beside the interview presented by sport managers respondent indicated that time allocated for each training session is not enough to prepare and improve the physical strength, psychological preparation of the players in the clubs therefore it is essential to increase the training session for the benefit of player's performance. This reflects that the participation of the stakeholder as supports to improve of the clubs needed for the common benefits .their players performance In line with the finding as similar to pervious studied (unpublished Wondimu and Damene, 2004). Define management as working with and through individuals and groups to efficiently accomplish organizational goals. Players study to make an achieved and creative choice from the technique they have been taught, selecting those that are most effective in the given situation. The highpoint of tactical preparation is the practice and perfection of play system. The researcher also perceived that the coaches are not spending their time by working in individual base tactics. Results arising from the study showed that administrative body to make conclusion with clubs participants. Though, the general conclusion is positive because of the most of the players satisfied, the numerical suggestion shows that there must be an improvement to change the managerial factor to affect performance of players. Therefor; we could be determine that most of time there is one-way communication between their athletes develop performance as well as to achieve the clubs' intended goal.

According to the finding of the study, players perceived to improve their performance, the coaches should have been emphasized their players in training suite. Moreover the interview offered by clubs managers shown that the coaches' motive guide and performance, which communication require consideration to improve does a particular better performance of the athletes. This study in line with as, Gareth(2004) state that football coaches should be aware of the ongoing process performance development. role to promote' success in the performance of the players through effective, planning, guiding, preparing and controlling the team in its day to day activity and motivate players with their skill, ability and their activity in the training season as well as willing competition.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. CONCLUSION

This study was intended to identify the main factors that what management factors become affecting within selected south region Ethiopia super league football clubs particularly selected to Hadiya Hosanna, Silite Worabe and Ambarecho Durame clubs. This study confirms that players had sufficient playing experience which is inadequate to Ethiopia premier league. The teams give may not enough opportunity to improve personal performance though, giving enough opportunity to improve personal performance.

The study showed all club participants are likely to take responsibility for unfortunate performance in the club. The fans were satisfied participation and had somewhat moral support for the club. Moreover, the management factors were strongly affects the overall performance of the clubs. To improve players performance the coaches must be emphasized his players in training program. However, the coach and managers of clubs affiant role to promote' success in the performance of the players through effective, planning, guiding, preparing and controlling the team in its day to day activity and motivate players with their sill, ability and their activity in the training season as well as game match. Furthermore, sport manager must have more knowledge about south region football clubs having dissatisfied involvement on planning, guidance team performance and essential elements of motivational aspects. One of the characteristics that help to assure quality training to develop the performance of football is the effectiveness of coaches. The coach is the most important resource in a training system of a modern society. He /she play a major role in the delivery of quality training which has a scientific base.

The important situation for the progress of football performance thus depends on the specific improvement on general physical preparation for the highest level. This is particularly an important requirement in the game of football, where the players have to leading complex techniques if their performance has to reach excellence. However inadequate training schedule for the contents of the training by the coach in the club to bring better performance of the team with psychological, physical and technical-tactical skill of the players with appropriate coaching methods.

5.2. RECOMMENDATION

Based on the identified problem and gathered data of the study the following suggestive ideas were recommended,

- Sport managers of Hadiya Hosanna, Silite Worabe Ambarecho Durame football clubs gives priority for the benefit of his organization team through smooth relationship among the team participants, unrestricted and administrative body.
- Clubs governing bodies should attempt their best for searching supporters groups from the fans and community.
- Using applicable managerial communication approach to minimize interaction among the stock holders of the players.
- All sport managers, coaches and players should create strong relationship coordination among them to very strongly their clubs' performance;
- Sport managers of Hadiya Hosanna, Silite Worabe Ambarecho Durame football clubs adjust multiple strategies related to provide satisfactory result in managerial perspective.
- Sport managers and other concerned body around the south region Ethiopia are recommended opportunity for the coach to develop his or her skill about the subject through the training

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APPENDICES I
JIMMA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF SPORT SCIENCE

Questions to be filled by players

The purpose of this questionnaires' is to get necessary data on the managerial factors that affect the performance of male football players in a case of southern region zone Ethiopia of super league football clubs and to suggest possible solutions to the current problem of clubs. Therefore, your response has great value in this research outputs. Thank you in advance for your valuable time and efforts

