

**PRACTICE AND CHALLENGES OF CLUB MANAGEMENT IN SOUTH WESTERN  
ETHIOPIAN SUPER LEAGUE FOOT BALL CLUBS**

**BY:**

**ZEKARIAS HAILE**



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

A RESEARCH SUBMITTED TO THE COLLEGE OF NATURAL SCIENCE OF JIMMA  
UNIVERSITY DEPARTMENT OF SPORT SCIENCE IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE IN SPORT  
SCIENCE (SPECIALIZATION IN SPORT MANAGEMENT)

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**APPROVAL SHEET**

**JIMMA UNIVERSITY  
COLLEGE OF NATURAL SCIENCE  
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Title of the Thesis:

Practice and challenges of club management in south western Ethiopian super league football clubs

Degree Awarded: MSc

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## **DECLARATION**

I, Zekarias Haile Bushen hereby declare that the thesis entitled “The practice and challenges that influence the development of clubs management in south western Ethiopian super league football clubs” has been carried out by me under the guidance and supervision of Dr, Wondimagegn D. and Mr Mekoya M. The study complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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We certify that the thesis entitled “The practice and challenges that influence the development of clubs management in south western Ethiopian super league football clubs” was done by Mr. Zekarias Haile Bushen for the partial fulfillment of Master’s Degree in sport management under our Supervision.

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## ACRONYMS

FIFA.....	Federation international Football Association.
UEFA.....	United of Europeans Football Association
SNNPR.....	South Nation Nationality Peoples Region
SPS.....	Statistical Package for Social Science
NGO .....	Non - governmental organization
FIFAB .....	Federation international Football Association Board.
AFL .....	Australian Football League
FFF .....	French Football Federation
CREPS .....	Centers Regional Education Popular Sport
HRM .....	Human Resource Management
US .....	United state
UK .....	United Kingdom
FRM .....	fun relation management
CE.....	Chief executive Operator



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## ABSTRACT

*This study focuses on investigating the major practice and challenges that influence the development of clubs management in south western Ethiopian super league football clubs. The general objective of the study was to investigate the major practice and challenge that influence development of club management. To achieve the intended objective of this study across sectional survey design would be employed to study the problem. Data were collected from Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football Clubs through questioner, observation and interview. To realize the objective of the study, multi stage sampling techniques was used in the study, i.e. Purposive sampling was used to select the participant zone, Simple random sampling was employed to select clubs, Purposive sampling method was employed to select club-president, club managers, technical directors, technique officer, Team leader, and Finance officer and availability sampling technique was employed to select players. The total number respondents of this study were 96 consists of 75 players and 21 club administrative staff members was employed. Self-made questionnaire was used to collect data through questioner, observation and interview. Before the actual study carried out, a pilot study conducted which is for checking the validity & reliability of the instrument of data collection. The data collected was analyzed into descriptive statistics of frequencies, percentages and inferential statistics of binary logistic regression was used. Data presentation was carried out by chart and tables. The null hypotheses were tested using chi-square at  $p < 0.05$  level of association or agreement using SPSS 23. On practice of club management the findings revealed that the strategies used by manager were viewed by a high proportion of the respondents as strongly disagreed, with a practice of club management which was viewed as strongly disagreed in three clubs. For the challenge of club management participant were of the opinion that the financial problems, equipment, planning resource, capacity building training, club structure and expert contribution to the clubs variable in the equation are significant that indicate there is sufficient evidence to conclude that the factors which were listed above have a significant effect on the club management. Which are great challenge for club management were generally agreed. Based on the findings, it is recommended that the management of the football clubs should improve on all the management practice used to club management and reduce the challenges that above mentioned. Further studies on practice and challenges that influence the development of clubs management need to be carried out in other super league football clubs in Ethiopia.*

**Key words:** *management challenge, practice, super league, football, organizations,*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

Management is a procedure that entails humans and agencies working to acquire the organizational dreams through the Processes of management: Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting. Management consists of common strategies of leadership used by way of managers. The way you deal with a range of conditions will depend on your management knowledge and capabilities (Andrew *et al.*, 2011).

According to Andrew *et al.* 2011 proper administration and governance of sports groups are key elements that will allow sports businesses to boost and prosper in a very aggressive and challenging environment. Sport is widely recognized as a zone with massive economic value. Over and above, the economic workable is the socio-political advantages of sports activities for reconciliation and as a service for positive messages on problems such as anti-corruption and HIV/AIDS for the adolescence and society as a whole. While Ethiopia is well acknowledged as a carrying nation, this success is now not mirrored in the soccer sector, which has been in particular inclined to power struggle and corruption. Corruption in sports is not new. There are issues in the world about the lack of transparency and accountability in sports and the resultant social and monetary impact. The chance of corruption has improved dramatically as industrial influences growth. The full-size sums of money which this industry attracts and the high public profile of key members in game make it particularly susceptible to economic misappropriation and other managerial issues. In many creating countries, soccer is the fore most participation and spectator sport. Rich and bad alike can play the recreation as it requires little equipment and can be perform anywhere. Sadly, football in Africa has suffered through the years from corruption and mismanagement resulting in the countries failure to make any huge impact in regional, continental or international competitions. As an example, corruption and negligence in the management of football in Kenya robs Kenya's youth of treasured and sorely wished possibilities and hampers socio-economic increase (Anshel, 2001). In the remaining decade, Ethiopia's soccer administration has drawn vast poor global interest as an end result of terrible management, governance and corruption. Public wrangles for power, peer pressure, and huge mismanagement have typified

soccer in Ethiopia, leaving many industrious teams and the public disillusioned. Thus, the purpose of this study is to verify the exercise and challenges of membership administration in some high-quality league clubs in Ethiopia and endorse ways of creating nice football groups proper administration and governance.

