

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

**ORGANIZATIONAL AND MANAGEMENT FACTORS THAT AFFECT THE
FOOTBALL PERFORMANCE IN YOUTH PROJECTS OF JIMMA ZONE, SELECTED
WOREDA**

BY: AMSALU GOSHU

**A THESIS SUBMITTED TO JIMMA UNIVERSITY, COLLEGE OF NATURAL
SCIENCES DEPARTMENT OF SPORT SCIENCE FOR PARTIAL FULFILLMENT OF
THE MASTERS OF SCIENCE IN SPORT MANAGEMENT SPECIALIZATION**

JUNE , 2019.

JIMMA, ETHIOPIA

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APPROVAL SHEET

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Title of the Thesis: Organizational and management factors that affect the football performance in youth projects of Jimma zone ,selected Woreda : MSc/PhD (Encircle one)

JIMMA UNIVERSITY
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DECLARETION

By my signature below, I declare and affirm that this Thesis is own work. I followed all ethical and technical principles of scholarship in the preparation, data collection, data analysis and compilation of this Thesis. Any scholarly matter that is included in the thesis has been given recognition through citation.

BIOGRAPHICAL SKETCH

The author was born on May 16, 1993 G.C in Kiremu Wereda, East wollegga Zone Oromia Regional State. He attended his primary and junior school at Kiremu primary school, and he attended secondary school at Kiremu and preparatory school. Then he joined Gondar University, natural and computational science faculty in 2005 E.C and graduated with Bachelor sport science (B.Ed.) in 2007 E.C.and also he joined Jimma University, Department of Sport Science for perusing sport management 2010 E.C.

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I would like to thank my family and friends for their valuable encouragement and support during my study.

Acronyms

CONCACAFE - Confederation of North, Central America and Caribbean Association football.

CONMEBOL - The South American Football Confederation.

FIFA:- Federation international de Football Association (French).

UEFA - United of Europeans Football Association.

SPSS - Statistical Package for Social Sciences.

CAF - Confederation of African Football.

EFF - Ethiopian football federation

Abstract

The purpose of this study was to assess organizational and management factors that affect the football performance of youth projects in Jimma zone, selected Woreda.

Cross-sectional research design was used and the data was collected at once time.

The populations of this study were 367 project players, 16 project coaches and 16 woreda sport office managers totally 399 were available.

The target population of the study were four Jimma zone selected woreda project players, coaches and sport office managers were selected by using simple random sampling. 100 players, 4 coaches and 4 sport office managers totally 108 from different four Jimma zone woreda projects (kersa, manna, gomma and seka) were selected.

Subject of the study was 100 players from four Jimma zone Woreda projects, 4 coaches from four Jimma zone woreda projects and 4 sport office managers from four Jimma zone woreda totally 108 were included as subject of the study. Since the study was expected to investigate the above mentioned topics, it assumed that it was quite appropriate to get relevant data directly from 100 players were participate in questionnaire and 4 coaches 4 sport office managers was participate in interview. Source of Data both primary and secondary data was used, and data collection instrument was used questioner and interview. *Descriptive statistics analysis was used, mean, standard deviation and Inferential statistics using One-Sample Test.*

Based on the results of the findings, the researchers conclude that the current performance level of project players were below average. Their performance were affected both by organization and managers/coaches factors.

A mean value of 2.74 and a standard deviation of 0.47 were obtained on the response that the governing body demonstrate the working spirits of the projects and significant at pvalues 0.00. This implies that lack of the governing body demonstration and working spirits was affects the performance of the project players. and A mean value of 2.45 and a standard deviation of 0.74 were obtained on the response that the training program gives emphasis for psychological preparation and significant at pvalues 0.00.

This implies that the training program gives emphasis for psychological preparation was below average

The data was analyzed using computerized statistical package software (SPSS version 20).

Key words:- Training level, resource, Coaching Experience and Management.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organization is the entity that allows for a group two or more people to work together more effectively than they might work alone in order to achieve the desired goal. Throughout many countries of the world, sport is rapidly growing and increasingly diverse industry, increased amount of income, heightened awareness of the relationship between an active life style and good health and a greater number of opportunities to participate in sport have all contributed to this growth. Sport organizations are social entities involved in the sport industry; are goal directed, with a consciously structured activity system and relatively identifiable boundary (Slack & Parent, 2006).

Football projects are sport organizations, they need to have goals achieved with a consciously structured activities. A football project which has well organized by resource, human, finance, material, and others organizational factors has a capability to bring observable change on team performance. In addition, any organization of football project does not function efficiently without some elements that hold them together and give directions so that they can achieve the goal for which they exist. This element is called management (Scott, 2008).

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 provides 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 (Anderson, 2005) as well as certain external factors like fan identification, Supportive team atmosphere (Lamber & Cooper, 2000) 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 play offs, 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. According to these authors, successful coaches are characterized by influencing positive behavior; thus, tend to improve coach-athlete relationships.

Hence, this research has been conducted to assess what organizational and management factors affect Jimma zone Football projects team performance and tries to point out significant solutions for the present issues that are expected to enhance team performance.

1.2. Statement of the Problem

There is an important consideration to keep in mind when evaluating a football project organization work done within a season to determine the organization's effectiveness. According to (Costa, 2003) 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 championships are common goals that are designed by football organizations. Whereas, organizational effectiveness that relate with accomplish the design goal in football project should be affected by internal and external organizational factors.

In a simple way factors outside of organization are the elements of the external environment.

The organization has no control over how the external environment elements will shape up.

Forces or conditions or surroundings within the boundary of the organization are the elements of the internal environment of the organization (Cheney & Christensen, 2001).

Internal organizational factors like lack of proper organizational structure, shortage of resources (finance, materials), inefficient training level, lack of players-coach ability and external factors like fan identification, supportive team, cultural factors such as attitudes towards sport participation and atmosphere. If the project faces with problems on these areas, it should be difficult to establish a team with better football performance and winning the championship (Frank & Cook, 2010). Therefore, establishment of a project with better football performance and winning the championship for any teams require the analysis and evaluation of *the internal and external organizational factors that influence their work effectiveness throughout a year.*

In addition, after the results of the evolution, the project needs to design essential strategy to improve the existed problems and to organize as much as possible the necessary organizational asset.

There were a considerable amount of research was done on the basis of this local research by different postgraduate students for instance by Betigalu Befikadu (2013) Factors that affect the development of project football players; the case of Gambella regional state, Gezahagn (2016) confirmed on practices and challenges of human resource development in Jimma zone selected sport and youth affairs offices. Daniel Yiferu (2013) the current problems and prospectives of youth football projects with specific reference in north shoa administrative zone and Henok (2016) conducted on the relationship between leadership styles and organizational culture in Jimma zone youth and sport affairs office, south west, Ethiopia. so that the aforementioned local and international research outputs literatures were failed to show the organizational and management factors that affect the football performance of youth in Jimma zone woreda football projects.

For these reasons this study aimed to assess the organizational and management factors that affect the football performance of Jimma zone youth projects and try to point out significant solution for the preset issues, Hence, this research was attempted to investigate the organizational and management factors that affect the performance of youth football project in Jimma zone in order to suggest possible solutions to fill the changes and gaps which were identified in this paper. The following research questions were set to developed and meet the purpose of study.

1.3 .Research questions

- 1.Which organizational and management factors are perceived to be influence the success of football youth projects performance?
- 2.How does an organizational and managerial factor affect the football performance of projects?
- 3.What measurement should need to be taken for minimizing the current organizational factors affects football performance of the projects?

1.4. Objective

1.4.1 .General objective

The purpose of this study was to assess organizational and management factors that affect football performance of the youth projects in Jimma zone.

1.4.2 .Specific objective

- 1.To assess the possible factors that affects the football performance of the Youth projects in Jimma zone.
- 2.To identify the possible internal factors that affects the performance of the projects.
- 3.To suggest the possible alternative solution for the identified challenges.