General Direction:-

- **Writing** your name in any part of the questionnaire is unnecessary.
- To those questions with alternatives you can encircle or you can provide the answer by putting the sign “(√)” in front of your choice.
- For alternatives that requires open answer, please fell free to express and write your response in the space provided

Part one: Demographic characteristics of respondents

1. Age :

A) < 25years old

B) 26-30years old

C) 31- 35years old

D) 36- 40 years old

E) Above 41 years old

2. Sex: Male Female

3. Marital Status: Married Unmarried

4. Educational background

1. Certificate

2. Diploma

3. BA/B. Sc.

4. M.A/M.Sc.

5. Others _____

5. Experience in playing football

1. <5 years
2. 5-9 years
3. 10-14 years
4. 15-19
5. Above20 years

Part two: - main questions on different factors or variables

Direction: please mark with “ √ ” your response on the space provide except those questions which requires written response.

5= Very Satisfied 4= Satisfied 3=Dissatisfied
 2= Very dissatisfied 1= neither satisfied nor dissatisfied

No	Statements of opinions	5	4	3	2	1
1	Coaches punctuality on times constantly					
2	Administrators encourages the club players to participate during decision making time					
3	Discuses on the cubs players performance plan with his managers					
4	Asks for the opinion of the players on the improvement to managerial factors					
5	Encourages the players to comment on his training program and it's to improve performance of clubs.					
6	Works relatively independent of the managers					
7	Assessments are always made without the knowledge of the clubs players' performance					
8	All decisions are made by the managers themselves					
9	Only listening is the most common communication with managers					

10	Does he stimulate his players always					
11	. Sees that every player is working to his/her best ability.					
12	Exposes to each players the techniques and tactics of football clubs performance.					
13	Explains to the players what he/she should and should not do.					
14	Initiates the managers to comment on his work.					
15	Works at individual base to indicate tactical and technical improvements of clubs.					
16	Encourages close and informal relations with managers & clubs players					
17	Appreciates a manager when he/she does a particular good performance					
18	Gives playing opportunity according to players' seasonal performance					
19	Gives priority for his strategies					
20	Works for the improvement of players' performance					

APPENDIX .II

JIMMA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF SPORT SCIENCE

Questionnaires to be fulfilled by coaches

Dear respondents,

This questionnaire designed to obtain information managerial factors that affecting the performance of male football players a case of south region of Ethiopia zone super league football clubs. I will appreciate your willingness to participate in this investigation by responding to a questionnaire and supporting me by providing any constructive ideas. I would like to emphasis that your responses are extremely valuable for me and I would immensely appreciate your answering all questions. The information will be kept confidential and be only applied for the study. Yours right information helps to reach the goals of the study. Thank you for investing your time and honesty completing this questionnaire.

General Direction

- You are not required to write your name in any part of the questionnaire.
- To those questions with alternatives, put the sign make a sign “(√)” ‘mark on your answers’ your choice.
- For open ended questions, please feel free to express and write your response in the space provided.

Part I: Demographic characteristics of respondents

1. Sex: Male Female

2. Age :-

- 1) < 25years old
- 2) 26-30years old
- 3) 31- 35 years old
- 4) 36- 40 years old
- 5) Above 41 years old

3. Marital Status: 1) Married Unmarried

4. Educational background

- 1. Certificate
- 2. Diploma/Coaching license
- 3. BA /B.Sc.
- 4. M.A/ MSc
- 5. Ph.D.

5. Service of work Experience

- 1. < 4 Years
- 2. 5-9 Years
- 3. 10-14 Years
- 4. 15-19 Years
- 5. above 20 Years

PART- II: Main Questions on the Different Factors / Variables

Direction: The following are some important rating means of the managerial factors that affect performance of male football players

Please mark with sign “(√)” your responses on the space provide expect those questions which requires written response.

SA=Strongly Agree; AG= Agree; UD=Undecided; DA=Disagree SDA= Strongly Disagree;

No	Statements of opinions	SA	A G	U D	D A	SD A
1	The managerial factors affect the performance of player’s					
2	Does training program give emphasis for psychological preparation to improve players’ performance					
3	Does the coach/managers have motivates and guides your club players					
4	Does the clubs united each other to reach its strategies’ goals for performance clubs					
5	Does the team give enough opportunity to improve					

	personal performance					
6	Does the team member take responsibility for any loss or poor performance					
7	Do you think rate clubs member want to help/discuss/ each other on the club managerial factors					
8	Stakeholder participated to improve performance of clubs players					
9	The levels of coordination of sport manager's relationship with your players					
10	Do the fans interested to think about the clubs					

11. How the managerial factors affect the strength and the weakness of the club's performance? _____

12. What is your suggestion for the improvement of managerial factors in your club's performance? _____

APPENDICES - III

JIMMA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF SPORT SCIENCE

Interviewees Questions to be filled by Managers:

The purpose of this interview is to get necessary data on the managerial factors that affect performance of male football players: a case of south region of Ethiopia zone super league football clubs and to suggest possible solutions to the current problem of clubs. Therefore, your response has great value in this research outputs. Thank you in advance for your valuable time and efforts.