1.5. Significance of the study

Create opportunity on the targeted population toward better performance through effective organizational and management approach.

Allow the chance managers and coach to improve their style in muchmore effective method.

Crate awareness all organizational and managerial factors by which thataffect the performance of the project by all the project members.

Serve as standing point for further study in the field.

1.6. Delimitation of the study

This study is delimited to jimma zone, selected woreda projects.

This study is limited to football players coaches and sport office managers working with football projects in year 2018/19.

1.7. Limitation of the study

Conducting research requires Enough resource such as time, budget, material and reference however these is not always available due to a number of factors therefore the researcher faced following limitation in conducting season of this study:-

- Financial shortage
- Resource material

- Time
- Unwilling of informants to give their response

1.8. Definition of the key words:-

Football performance: - Function of physical and mental characteristics of football players. (Dimmock, & Mallett, 2009).

Factor: - One of the several things that influence the other (brien, 2007).

Organizational factor: - Refers to a team's ownership and management (Muchemi & Awino, 2011).

Manager: -Responsible for managing and organizing projects (Petit, 2012).

Training: - Learning to practice and to correct ones mistakes (Gordon & Scalese, 2005).

1.9. 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 deal with presentation and analysis of the finding. The last chapter deals with summery conclusions and recommendation of the study moreover, papers which have relevant information of the study have been attached in the- appendix.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Background of football from global prospective

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 founded 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 event.

This paved the way for the world's first intercontinental football competition, at the 1920 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 Olympics. 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 (FIFA, 2010). As (Williams & Black, 2007) 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 America 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

Associations formed in 1954, the same year its Asian counter part and two year 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 (Kurscheidt, 2006).

2.1.2. Management

Management is the art, or science, of achieving goals through people. Since managers also supervise, management can be interpreted to mean literally looking over” i.e, making sure people do what they are supposed to do. Managers are, therefore, expected to ensure greater productivity or, using the current jargon, continuous improvement. More broadly, management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims (Olum, 2004). In its expanded form, this basic definition means several things. First, as managers, people carry out the managerial functions of planning, organizing, staffing, leading, and controlling. Second, management applies to any kind of organization. Third, management applies to managers at all organizational levels. Fourth, the aim of all managers is the same to create surplus. Finally, managing is concerned with productivity this implies effectiveness and efficiency.

Thus management refers to the development of bureaucracy that derives its importance from the need for strategic planning, co-ordination, directing and controlling of large and complex decision-making process. Essentially, therefore, management entails the acquisition of managerial competence, and effectiveness in the following key areas: problem solving, administration, human resource management, and organizational leadership.

First and foremost, management is about solving problems that keep emerging all the time in the course of an organization struggling to achieve its goals and objectives. Problem solving should be accompanied by problem identification, analysis and the implementation of remedies to managerial problems. Second, administration involves following laid down procedures (although procedures or rules should not be seen as ends in themselves) for the execution, control,

communication, delegation and crisis management. Third, human resource management should be based on strategic integration of human resource, assessment of workers, and exchange of ideas between shareholders and workers. Finally, organizational leadership should be developed a long lines of interpersonal relationship, teamwork, self-motivation to perform, emotional strength and maturity to handle situations, personal integrity and general management skills.

2.1.3. Management Objectives, Functions, Goals, and Essentiality

2.1.3.1. Management Objectives

There are basically three management objectives. One objective is ensuring Organizational goals and targets are met with least cost and minimum waste.

The second objective is looking after health and welfare, and safety of staff.

The third objective is protecting the machinery and resources of the organization,including the human resources (Gerhart & Wright, 2017).

2.1.3.2 .Management Functions

To understand management, it is imperative that we break it down into five managerial functions, namely ;- planning, organizing, staffing, leading, and controlling (Kerzner & Kerzner, 2017).

Planning involves selecting missions and objectives and the actions to achieve them. It requires decision-making i.e, choosing future courses of action fromamong alternatives. Plans range from overall purposes and objectives to the most detailed actions to be taken. No real plan exists until a decision a commitment of human and material resources has been made. In other words, before adecision is made, all that exists is planning study, analysis, or a proposal; there is no real plan.People working together in groups to achieve some goal must have roles to play.

Generally, these roles have to be defined and structured by some one who wantsto make sure that people contribute in a specific way to group effort. Organizing,therefore, is that part of management that involves establishing an intentional structure of roles for people to fill in an organization. Intentional in that all tasksnecessary to accomplish goals are assigned and assigned to people who can dothem best. Indeed, the purpose of an organizational structure is to help in Creating an environment for human performance. However, designing an organizational structure is not an easy managerial task because many problemsare encountered in making

structures fit situations, including both defining the kind of jobs that must be done and finding the people to do them. Staffing involves filling, and keeping filled, the positions in the organization structure.

This is done by identifying work-force requirements; inventorying the people available; and recruiting, selecting, placing, promoting, appraising, planning the careers of, compensating, and training or otherwise developing both candidates and current jobholders to accomplish their tasks effectively and efficiently. Leading is the influencing of people so that they will contribute to organization and group goals; it has to do predominantly with the interpersonal aspect of managing. Most important problems to managers arise from people their desires and attitudes, their behavior as individuals and in groups. Hence, effective managers need to be effective leaders. Leading involves motivation, leadership styles and approaches and communication.

2.1.3. 3. Organizational factors

Projects are complex open system with social processes, involving human interrelations have led researchers to gain a better understanding of factors affecting project performance and outcome. These factors are internal organizational influences and external project environment conditions (Damanpour & Schneider, 2006). Organizational influences are divided into five groups, which are organizational cultures and styles, organizational communication, organizational structures, organizational process assets and enterprise environmental factors (Macfarlane & Kyriakidou, 2004). Organizational culture includes values and beliefs, shared values, common understanding, and interpretation and assumptions that shape behavior or action in relation to project performance. As a necessity to establish focus, we narrow the research down to shared values. Good cultures are specified by norms and values such as teamwork, honesty, commitment, to mention a few.

2.2 .Organizational Structure of Sport

The term organizational structure refers to the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization (Scott, 2015) state as an organizational structure is the framework that outlines how tasks are divided, grouped and coordinated within an organization. Every Fool 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 road map 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 Organizational structure of Structure of Sport (Football team)

Organizational structure refers to how structural elements are arranged 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 (Drucker, 2012). These will be discussed as follows:

2.3.1. Complexity: - Complexity is the extent to which a sport organization is horizontally, vertically, or spatially (geographically) differentiated. Sport organizations are horizontally differentiated when work is broken down into narrowly defined tasks, when professionals or trained specialists are employed, and when the organization is departmentalized. Vertical differentiation refers to the number of levels in the organization 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 organization are dispersed geographically.

Horizontal spatial differentiation is when the different functions (or departments) of the organization take place in different locations (Gehl Island, 2011). As differentiation increases in an organization, so does the complexity.

In other words, complexity increases when organizations have many departments, multiple levels of authority, and physical separation between members. Poor communication, coordination, and supervision are a few of the problems organizations face when they become too complex.

2.3.2. Formalization: -A means to control the amount of discretion individuals or groups have when performing job functions (Langfre & Moye, 2004). Written documents, such as job descriptions, codes of conduct, and policies and procedure manuals, direct and control staff member behavior.

Formalization refers to the extent jobs are standardized and the degree to which employee behavior is guided by rules and procedures. These rules and procedures might cover selection of new staff, training, general policies on how work is done, procedures for routine tasks, and the amount of detail that is provided in job descriptions .

2.3.3. Centralization: - refers to the hierarchical level that has authority to make decision. If decisions are delegated to lower levels the organization is decentralized and if decision making power authority is kept at the top level it is centralized (Malone, 2004) Centralization also creates a non-participatory environment that reduces communication, commitment, and involvement with tasks among participants.