Part one: Demographic characteristics of Questionnaire

- Age _____
- Sex _____
- Marital status _____
- Educational level _____
- Year of Working service Experience _____

Part two: main interviewed questions

1. How the managerial factors were affect the result of the club?
2. What kind of benefits does the player get from the formation of your club?
3. Is there good understanding of administrator's with all of the club staffs?
4. Do your administration/Managers support the club?
5. What is the strategy of the management of football club (Vision, Mission, and SWOT)?
6. Does the Ethiopian super league football policy support the player's performance?
7. Do you have any strategy or plan to stabilize the club top most leagues in the country?

APPENDIX –IV

The Questionnaire for south western zone of Ethiopia super league football clubs players
which translated in national language (Amaharic)

ጅማ ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ክፍል

የተፈጥሮ ሳይንስ ኮሌጅ

የስፖርት ሳይንስ ትምህርት ክፍል

በተጫዋቾች የሚሞላ መጠይቅ

የመጠይቁ ዋና ዓላማ:- ይህ መጠይቅ የተዘጋጀው በደቡብ ምዕራብ ኢትዮጵያ ዞን በሚገኙ ወንዶች የእግር ኳስ ሱፐር ሊግ ክለብ ፤ ላይ ተጽዕኖ የሚያሳድሩ የአመራር ምክንያቶችና በተጫዋቾች ውስጥ ያላቸው ችግሮችንና እዲሁም የተጫዋቾችን ክህሎት በማሻሻል ረገድ የሚያበረክተውን አስተዋፅኦ በተመለከተ መረጃ ከተጫዋቾች ለማሰባሰብ ነው። በመሆኑም ከስር ለተዘረዘሩት እያንዳንዱ መጠይቆች በጥሞና በማንበብ ለጥያቄዎቹ ትክክለኛውን ምላሽ በመስጠት የበኩላችሁን አስተዋፅኦ ታደርጉ ዘንድ ከወዲሁ በትህትና እጠይቃለሁ።

ለትብብራችሁ በቅድሚያ አመሰግናለሁ!!

ማሳሰቢያ

- ሥምዎን በመጠይቁ በማንኛውም ክፍል መፃፍ አይፈቀድም።
- ምርጫ ለቀረበላቸው ጥያቄዎች የራይት ‘(✓)’ ምልክት በመጠቀም ይመልሱ።
- በፅሁፍ ለሚመለሱ ጥያቄዎች አጭርና ግልፅ መልስ ይፃፉ።

ክፍል አንድ:- ግላዊ መረጃ

መመሪያ: ለሚከተሉት ጥያቄዎች ትክክል ከሆነ “(✓)” ምልክት በሳጥኑ ውስጥ በማስገባት ወይም በጽሁፍ ለሚመለሱ ጥያቄዎች ደግሞ አጭርና ግልፅ መልስ በመፃፍ ትክክለኛውን መረጃ ይሰጡ።

1) የክለቡ ስም _____

2) ያታ:- ሀ .ወንድ ለ. ሴት

3) ዕድሜ :-

ሀ ከ 25 ዓመት

ለ. ከ26- 30 ዓመት

ሐ. 31- 35ዓመት

መ. 36- 40 ዕድሜ

ሠ. 41 ዓመትና ከዚያም በላይ

4) የቤተሰብ ሁኔታ ሀ. የገባ

ለ. የላገባ

5) የትምህርት ደረጃ

ሀ. ሰርተፍኬት

ለ. ዲፕሎማ

ሐ. ድግሪ

መ. ማስተርስ

ሠ. ሌላ ካለይግለፁ _____

ክፍል ሁለት:- በክለሰቸው ውስጥ ያላቸውን የአመራር ችግሮችን ለመለካት የቀረቡ ጥያቄዎች።

መመሪያ:- ከዚህ በታች የተዘረዘሩት መግለጫዎች በክለሱ ላይ ተፅእኖ የሚያሳድር የአስተዳደር ችግሮችን ለመቅረፍና የክለሱ የተጫዋቾች ክህሎት በማሻሻል ረገድ ውስጥ ያላቸውን ተፅዕኖ መፍትሄ ለመግኘት የቀረቡ ጥያቄዎች ናቸው።

በመሆኑም ያንዳንዱን መግለጫ በሚገባ በማንበብ ምላሽህን ባለ አምስት ነጥብ መመዘኛ ላይ ባሉት ክፍል በታዎች ላይ የራይት “(✓)” ምልክት በማስቀመጥ መልስዎን ያመልክቱ።

5= በጣም እረካለሁ 4= አጥጋቢ 3 =እርግጠኛ አይደለሁም

2= በጣም አያረካኝምን 1= እርካታ አይኖረውም ወይም አልረካም

ተ.ቁ	መመዘኛ መግለጫዎች	5	4	3	2	1
1	ሁል ጊዜ በሰዓቱ የማገኛት ሁኔታ።					
2	ተጫዋቾችን በውሳኔ መስጠት ሥራ ላይ ንዲሳተፉ ያደርጋል።					
3	አመራሩ ተጫዋቾችን በውሳኔ መስጠት ሥራ ላይ እንዲሳተፉ ያደርጋል					
4	የክለሱን እቅድና ስትራቴጂ ላይ ተጫዋቾች አስተያየት እንዲሰጡበት መፍቃድ					
5	ተጫዋቾች በትሬኒንግ ፕሮግራሙ በሚተዩ ችግሮች ላይ አስተያየት እንዲሰጡበት ሁኔታዎችን ያመጣቻቸው።					
6	ክለሱን የሚመለከቱ ሥራዎች ላይ ተጫዋቾችን በምንም ዓይነት መንገድ እንዲሳተፉ የመድረግና የመፍቃድ ሁኔታ					
7	በግልፅ የተቀመጠ የክለሱ ዕቅድ መኖሩ					
8	እያንዳንዱ የክለሱን ውሳኔዎች በሚመለከቱ የሚወስኑት በተጫዋቾች የመሆን ሁኔታ					
9	የክለሱ ተጫዋቾች የሚሉትን ሃሳብ ማዳመጥ የሚያግባባና የሚያስማማ መንገድ መሆኑ					
10	አሳልጣኙ በምንም ዓይነት መንገድ ለማሸነፍ ለሚለው ፍልስፍና ሁል ጊዜ ቅድሚያ መስጠቱ					
11	እያንዳንዱ ተጫዋች የአቅሙንና የችሎታውን ያህል የሚያደርገውን ጥረት በቀላሉ የመረዳት					
12	ተጨማሪ ችሎታቸውን እንዲያሻሽሉ አሰልጣኙ ጠንክሮ የመሥራት					
13	ተጫዋቾች በስራው ላይ አስተያየት እንዲሰጡ መበረታት።					

14	አመረሩ የተጨማሪዎቻችን አስተያየት ተቀብሎ በተግባር ላይ ያውላል					
15	እያንዳንዱ የክለቡ ተጫዋቾች የግሉን ቴክኒክና ታክቲክ እንዲያሻሽል ጠንክሮ መሰራት					
16	እያንዳንዱ የክለቡ ተጫዋቾች የሚጠበቅባቸውን በግልፅ ቋንቋ ያስቀምጣል።					
17	ለተጫዋቾቹ ያለውን ክብርና ስሜት ከመግለጽ ወደኋላ አይልም					
18	ተጫዋቾች እንደ ወቅታዊ ብቃታቸው እንዲሰለፉ ያደርጋል።					
19	ጥሩ እንቅስቃሴ ለሚያደርጉ የቡድኑ አባላት ያለውን ልባዊ አድናቆት ይገልጻል።					
20	የተጫዋቾች አፈፃፀም ለማሻሻል ይሰራል					