2.3.4. 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 so tasks means that there are more roles and position to manage, and a more comprehensive system for coordinating between different tasks and role must be introduced (Aldrich, 2008). 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 background 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 skilful 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.

2.3.5. Standardization: -Standardization refers to the development of procedures that are used repeatedly to handle selected tasks (De Vries, 2013) 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 in different areas are performed in a uniform manner and the extent to which such uniformities are documented. Uniformity may be analyzed in terms of technical procedures, administrative procedures, work place arrangements, equipment and tools, among others.

2.4 .Structural model of Sport organization

(Harper, 2015) 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, discussed below:

2.4.1. 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 noneed for departments, as most decision and administrative task would be performed by the owner manger 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 needs and busy period and accountability clearly reset with the owner/manager.

2.4.2. 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 decisionmaking and a clear chain of command. An organization such a state or provincial government department of sport would be structured along these lines. Obviously, as an organization expands in size, increases the number of locations it delivers services, or diversifies its range of activities, the more likely it is to reflect some elements of bureaucratization.

2.4.3. The matrix organization structure: -The matrix organizational structure reflects the organization of groups 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, skill acquisition coaches and exercise physiologists into discrete teams. At the same time, individuals in these teams might be involved in providing services to a range of different sporting groups or athletes, effectively creating two bosses for them. This breaks the unity of command principle but allows an organization to group specialists together to maximize sharing of expertise while facilitating their involvement in a number of project or service delivery areas. 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 friction in regard to managing the demands from bosses, which in turn may lead to an increase in stress.

2.4.4. 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 tasks.

2.5 . Factors that influence structure of sport organization

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.

2.5.1. Organizational Strategy (Katzenbach & Smith, 2015) State that, an organizational strategy is 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 those of its competitors. The coach carefully studies the two teams' past success, failures and behavior on the field. The obvious objective is to win the game with minimal risk and personal injuries to the players. Thus, a coach may not use the entire team's best player if it is not warranted (they may be 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. Das goes on, however, to point out that while any team has a game plan for each game and each opponent, an organizational strategy is more long term and must deal with a number of issues internal, and external to the organization.

In addition as he suggests that organizational strategy is the determination of the basic long term goals and objectives of an enterprise and the adaptation of course of action and the allocation of resources necessary for carrying out these goals. (Mintzberg, 2000) 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 the formulation of strategy to assist management in planning to take advantage of long-range organizational goals (Baker, 2007). 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 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.

2.5.2.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 (Bigley & Roberts, 2001) organizational structure divided into two type of environment: general environment and task environment.

2.5.2.1 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:-

2.5.2.1.1. Economic factors; the general economic conditions in which a sport organization operates.

2.5.2.1.2. 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.

2.5.2.1.3 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 organization is situated.

2.5.2.2. 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 trusts, success of football projects as an organization should be influenced on task environmental factors like group members cohesion and fan identification.

Fan identification is also an important factor of numerous affective, cognitive, and behavioral reactions in sport context identification with a sports team involves the spectators' attachment to a sport team. In this sense, sport team can generate high level of identification among customer, compared with other service. According to the (Stokburge & Sauer, 2008) there are three types of sport fan. First type is that some sports fan like to attend 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 other two types 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 attachment to a team.

2.5.3.Resource strategic management

(Brewer, 2000) defined management as the coordinated and integrated process of utilizing organizations resources (e.g. human, financial,physical technical) to achieve specific objective that is for improving football team performance through the function of planning, organizing, leading and controlling.Resource-based logic suggests that organization should look inward, discover their own valuable, rare and costly to imitate resources.

The resource based view is considered an influential theoretical view understanding howcompetitive 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 organizationto reach to its goal. The resources form the basis of unique value-creatingstrategies and related activity systems that address specific value indistinctive ways, which lead an organization to competitive advantage (ilustraciones& Gibbs, 2001) .Existing literature on strategy offers a kaleidoscope of insights, perspectives and assumptions. Besides the more well-known classification of schools of thought in strategic management, (Stacey, 2007) provided a classification of strategic management thinking, based on the assumptions that are leading in daily corporate behavior. These assumptions are divided in two dimensions:- a ‘spatial orientation’ and a ‘time orientation’.Concerning the time orientation, tow basic explanations of the performance heterogeneity of 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 organizational success.

second explanation of performance heterogeneity builds on a variety of research traditions in organization theory and focuseson internal attributes or ‘resources’ of organization. This second approach has come to be known as the resource-based view of the organization (Rugman & Verbeke, 2002) 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 (Dillon & Chang, 2010).

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

2.5.3.2.Physical resources: -The physical technology used in an organization, and equipment.

2.5.3.3.Human resource: - The combination of knowledge, skills, creativity and capacities with which the individual employees perform their tasks is referred to as human resource in the organization.

2.6. Football performance

As (Ungerle, 2005) state that, football performance is a function of physical and mental characteristics of the individual. In addition, peak performance is the product of a careful preparation where the competitive peak is the result of a well planned training program. (Lei, K, 2007) Football performance is regardless 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, (Ericsson, 2004) say it is possible to demonstrate that, football performance is influenced by specific physical characteristics, which can be measured and described. These include variables such as strength, mobility and endurance, which are classified as components of physical fitness. This as well, is a useful way of analyzing football performance. For expected improvement, coach and players should set 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 goals, the coach can keep a written record 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 (Briec & Cliquet, 2009). This structural form of football performance contains physical, psychological, technical, tactical and nutritional factors.

2.6.1.Physical factors; (Reilly & Williams, 2007) 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 else. On the work of (Bahr & Holme, 2003) 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- 47 times, 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, centre back 710 meters, midfielders 1450 meters, wing forward 1100 meters and centers forward 980.

2.6.2. 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 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 play ground.

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.

As (Porter, 2008) state that, 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.

2.6.3. 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 will power training (Haidt, 2001) As regarding to player's personality Kacany (cited in Windom and Damene, 2004) note the following, ideological preparation must mould 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.

2.6.4. 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. (Chakravarthy & Booth, 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. (Aranceta & Serra, 2001) 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 six to eight percent carbohydrate drink Just before competition and at halftime 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 (Williams & Serratos, 2006) 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 (Palacios, 2006).

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 (McEachen, 2004).

2.7. Method, means, and organizational form of football training

2.7.1. Method of football training:- According to (Bompa & Buzzichelli, 2018) model training method is the fundamental system for practical influence through the use of specific play exercises to which the circumstances of play are introduced on a planned basis to the preparation to the player. Modern football training method can be divided in into three.

2.7.2. The practices methods: -This method is oriented towards learning the technique of play activities and development. At level, a practice of individual play activities corresponds to preparatory exercise in relatively in changing circumstances. The aim of exercise is to teach the

technical aspects of play activities and this is gradually integrated in to the series of play activities. Organization of the exercise must ensure repetition of play activities in isolation from the game itself.

This method means that the players train in more or less rigid, artificial formation. The players repeat on particular element following a set methodical format repeatedly until they have mastered the correct sequence of movements. The exercises get progressively more difficult, first of all the technique is practiced from a standing position, then on the run, and finally against an appointment.

2.7.3. The Game method:- This method involves technical and tactical exercise in the form of game. These movements are trained to near-pitch by gradually increasing the difficulty of the exercises. These games are either framed within a set of rules, where the player's duties are changed continuously making the increasing more difficult of the games follow a general idea. It is suitable for beginners and advance players.

2.7.4. The complex method: With the complex method, more than one skill is practiced simultaneously. Under this method, technique-conditioning, technique-tactics and technique-tactic-condition are practiced. Because of good motor sensory effect, players should find good result in a short time. It is well suited to circuit training.

2.7.5. Means's of football Training:- There are several different types of means of training- each with a different, specific outcome and suitable for different events and sports. The duration, frequency and intensity of sessions vary with each form of training leading to different physiological adaptations within the body. These different means's of training are presented as follows.