APPENDIX -V

ጅማ ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ክፍል

የተፈጥሮ ሳይንስ ኮሌጅ

የስፖርት ሳይንስ ትምህርት ክፍል

በአሰልጣኞች የሚሞላ መጠይቅ

የመጠይቁ ዋና ዓላማ:- ውድ የዚህ ጥናት ተሳታፊዎች የዚህ መጠይቅ ዋና ዓላማ በደቡብ ምዕራብ ኢትዮጵያ ዞን በሚገኙ የከፍተኛ ሊግ ክለብ ቡድኖችን የመምራት ባህሪ፣ የአሰልጣኝ ዘይቤና ተጫዋቾች ውስጥ ያላቸው ችግሮችንና ከእግር ኳስ ችሎታና ክህሎት ጋር ያለውን ዝምድና እንዲሁም የተጫዋቾችን ክህሎት በማሻሻል ረገድ የሚያበረክተውን አስተዋፅኦ ከአሰልጣኞች መረጃ በማሰባሰብ ጥናትና ምርምር ለመድረግ በመሆኑ ከላይ የተጠቀሰውን ሀሰብ መነሻ በመድረግ ከዚህ በታች ለቀረቡት ጥያቄዎች መመሪያዎችን በጥሞና በማንበብ ለጥያቄዎቹ ትክክለኛውን ምላሽ በመስጠት የበኩላችሁን አስተዋፅኦ ታደርጉ ዘንድ ከወዲሁ በትህትና እጠይቃለሁ።

ለትብብራችሁ በቅድሚያ አመሰግናለሁ!!

ማሳሰቢያ

- ሥምዎን በመጠይቁ በማንኛውም ክፍል መፃፍ አይፈቀድም።
- ምርጫ ለቀረበላቸው ጥያቄዎች የራይት ‘(✓)’ ምልክት በመጠቀም ይመልሱ።
- በፅሁፍ ለሚመለሱ ጥያቄዎች አጭርና ግልፅ መልስ ይፃፉ።

ክፍል አንድ:- ግላዊ መረጃ

መመሪያ: ለሚከተሉት ጥያቄዎች ትክክል ከሆነ “(✓)” ምልክት በሳጥኑ ውስጥ በማስገባት ወይም በጽሁፍ ለሚመለሱ ጥያቄዎች ደግሞ አጭርና ግልፅ መልስ በመፃፍ ትክክለኛውን መረጃ ይስጡ።

የክለቡ ስም _____

1. ያታ:- ሀ .ወንድ ለ. ሴት
2. ዕድሜ :-
 - ሀ. ከ20-24 ዓመት መ) 35- 39 ዕድሜ
 - ለ. ከ25- 29 ዓመት ሠ) 40 ዓመትና ከዚያም በላይ
 - ሐ. 30-34 ዓመት
3. የቤተሰብ ሁኔታ ሀ. የገባ ለ. የላገባ

4. የትምህርት ደረጃ

ሀ. ሰርተፍኬት

ለ. ዲፕሎማ

ሐ. ድግሪ

መ. ማስተርስ ድግሪ

ሠ. ዶክተሬት ድግሪ

5. አገልግሎት ዘመን

ሀ. < 5 ዓመት

ለ. 5-9 ዓመት

ሐ. 10-14 ዓመት

ሠ. 20 ዓመት በላይ

መ. 15-19 ዓመት

ክፍል ሁለት:- በክለቡ ውስጥ ያላውን የተጫዋቾችን ክህሎት ለመሻሻልና ረገድ የአመረሩ ተጽእኖ በክለቡ ላይ የሚያሰድሩ ችግሮችን በተመለከተ

መመሪያ:- ከዚህ በታች የተዘረዘሩት መግለጫዎች በክለቡ ውስጥ ያላቸውን ችግሮችን ለመለካት የቀረቡ ጥያቄዎችን በጥሞና በማንበብ ክለቡ ውስጥ ከሚታዩ ሁኔታዎች አንጻር የሚከተለውን ባለ አምስት ነጥብ መመዘኛ ላይ ባሉት ክፍት ቦታዎች ላይ የራይት “(✓)” ምልክት በማስቀመጥ መልስዎን ያመልክቱ።