2.7.5. Long Slow Distance (continuous) Training:- continuous training involves selecting one or more aerobic modes (i.e., walking, cycling, aerobic dance, and swimming) and training at a predetermined intensity for an established duration with without. The continuous system tend to favour enhancement of cardiovascular and muscular endurance as opposed to interval training which allows trainee to train at higher intensities in order to enhance functional capacity (Vo₂ max). (Görlitz,2011). There is two approaches to continuous training. The most common approach according to, progressive fitness are intermediate slow distance which consists of 20-30 minutes of continuous aerobic exercise. This results in overall fitness improvements are a reduction in cardiovascular risk factors. The second one is long slow distance. This method

consists of 60 minutes or more of aerobic activity and is frequently utilized by athletes who are training for an event. At least six months of training at durations are necessary as a pre requisite for long slow distance training (Görlitz, 2011).

2.7.6. Pace/Tempo Training:- The unique nature of the game of Soccer is that it demands both aerobic and anaerobic energy production. Within a relatively steady state of activity, an athlete must be able to sprint hard, recover quickly, and then sprint again. As a consequence, you must train your athletes to meet both aerobic and anaerobic requirements. Also referred to as lactate threshold training, pace/tempo training is designed to improve energy production from both aerobic and anaerobic energy pathways. Intensity is slightly higher than race pace and corresponds to the lactate threshold. Duration is usually 20-30 minutes at a steady pace. The varied-pace running that characterizes Soccer demands anaerobic fitness. Short bursts of speed within a general steady state create energy demands that cannot be met solely by ATP supply and aerobic metabolism.

Football players need to develop a special kind of stamina that lets them engage in repeat bouts of anaerobic sprinting followed by periods of slow running or walking. This stamina is a unique form of what is called speed endurance. Normally speed endurance refers to the ability to perform an aerobically over time. In football, however, the length of anaerobic activity is relatively short. What becomes important is the ability of the athlete to recover quickly from multiple speed bursts.

This type of endurance can be referred to as anaerobic recovery capacity. Anaerobic recovery capacity is developed by increasing aerobic fitness, by raising the lactate threshold, and by developing lactate tolerance. Since we have already discussed the basic principles of aerobic fitness training, we will address what is called threshold and high lactate training.

2.7.7. Interval Training:- Interval training is a frequently misunderstood concept. Most coaches use the terms interval and repetition interchangeably, but, in fact, they are very different types of training. A repetition is a single unit of running. An interval is the recovery period that follows individual bouts or running. In repetition training, the objective is to run specific distances with a relatively complete recovery. With interval training, the goal is to run specific distances within complete recovery so that the athlete trains with elevated blood lactate. Interval training enhances a player's ability to tolerate and produce lactic acid. While interval training does help raise the lactate threshold somewhat, it is primarily an aerobic. Football games require a lot of anaerobic

energy, so interval training develops specific fitness. The duration of each run in an interval session is typically 10-90 seconds or 150-400 meters. The run-to-recovery ratio should be between 1:1 and 2:1, run to recovery. Interval training should be done at a pace fast enough to create oxygen deficit. The intention of these workouts is to produce lactic acid by forcing your athletes to run the last portion of each repetition anaerobically. Interval training is intense, demanding and painful. Do not schedule more than one such session during any single week of training. Some athletes might require 2-3 days of easy workouts to recover fully from a hard interval session (McEachen, 2004).

2.7.8. Repetition Training:- Repetition training helps athletes use oxygen more efficiently. In repetition training, athletes train above the threshold level for longer periods than can be sustained during a game. Repetitions should be from 30 seconds to 3 minutes long or distances of 220-880 yards. Pace will vary according to distance. The rest period should provide slightly less than complete recovery. A 1:2 run-to-recovery ratio is a common rest parameter. The workout should total 20-25 minutes of running, sans recovery (McEachen, 2004).

2.7.9. Fartlek Training:- Speed play is the literal translation of the Swedish word Fartlek. It is varied pace running that combines fast and slow running within a continuous run. Bouts of fast running are followed by easy recovery running. Ideally, speed play is done over varied terrain, including hills. The length of speed bursts and recovery is unstructured so that the athlete gains a genuine feeling of playing with speed. Since the aim of Fartlek training is to develop speed in the context of continuous running, the overall pace should be relatively easy. Only the speed bursts should be done with any intensity. However, speed play is not easy training. Speed bouts should be 40-220 yards long (or 5-40 seconds). The number of speed bouts depends on their length and the total length of the run. Remember, athletes should always recover between sprints; it's not intended to be high-lactate training. Speed play is especially effective training for Soccer because it closely resembles the type of segmented and varied-pace running that occurs in a game. Speed play also is easy to do on or around the field. Players jog one side of the field, sprint one side, jog two sides, sprint two sides, jog three sides, sprint three sides, jog the field, then sprint the field, then jog three sides, sprint three sides, jog two sides, sprint two sides, jog one side, sprint one side and then jog slowly. The total distance covered is approximately two miles (Progressive fitness, 1999).

2.7.10. Circuit training:- Circuit training use various pieces of equipment arranged in stations in order to develop various muscle groups (i.e. leg press for the locomotors, bench press for anterior shoulder girdle, pull downs or rowing for posterior shoulder girdle and soon). This program design which utilizes 4-10 station, calls for moving from one station, or a major muscle group exercise to another with little or no rest between exercises. Usually, the routine is set up where large muscle group sets are followed by small muscle group set to allow for some ventilator recovery (Eachen, 2004).

2.8. Organizational forms of football training

2.8.1. Individual Organization:- Each individual's ability to make appropriate decisions during play based on what is happening on the field and the basic principles of the game. This includes all aspects of attacking and defending (with or without the ball, around the ball or away from the ball, etc), ultimately, the tactical competence of each individual will determine the effectiveness of group and team tactics (Hoffman & Goldberg, 2013)

2.8.2. Group organizational form:- Begins whenever two or more players join together to become effective tactical groups around the ball; group tactics can be any combination of small groups such as of 2v1, 2v2, 3v2, 3v3, 4v3, etc; a general rule for group tactics is to have one more player than your opponent in the area of the ball- this is referred to as being "numbers up" and applies to both attack and defence; group tactics demand both visual and verbal communication and the reading of tactical cues from the game. General method for teaching group tactics through 7v7 includes both generic training (non-functional) and simplified positional training and finally, the game to two large goals (Tomas, 2008).

2.8.3. Team (collective) organizational form:- Team tactics begin at 9v9 full field activity where players are taught their responsibilities in each third of the field for both attack and defence; team tactics can also include half-field activities such as 6v4 or 6v5; the objective within team tactics is to provide a basis of play for both attack and defence; use of specific restrictions to assist in the development of a tactical plan may be included, e.g, 1 or 2 touch, forward pass followed by back pass, etc; restarts for both attack and defence are addressed during team tactics (Tomas, 2008).

2.9. 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 is incharge 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 (Kazman & Klein, 2003) The coaches' influence on the team's performance depends mainly on the coaches' ability to combine the stock of players effectively, 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, the qualification to monitor and evaluate a player's performance in a variety of situations and knowledge of the player's strengths and weaknesses. Moreover, the coach has also an important leadership impact on team performance, through the strategic 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 able to compete successfully (Dawson, et al. 2000).

2.9.1. Coaching Competences:- Coaching competence can be separated into five stages of development. Being able to assist coaches during training sessions characterizes the first stage whereas a complete mastery of the scientific basis 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 attributes of planner, administrator, performer, psychologist, sociologist, physiologist, sports physician, development list and teacher who is able to develop individuals and teams in youth football is an awesome task.