5=በጣም እስማማለሁ 4= እስማማለሁ 3=መወሰን አልችልም
2= አልስማማም 1= በጣም አልስማማም

ተቁ	በተጫዋቾች ክህሎት ላይ ተጽእኖ የሚያሰድሩ አስተዳደራዊ ችግሮችን ለመለካት	5	4	3	2	1
1	የአመመሩ ችግር በተጫዋች ብቃት ላይ የምያመጠው ተፅእኖ መኖር					
2	የሥልጠና መርሃ ግብሮች የተጫዋቾችን አፈፃፀም ለማሻሻል የሰነልቦና ዝግጅት አጽንኦት የመስጠት					
3	የክለቡ አመረሮች ተጫዋቾች በመነቃቀት በእቅድ እንዲመረ መድረግ					
4	የሥልጠና መርሐግብር አካላዊ ሁኔታን ለማቀድ እስከ ምን ድረስ ነው የማከናወን እንደሌለበት					
5	ቡድኑ የግል አፈፃፀሙን ለማሻሻል በቂ እድል የሚሰጠው መሆኑ					
6	በክለቡን አፈፃፀም ውስጥ የአመራር ምክንያቶችን ለማሻሻል አስተያየት አስተዋፅኦ መኖር ሁኔታ					
7	በክለብ ውስጥ የማንጅሜንታዊ አሠራሮች በተጫዋቾቻቸው አፈፃፀም ላይ የምያመጠው ተጽዕኖ መተያየት					

8	ጥሩ እንቅስቃሴ ለሚያደርጉ የቡድኑ አባላት ያለውን ልባዊ አድናቆት ይገልጻል					
9	ከተጫዋቾች እና አስተዳደሮቹ ጋር ያለው የስፖርት አዛማጅ ግንኙነት ደረጃዎች					
10	የቡድኑ አባል የክለቡ ችግር ላይ እርስ በርስ እንዲረዳ / እንዲወያዩ መድረግ					

11. የሥራ አመራሩ ምክንያቶች የክለቡ አፈፃፀም ጥንካሬ እና ድካሙን እንዴት ልጎዳ ይችላል? _____

12. በክለቦች አፈፃፀም ውስጥ የአመራር ምክንያቶችን ለማሻሻል የእርስዎ አስተያየት ምንድነው? _____

APPENDIX-VI

ጅማ ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ክፍል

የተፈጥሮ ሳይንስ ኮሌጅ

የስፖርት ሳይንስ ትምህርት ክፍል

በሥራ አስኪያጅ(Managers) የሚሞሉ ቃለመጠይቅ

የዚህ ቃለመጠይቅ ዓላማ የደቡብ ምዕራብ ዞን ኢትዮጵያ ከፍተኛ ሊግ እግር ኳስ ተጫዋቾች አፈፃፀም ላይ ተፅእኖ

በሚያሳድሩትን ችግሮች መፍትሄ ሊሆን ይችላል በማለት የሚደረግ ጥናትና ምርምር ሲሆን በዚህ ጥናትና ምርምር ላይ

በመሳተፍ ለጥያቄዎቹ ትክክለኛውን ምላሽ በመስጠት የበኩላችሁን አስተዋፅኦ ታደርጉ ዘንዱ ከወዲሁ በትህትና እጠይቃለሁ።

ለትብብራችሁ በቅድሚያ አመሰግናለሁ!!

ክፍል አንድ:- የመላሽ ግላዊ መረጃ

- ዕድሜ _____
- ስም _____
- የጋብቻሁኔታ _____
- የትምህርት ደረጃ _____
- የሥራ አገልግሎት ልምድ _____

ክፍል ሁለት:- ዋና ቃለ መጠይቆች

- 1) የአስተዳደራዊ ምክንያቶች በክለቡ ውጤት ላይ ምን ተጽዕኖ አሳድረዋል?
- 2) ክለቡ ከተቋቋመ በኋላ ምን አይነት ጥቅሞች አሉት?
- 3) የአርስቦ አስተዳደር ከክለቡ ጋር ጥሩ ግንኙነት አለው?
- 4) የሚመለከተቻው ባለድርሻ አካላት ክለቡን የመደገፍ ሁኔታ ምን ይመስል?
- 5) የእግር ኳስ ክለብ አመራር (ራዕይ, ተልዕኮ, እና SWOT) ስትራቴጂ ምንድን ነው?
- 6) የኢትዮጵያ የእግር ኳስ ፖሊሲዎች የክለቦችን አፈፃፀም ይደግፋሉን?
- 7) ክለቡ ወደፊት ቀጠይነት እንድኖር ለመድረግ የተያዘ ስትራቴጂካዊ የሆኑ ዕቅድ አለዎት?

DECLARATION

I, the undersigned, declare that this paper is my original work, has not been presented for MSc in this or any other university and that all sources of materials used for the proposal have been fully acknowledged.

Name: Alemu Abayneh

Signature _____

Date of submission: June 18/2018 G.C