2.9. 2. 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 projects reflect know-how developed over years of experience 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 know-how in coaching practices from different projects, 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

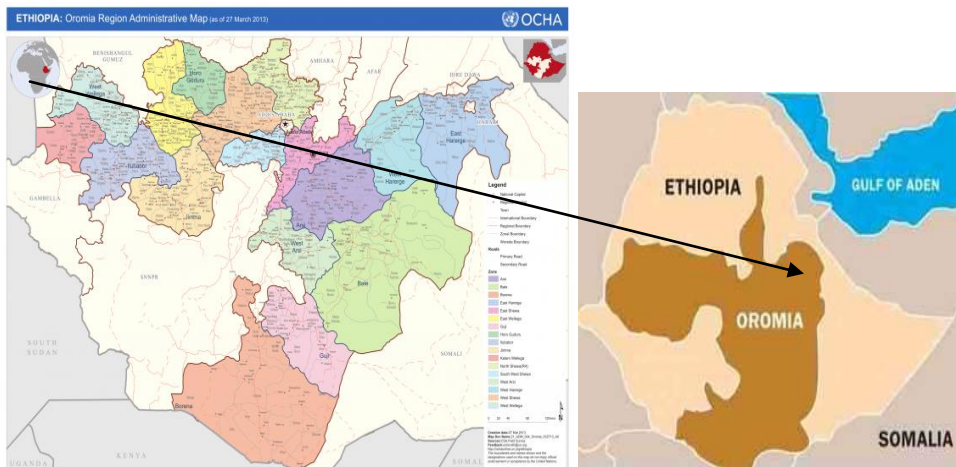
RESEARCH METHODOLOGY

3.1. Research Design

For achieving the research objectives the researcher used cross-sectional study involving both qualitative and quantitative data to assess organizational and management factors that affect the football performance youth projects in Jimma zone selected Woreda. Cross-sectional survey was Selected as research design because of the opportunity it provides the researcher to collect data from different sources.

3.2. Study Area

This study was conducted on organizational and management factors that affect the football performance in youth projects of Jimma zone, selected Woreda. Jimma (Oromo: Jimma, Amharic: ጅማ), also spelled Jimma, is the largest city in south-western Ethiopia. It is one zone from Oromia Region and it has a latitude and longitude of 7°40'N 36°50'E .



Ethiopia: Oromia Region Administrative Map (2013).

3.3. Study Population

No	Name of Jimma zone Woreda projects	No of players	No coach	No sport office manager	total	The Sum of all
1	kersa	25	1	1	27	399
2	shabe	25	1	1	27	
3	dedo	20	1	1	22	
4	seka	25	1	1	27	
5	Limmukosa	22	1	1	24	
6	Botortolay	25	1	1	27	
7	setema	25	1	1	27	
8	manna	25	1	1	27	
9	sigimo	17	1	1	19	
10	sokoru	25	1	1	27	
11	Chiroafeta	18	1	1	20	
12	gomma	25	1	1	27	
13	nadda	25	1	1	27	
14	toba	19	1	1	21	
15	gera	25	1	1	27	
16	Limmugenat	21	1	1	23	

The total study population were Jimma zone Woreda projects. Jimma zone have 16 youth football Woreda projects.

3.3.1. Target Population

The target population of this study includes the four project players, coaches, and sportoffice manager which were used as primary data of the study, the researcher believes that it was essential to include the practical experienced projects to obtain relevant information about the issue under investigation out of these total targeted 100 players, the 4 project coach, and the 4 sport office managers were employed.

No	Name of the target population of Jimma zone woreda projects	No players	No coach	No sport office manager	total	Sum of the all
1	kersa	25	1	1	27	108
2	gomma	25	1	1	27	
3	manna	25	1	1	27	
4	seka	25	1	1	27	

3.4 .Sample techniques and sampling procedure

Jimma zone have 16 youth football Woreda projects, however due to difficulty to asses and address all of this Woreda projects. The researcher was conduct 4 Jimma zone Woreda projects (Kersa, Manna seka and GommaWoreda project with their coach and sport office manager) and select those using random sampling techniques.

Sample techniques and sampling procedure									
Total populati on	No. of Target population		Sampling technique	No. players	No. of coaches	No. of sport managers	total	Total No. of respondent	Sampling method
Jimma zone Woreda projects	1	kersa	Simple random sampling	25	1	1	27	108	available
	2	manna		25	1	1	27		
	3	gomma		25	1	1	27		
	4	seka		25	1	1	27		

Therefore the total sample respondents were 108 .

3.5. Data source primary and secondary source of data

In order to gather detail information about the existing nature of football projects management and project performance. In the Jimma zone youth foot ball projects players, coaches, and sport office managers were used as primary data source, deferent available written files and reports were intensively reviewed by secondary data source.

3.6. Instrument of data collection

In order to collect the data necessary for the study three main techniques are employed. These are observation, questionnaire, and interview.

A. Observation

In order to obtain information about the current organizational and management factors that affects the youth football project preformance ,coaching style ,training methods, availabilities of training field, facilities and equipments observation was employed by the researcher in each the samples youth of Jimma zone woreda projects .

B. Questionnaire

A questionnaire was used to collect relevant information from players, coaches and sport office managers.

Accordingly, close ended questionnaire were prepared, translated into Amharic and distributed to sample respondents of players, coaches and sport office managers.

C. Interview

Interview was used to collect the necessary data from the Sport office manager of each Woreda regarding the overall conditions of the existing projects in developing elite players. Accordingly, both structured and unstructured interview questions were designed and conducted with the office representative of each Woreda.

The instruments used for data collection to conduct this study were questionnaires, interview and field observation. In addition to different participatory approach was used to ensure the appropriateness of the data.

3.7. Methods of data analysis and interpretation

Data analysis was the process of systematically arranging, organizing and analyzing the questionnaire, interview and observation that have been collected for the intended study. Based on the above fact therefore this study used both qualitative and quantitative analyzing approach through percentage, table, mean, and standard deviation. The data was analyzed using computerized statistical package software (SPSS version 20).

CHAPTER FOUR

4. Analysis and Interpretation of the data and results

The purpose of this study was to assess organizational and managerial factors that affect football performance in Jimma zone selected Woreda youth projects accordingly sampled respondents those involved in data analyses were: - Players from four projects, coaches from four projects and Woredas sport office managers from four Woredas.

The data gathered through the questionnaires were tallied, tabulated and quantified along with absolute number frequency of respondents has been used to indicate the characteristics of the study population. Percentage is also used to indicate the magnitude each score possesses besides it is used to determine factors with unique characteristics in the analyses.

4.1 Demographic Characteristics of Football Player Respondents

The below table shows socio-demographic characteristics of football project players respondents sex and age.

Table .1.Sex of projects football players

sex	Frequency	Percent	Valid Percent	Cumulative Percent
male	100	100	100.0	100.0
female	-	-	-	-

Gender proportion was not maintained since all, 100% of football player respondents were males. This implies that the research was on male projects.

Table.2. Ages of projects football players

age	Frequency	Percent	Valid Percent	Cumulative Percent
12--15	33	33.0	33.0	33.0
16-18	67	67.0	67.0	100.0
>19	-	-	-	-
Total	100	100.0	100.0	

The participants' age ranged from 16-18 years were the vast majority, 67.0 % while the rest 33.0 % were belonged to the age group 12-15 and there were no respondents in the age group of above 19. Based on the above analyzed result indicated that majority of respondents were

between 16-18 years. This implies that the age group between 16-18 years old are the highest participants in this study.

4.2. Demographic Characteristics of Football coaches and sport office managers

The below table shows socio-demographic characteristics of coaches and sport office managers respondents i.e. sex, age, educational level and years of service.

Table.3. Sex of coaches and sport office managers

sex	Frequency	Percent	Valid Percent	Cumulative Percent
male	8	8	100.0	100.0
female	-	-	-	-

To start with their gender, all of the respondents under consideration were male coaches and sport office managers (100%). This shows that all coaches were male and not emphasis have been given to the female coaches in Jimma zone youth foot ball projects .

Table.4. Age of coaches and sport office managers

age	Frequency	Percent	Valid Percent	Cumulative Percent
20-24	1	12.5	12.5	12.5
25-29	3	37.5	37.5	50.0
30-34	4	50.0	50.0	100.0
Total	8	100.0	100.0	

In the table, the coaches' and sport office managers' age groups were 12.5 % of the respondents are in 20-24 years age group, 37.5% of coaches and sport office managers are between 25- 29 years age group, 50% of coaches and sport office managers are in the age between 30-34 years group. Based on the above analyzed result indicated that majority of respondents were between 30-34 years group. This implies that coaches and sport office managers have average age group.

Table .5 . Education background of coaches and sport office managers

Education background	Frequency	Percent	Valid Percent	Cumulative Percent
BA	3	37.5	37.5	37.5
Diploma	5	62.5	62.5	100.0
Total	8	100.0	100.0	

Similarly, the educational level of coach and sport office managers of the respondents ranges from diploma to first degree. Educational background of sport office managers and coach are 37.5 % BA and 62.5 % Diploma. Based on the above analyzed result indicated that majority of respondents were diploma. This implies that coaches and sport office managers have average educational levels.

Table .6 . Years of service of coaches and sport office managers

Years of service	Frequency	Percent	Valid Percent	Cumulative Percent
2-4	2	25.0	25.0	25.0
5-7	4	50.0	50.0	75.0
8-10	2	25.0	25.0	100.0
Total	8	100.0	100.0	

Years of service of sport office managers and coaches are 50.0% more than five years, 25.0% of the respondents are 2-4 years and 25.0 % of the respondents are 8-10 years. Based on the above analyzed result indicated that majority of respondents have years of service above 5 years. This implies that coaches and sport office managers have average years of service.

Table. 7. Descriptive Statistics of organizational factors on football player’s performance

No	Items	N	Min	Max	Mean	Std. Deviation
1	To what extent you are satisfied by the governing body work the benefits of the projects	108	1	3	2.69	.558
2	To what extent you are satisfied by the governing body demonstration and working spirits	108	1	3	2.74	.536
3	To what extent you are satisfied by the governing body analyze the major problems	108	1	3	2.77	.504
4	To what extent you are satisfied by the governing body promote consistetently the public relation ship	108	1	3	2.84	.477
5	To what extent you are satisfied by the project financial support	108	1	3	2.85	.470
6	To what extent you are satisfied by the project financial strategy stabilize the capacity	108	1	3	2.82	.490
7	Is there satisfied equipment for project	108	1	3	2.65	.660

The cut point of descriptive statistics on the item of organization factors on foot ball performance as it show on the above table are 0 - 1= same satisfied, 1 - 2 = satisfied, 2 - 3 = not satisfied and 3 - 4 = highly satisfied.

From the table above item 1:- all respondents agreed that the governing body not work for the benefits of the projects with the mean value of 2.69 and a standard deviation of 0.56. This implies that the governing body doesn’t work for the benefits of the projects.

From the table above item 2:- A mean value of 2.74 and a standard deviation of 0.47 were obtained on the response that the governing body demonstrate the working spirits of the projects. This implies that all respondents accepted that the governing body not demonstrates the working spirits of the projects. From the table above item 3:- Responses about the governing body analyze the major problems with mean value 2.77 and standard deviation 0.50. This implies that the governing boy doesn’t solve problems of the projects.

From the table above item 4:- all respondents agreed that by the governing body promote consistetently the public relationship with project was not satisfied with mean value of 2.84 and

standard deviation of 0.47. This implies that the governing body doesn't promote consistently public relationship.

From the table above item 5:- all respondents agreed that the project doesn't have the project financial support with the mean value of 2.85 and a standard deviation of 0.47. This implies that the governing body doesn't support financial to the projects.

From the table above item 6:- A mean value of 2.82 and a standard deviation of 0.49 were obtained on the response that by the project financial strategy stabilizes the capacity. This implies that all respondents accepted that the governing body not stabilizes the project financial strategy.

From the table above item 7:- Responses about the adequate equipment for project with mean value 2.65 and standard deviation 0.66. This implies that the project had not adequate equipment.

Table 8.Descriptive Statistics of coaches/ managers factors on football player's

No	items	N	Min	Max	Mean	Std. Deviation
1	To what Extent you are satisfied with training schedule in the projects	108	1	3	2.67	.641
2	To what Extent you are satisfied with the training program planned with physical condition	108	1	3	2.54	.742
3	To what Extent you are satisfied training program give emphasis for psychological preparation	108	1	3	2.54	.742
4	To what Extent you are satisfied with the communication skills of the coach in the team	108	1	3	2.80	.488
5	To what Extent you are satisfied with the coach guided by plan	108	1	3	2.68	.639

performance

The cut point of descriptive statistics on the item of organization factors on foot ball performance as it show on the above table are 0 - 1= same satisfied, 1 - 2 = satisfied, 2 - 3 = not satisfied and 3 - 4 = highly satisfied

From the table above item 1:- all respondents agreed that the training schedule in the projects not satisfied with the mean value of 2.67 and a standard deviation of 0.64. This implies that the training schedule in the projects is below average. From the table above item 2:- on the training program planned with physical condition all respondents accepted that with mean values of 2.56 and a standard deviation of 0.74. This implies that the training program planned with physical condition was below average.

From the table above item 3:- A mean value of 2.45 and a standard deviation of 0.74 were obtained on the response that the training program gives emphasis for psychological preparation. This implies that the training program gives emphasis for psychological preparation was below average.

From the table above item 4:- all respondents agreed that with the communication skills of the coach in the team was not satisfied with mean values 2.80 and a standard deviation of 0.49. This implies that communication skills of the coach in the team were unsatisfied.

From the table above item 5:- All respondents agreed that with the coach guided by plan was not satisfied with mean score of 2.68 and a standard deviation of 0.64. This implies that the coach was not guided by plan during training session.

Table .9. Inferential statistics using One-Sample Test the items of organization and management factors on foot ball players performance.

items		Test Value = 0					
		t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
1	To what extent you are satisfied by the governing body demonstration and working spirits	53.139	107	.000	2.741	2.64	2.84
2	To what extent you are satisfied by the governing body work the banifets of the projects	50.024	107	.000	2.685	2.58	2.79
3	To what extent you are satisfied by the governing body analyze the major problems	57.051	107	.000	2.769	2.67	2.86
4	To what extent you are satisfied by the governing body promote consistetently the public relation ship	61.958	107	.000	2.843	2.75	2.93
5	To what extent you are satisfied by the project financial sappurt	63.067	107	.000	2.852	2.76	2.94
6	To what extent you are satisfied by the project financial stratagyto stablize the capacity	59.934	107	.000	2.824	2.73	2.92
7	Is there satisfied equipment for project	41.688	107	.000	2.648	2.52	2.77
8	Are you satisfied with training schedule in the projects	43.216	107	.000	2.667	2.54	2.79
9	To what Extent you are satisfied with the training program planned with physical condition	35.551	107	.000	2.537	2.40	2.68
10	To what Extent you are satisfied training program give emphasis for psychological preparation	35.551	107	.000	2.537	2.40	2.68
11	To what Extent you are satisfied with the communication skills of the coach in the team	55.997	106	.000	2.785	2.69	2.88
12	To what Extent you are satisfied with the coach guided by plan	43.536	107	.000	2.676	2.55	2.80

The cut point of Inferential statistics using One-Sample Test the item of organization and management factors on foot ball players performance. $P < 0.05$ significant and $p > 0.05$ not significant.

From the table above item 1:- the result show to what extent you are satisfied by the governing body demonstration and working spirits is significant at pvalues 0.00. This implies that lack of the governing body demonstration and working spirits was affects the performance of the players.

From the table above item 2 :- the result show to what extent you are satisfied by the governing body work for the benefits of the projects is significant at p values 0.00. This implies that the governing body doesn't work for the benefits of the projects .

From the table above item 3 :- the result show to what extent you are by the governing body analyze the major problems is significant at p values 0.00. This implies that the governing body can't analyze the major problems in projects and this affects project players performance.

From the table above item 4 :- the result show to what extent you are by the governing body promote consistently the public relationship is significant at p values 0.00. This implies that the governing body can't promote consistently the public relationship and the performance of players were affected by this.

From the table above item 5 :- the result show to what extent you are satisfied by the project financial support is significant at p values 0.00. This implies that the project had not financial support therefore it show lack of financial supporter were affects players performance.

From the table above item 6:- the result show to what extent you are satisfied by the project financial strategy to stabilize the capacity is significant at p values 0.00. This implies that financial strategy affects players performance.

From the table above item 7 :- the result show Is there satisfied equipment for project is significant at p values 0.00. This implies that the project had not adequate equipment. It affects players performance.

From the table above item 8 :- the result show Are you satisfied with training schedule in the projects is significant at p values 0.00. This implies that the players performance were affects by training schedule.

From the table above item 9 :- the result show to what Extent you are satisfied with the training program planned with physical condition is significant at p values 0.00. This implies that the players performance were affected by training program planned with physical condition .

From the table above item 10 :- the result show to what Extent you are satisfied training program give emphasis for psychological preparation is significant at p values 0.00. This implies that the players performance were affected by training program give low emphasis for psychological preparation.

From the table above item 11 :- the result show to what Extent you are satisfied with the communication skills of the coach in the team is significant at p values 0.00. This implies that the players performance were affected by communication skills of the coach in the team.

From the table above item 12 :- the result show to what Extent you are satisfied with the coach guided by plan is significant at p values 0.00. This implies that the players performance were affected by the coach not guided by plan.

From the above tables all organizational and management/coaches factors are significant at p values 0.00 . This means that organizational and management/coaches has a negative effect on players performance.

4.2. DISCUSSIONS

According to the implication of the respondents this result show governing/organizing body does not promote its public relation. It is true to say that they were not working more on this direction as it is essential for good result of project. As the respondent result revealed that the governing body relating to incentive working sprite, for the benefit of the team and analyzing the major problem as well as promoting consistence relation of public needs improvement. In contrast to (Scott, 2015) state as an organizational structure is the framework that outlines how tasks are divided, grouped and coordinated within an organization. Every Fool organization has a structure that outlines the tasks to be performed by individuals and teams.

Based on the respondent presented by the sampled population, each project have a problem with financial support and they responded that up to now there is no designed straightly to improve it. In contrast to (Brewer, 2000) defined management as the coordinated and integrated process of utilizing organizations resources (e.g. human, financial, physical technical) to achieve specific objective that is for improving football team performance through the function of planning, organizing, leading and controlling. Resource-based logic suggests that organization should look inward, discover their own valuable, rare and costly to imitate resources.

Beside the respondent presented by most of sampled respondent indicated that time allocated for each training session is not enough to prepare and improve the physical strength, psychological preparation of the player in coach sampled projects therefore it is necessary to increase the training session for the benefit of players performance.

In contrast According to (Bompa & Buzzichelli, 2018) model training method is the fundamental system for practical influence through the use of specific play exercises to which the circumstances of play are introduced on planned basis to the preparation to the player.

To improve player's performance, the coach or manager must be emphasize his players in training session. More over the respondent presented by most of sampled players and sport office managers revealed that the experience of coaches, to mobilized fans as supporter, with communicating skill and knowledge of coaching are not satisfied beside the coach has no plan and coach motive guide performance, which also require attention to improve for the benefit of better coaching . In contrast to 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 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 (Kazman & Klein, 2003) The coaches' influence on the team's performance depends mainly on the coaches' ability to combine the stock of players effectively, 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, the qualification to monitor and evaluate player's performance in a variety of situations and knowledge of the player's strengths and weaknesses. Moreover, the coach has also an important leadership impact on team performance, through the strategic team composition.

CHAPTER FIVE

Summery, Conclusions and Recommendations

5.1. Summery

This study was designed to asses organizational and managemental factors that affect the football performance in youth projects of jimma zone selected woreda projects.

To attain the desire objective of the study a cross-sectional design has been used as a method. The source of data was kersa, manna, gomma and seka project players, coaches, sportoffice managers. The total 108 target populations were selected with simple random sampling technique; out of these 100 respondents are from players and 4 from coaches and 4 sport office managers.

Based on the above fact the present research used the following data collecting instruments.

Questionnaire:- 15 Multiple Choice/close ended question are prepared and distributed to players finally respondents filled and returned back.

Interview:- to strength the data that obtained from the questionnaires 4 structured interview questions were being prepared to sport office managers .

Observation:- has been done on the organizational management approach of the projects to ward set goal.

The research finally analyses the data collected through questioner's and field observation from respondents. Along which the absolute number, frequently and percentage of respondents have been used to indicate the characteristics of the study population; percentage also used to show the magnitude of each score process.

A mean value of 2.74 and a standard deviation of 0.47 were obtained on the response that the governing body demonstrate the working spirits of the projects and significant at pvalues 0.00. This implies that lack of the governing body demonstration and working spirits was affects the performance of the project players.

Responses about the adequate equipment for project with mean value 2.65 and standard deviation 0.66 and significant at pvalues 0.00. This implies that the project had not adequate equipment. It affects players performance.

5.2. Conclusion

From the finding of the study the following Conclusion have been drawn:-

- Football coaches play a significant 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 game match. Furthermore, sport manager must have more knowledge about the game, however, the coach and managers of kersa, manna gomma and seka woreda football projects doesn't had experience on planning, guidance team performance and essential elements of motivational factors.
- Inadequate training schedule for the contents of the training by the coach in the project to bring better performance of the team with psychological, physical and technical-tactical skill of the players with appropriate coaching methods.
- The governing body haven't experience to create intensive working sprite, working for the ultimate benefit of the players, to ward analyzing the problem of the team work over to promote consistently public relation of the team.
- Lack of management trend of the Coaches in order to mobilize fans as supporter and have in sufficient knowledge of about the principle of coaching released to communicating skill as well as have no plan with coach motive and guide performance of the team.
- Unsatisfactory level of understanding of the coach about the importance of fans participation as moral supporters and level of interest toward the project.
- Limited sources of finance and lack of further financial support strategies to compensate in adequate equipment facility of the project.

5.3 .Recommendation

The finding of the study indicates that in the study area organizational and Mangers factors affect the performance of football project players in Jimma zone .

Based from the results of the study, future researchers may benefit from and improve the study in various ways.

- ❖ First a larger number of participants are recommended to be involved in future studies to help the researchers look in to factors that may affect football players performance among project players.
- ❖ Second, the researchers recommended to the future researchers to have a better understanding on project players based on other organizational and management factors such as the training field, nutrition, and athlete/players selection for the project.
- ❖ Managers of the jimma zone football projects should gives priority for the benefit of his organization team through smooth relationship among the team members, community and governmental body.
- ❖ Using sufficient training contents and durations are recommendation as possible to strength the players physical, technical and tactical ability.
- ❖ Using appropriate managerial communication approach to minimize interaction among the stock holders of the team.
- ❖ Increasing training opportunity for the coach increase the chance sharing experience of communicating, planning, guiding and coordinating skill for the team being supervised. Furthermore, coaches are likely to benefit from better player relationships, better much performance and more effective training by learning how to effectively use match preparation training, team talks and opposition to be come effective coaches/managers.

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APPENDIX A
JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCES
DEPARTMENT OF SPORT SCIENCE

Questionnaires to be filled by players

The purpose of this questionnaire is to get necessary data on the organizational and management factors that affecting the football performance of Jimma zone selected Woreda youth projects and to suggest the possible Solution for the current problem of projects. There for your response has great value in this research output. Thank you in advance for your valuable time and effort

Notice: - 1/ Not need to write your name

2/ For multiple choice items, make **circle** on your answer.

3/ For blanks write your **short answer**

Part One: - Characteristics respondents

1/ Age

A/ 12-15 Years, B/ 16-18Years, C/ above 19 years

2/ Sex A/ Male B/ Female

Part two:-main questionnaires organization factors on payee's performance.

1/ To What extent you are satisfied by the governing body work for the benefit of the project?

A/ highly satisfied B/ satisfied C/ some satisfied D /not satisfied

2/ To What extent you are satisfied by the government bodies demonstration and working spirits

A/ highly satisfied B/ satisfied C/ some satisfied D /not satisfied

3/ To what extent you are satisfied by the governing body analyze the major problem in the team for realistic solution?

A/ highly satisfied B/ satisfied C/ some satisfied D/not satisfied

4/ To what extent you are satisfied by the governing body promote consistently its public relationship?

A/ highly satisfied B/ satisfied C/ some satisfied D/not satisfied

5/ To What extent you are satisfied by the project financial support?

A/ highly satisfied B/ satisfied C/ some satisfied D/not satisfied

6/ To What extent you are satisfied by the project financial strategy to stabilize the capacity?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

7/ Is there satisfied equipment for project /Ball, Cone, Shoe.../?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

Part three:-main questionnaires on the managers/coaches factors on pliers' performance.

1/ Are you satisfied with training schedule in the project?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

2/ To what Extent you are satisfied with the training program planned with physical condition?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

3/ To what Extent you are satisfied with the training program planned with technical –tactical skills?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

4/ To what Extent you are satisfied training program give emphasis for psychological preparation? A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

5/ To what Extent you are satisfied with the coach have drive to mobilize the people as strong supporters?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

6/ To what Extent you are satisfied with the communication skills of the coach in the team?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

7/ To what Extent you are satisfied with the coach knowledge/know how about the subject matter?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

8/ To what Extent you are satisfied with the coach guided by plan?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

9/ To what Extent you are satisfied with the coach motivates and guides performance?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

10/ are you satisfied with your project result/performance?

A/ highly satisfied B/ satisfied C/ some satisfied D/ not satisfied

APPENDIX-B

JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCES
DEPARTMENT OF SPORT SCIENCE

The purpose of this interview is to get necessary data on the organizational and management factors that affecting the performance of youth Jimma zone football projects and to suggest the possible solution for the current problem of projects. Therefore, your response has great value in this research output. Thank you in advance for your valuable time and effort.

Part one: characteristics of respondents

Age _____

Sex _____

Educational background _____

Year of service _____

Part two: main interviewed question

1. Do you have strategy/plan to stabilize the project?
2. Do you think this support was sufficient?
3. Do you think the projects needs the community supports?
4. How is the overall result of the project?

APPENDIX -C
JIMMA UNIVERSITY
COLLAGE OF NATURAL SCIENCES
DEPARTMENT OF SPORT SCIENCE

Masters of Science sport science management specialization

Gaaffiillee taphatootaan deebi'an.

Kayyoon gaaffiilee kanaa odeeffannoo barbaachisaaa ta'e wajjirri /hooggansi/ dargagoof sportii fi leenjisaan hanqinni isaanii rakkoo inni fide ga'umsa guddatoota kubbaa miillaa godiina Jimmaa pirojektii Aanaalee keessatti, qorachuu fi gara fuulduraatti immoo utuu akkasitti fooyya'e isa jedhuuf furmaata barbaaduu ta'a. Kanaafuu deebiin isin kennitan bu'aa qornichaa irratti iddoo gudda qaba. Yeroo keessan laattanii odeeffannoo jiru waan naaf laattaniif galatoomaa.

Hub: - 1/ maqaa barreessuun hin barhachisu. 2/ kanneen filannoo ta'anitti Mari. 3/ bakka duwwaaf deebii gabaaba kenni.

Kutaa duraa: - umuriif sadarkaa (haala deebisaa)

1/ umrii. A /10-12 wagga, B/ 13-15 wagga, C/ 16-18 wagga, D/ wagga 19 oli,
2/ Saala A/ dhira B/ dubara

Kutaa lammaffaa:- gaaffiilee bu'uuraa rakkoo hanqinoota wajjirichaa/ hooggansaa/ ilaallatan

1/ wajjirri dargagoof ispoortii itti gaafatamummaa fudhatee hojii pirojectichaa /guddatoota/ ni to'ataa?

A/ bay'ee quubsaa dha B/ quubsaadha C/ amma tokko garuu D/ quubsaa miti

2/ akkam qaamni wajjirichi bu'aa pirojectichaaf /guddatootaaf/ in hojjetaa?

A/ bay'ee quubsaa dha B/ quubsaadha C/ amma tokko garuu D/ quubsaa miti

3/ maal fakkata wajjirichi rakkoo garee keessatti umame hubatee furuu irrattii?

A/ bay'ee quubsaa dha B/ quubsaadha C/ amma tokko garuu D/ quubsaa miti

4/ akkam wajjirichi walitti dhufeenya isiniif hawaasa gidduu jiru cimasa jiraa?

A/ bay'ee quubsaa dha B/ quubsaadha C/ amma tokko garuu D/ quubsaa miti

5/ galii projektichaa akkam maal fakkata?

A/ bay'ee quubsaa dha B/ quubsaadha C/ amma tokko garuu D/ quubsaa miti

6/ karoorri galii piroojectichaa /guddatootaa/ akkam isin cimsuurrattii?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

7/ eenyuun deeggarama qarshii fi meeshaalee projektichi?

A/ Aanaa B/ miseensa piroojectichaa C/ godina

8/ meeshaalee ga'aa qabaa piroojectichi kubbaa, koonii fi kophee fi k.k.f

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

9/ akkam hirmaannaan ummataa fooyya'iinsa piroojectichaa /guddatootaa/ irratti?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

10/ akkam deeggartoonni piroojectichaa /guddatootaa/ maallaqa isin gargaaruu?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

11/ ga'umsi gartuu keessanii gartuu Aanaa biraan yoo wal bira qabamu maal fakkataa?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

Kutaa sadaffaa:-gaaffiilee bu'uuraa hanqina rakkoolee leenjisa ilaallatan

12/ sagantaafi karoorra shakalaa ga'aa qabaa piroojectichi?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

13/ torbanitti ala meeqaafi shaakaltuu?

A/ guyyaa tokko B/ guyya lama C/ guyya sadii D/ guyya afurfi isa oli

14/ yeroon shaakalaa keessan hagam dheerataa ?

A/ sa'a tokko B/ sa'a tokkoof walakkaa C/ sa'a lama D/ sa'a lamaa oli

15/ akkam sagantaan shakkallii fi karoorra haala nannoo wajjin wal simaa?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

16/ akkam sagantaan shakkallii fi karoorri technical –tactical skill ni haammataa?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

17/akkam sagantaan shakallii xiyyeeffannoo ni kenna qophii xinsammuuf?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

18/ leenjisaan keessan akkam hawaasa ni dadamaqsaa akka isaan cimaniis isin deeggaran?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

19/ leenjisaan keessan akkam dandeettiin wal qunnamtii garee keessattii?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

20/ maali jetta ga'umsaafi beekumsa leenjisa keetii waa'ee dhimma isportii irrattii?

A/ bay'ee quubsa dha B/ quubsaadha C/ amma tokko garuu D/ quubsa miti

21/ leenjisaan kee karooraan geggeeffamaa?

A/ bay'ee quubsaa dha B/ quubsaadha C/ amma tokko garuu D/ quubsaa miti

22/ leenjisaan keessan isiin onnachiisaa akka isin ga'umsa horattaan?

A/ bay'ee quubsaa dha B/ quubsaadha C/ amma tokko garuu D/ quubsaa miti