Management is the glue that bonds the special devices and gives the control, communication, motivation, nurturing and leadership wished to obtain design goals. To accomplish this function, a structure is wished that grant an environment friendly (i.e. the amount of sources used to obtain a company goal) and fantastic (the degree to which the agency kingdom goal) way of operating and carrying out the more than a few responsibilities and duties existing within the organization. In addition to the above mentioned factors. There additionally exist positive inside factors that can form a soccer team's success. For example, institutional support, team identification Player-coach ability as properly as certain exterior elements like fan identification. Supportive team atmosphere among others outside the degree of competitiveness, have managed to be essential elements to decide the success or failure of an organization. Thus, there are teams viewed profitable with the aid of the reality of having a strong program, and being considered as protagonists with the aid of good quality of persistently qualifying for the competition, possessing powerful institutional and fan support. (Giacobbi, *et.al*, 2002)

According to Bucher, and Giacobbi *et.al*, 2002 suggests that any organization of football club do no longer function correctly besides some elements these maintain them collectively and supply directions, so that they can achieves the purpose for which they exist as the element of management. Management is the glue that bonds the number devices and provides the control, communication, motivation and leadership needed to gain design goals. To accomplish this function, a structure is need that supply an efficient (i.e. the quantity of useful resource used to obtain a corporation goals) and high quality (the diploma to which the organization kingdom goal) way of operating and carrying out the more than a few duties and responsibilities current inside the organization.

As Bucher and Krotee, (2002) shows that efficient administration of sport requires the establishment of sound insurance policies if it is to harvest its goals. Policies serves as a standing format or information in conventional phrases of how recreation company will run and how it things to do are to be conducted. A suitable sport supervisor must have a thorough expertise of

sports, preferable in the area of sports activities administration, expert mind-set and commitment, in addition to private characteristics like personality, intelligence, fairness, leadership and honest activity in the management of sports. The recreation quickly unfold to continental European international locations and later to South America and the different continents, (Thomas Reilly and A, mark Williams, 2003). Football club are sport organizations, they want to have dreams will gain with a consciously structured activities. A football club, which has nicely managed through distinctive sorts of resources like human or man strength (coach, players, teach workforce and manager), finance, materials and other managerial factors, has a functionality to carry observable exchange on clubs.

Ethiopian super league football clubs are one of the championships of elite football clubs in Ethiopia. It is established in 2008 and includes currently 36 best football clubs in Ethiopia, making up a competitive system of 34 games per club played over single season in months and 1224 matches in total. At the end of the season the clubs are ranked according to points obtained (considering victories, defeats, and draws), and 3 best scorer clubs growth from premier league and 3 clubs with the lowest score are relegated to the second division (National league).

## **1.2. Statement of the Problem**

Sport management is the bedrock or nook stone for recreation improvement in virtually all nations. This is the element that is responsible for the smooth-running of a range of sports in teams of planning, organizing, directing and controlling all necessities inputs in sport. Sports be successful or fail in direct share to the excellent selections and moves of these who are responsible for managing them (Oloruntoba and Achugbu, 2002).

Crust and Lawrence (2006), researchers in York St. John University College, reviewed management and teaching look up in strive to determine the implications for football administration beneath the title 'A Review of Leadership in Sport: Implications for Football Management.' And, they agreed with Weinberg and Gould (2003) determining what makes tremendous sports leadership is actually not a simple process, by means of examining the theories and research findings from the coaching and management literature, it is feasible to formulate a composite view of an effective football manager. This composite view of a fine soccer supervisor can be formulated from one-of-a-kind approaches.

From trait approaches, there appears to be proof of positive traits and capabilities that are now not so a great deal pre-requisites for success, however as an alternative probably beneficial characteristics. These show up to include features such as adaptability, self-confidence, and persistence; as properly as competencies such as intelligence, creativity and information of the team (Crust and Lawrence, 2006). Although forwarding intellectual durability and braveness as essential factors would possibly be regarded as untimely given confined look up attention, it is probable that the potential to tolerate stress, rebound from adversity and to are seeking for out new practices as an alternative than final 'rooted in the past will be necessary factors.

From the behavioral perspective, it is evident that consideration (including conversation and constructing rapport) and initiating shape (processes, and goals) are vital parts of what leaders do. Sports specific look up suggests that imparting clear instructions and contingent nice reinforcement are also key behaviors.

From the interactional approaches, the importance of flexibility is simply enforced: a soccer supervisor can't expect to depend entirely on one dominant fashion of leadership, but need to be adaptable enough and perceptive enough, to vary his management approach primarily based up on situational and group variables. It is essential for the supervisor to be conscious of the interaction preferences of his/her teams in order to furnish first-class experiences and optimize player performance (Crust and Lawrence, 2006). Furthermore, the manager's ability to cultivate a shared intellectual model among gamer and teaching workforce is likely to be important in regards to team coordination methods and performance. Despite a center of attention upon principle and research, it is clear that variables outside of the manager's direct control such as finance, injury, and refereeing choices will inevitably have an impact on upon the degree of success a character experiences. Also, it is recognized that there will be some soccer managers (by way of traits, behaviors or interactions) who do no longer conform to the proposed composite view however who are effective. Their paper indicated that new modern and reflective manager training publications are without a doubt required to enable people to control their duties as successfully as possible and facilitate necessary interventions by using bringing up the training software accessible to all football managers at Warwick Business School in the UK (certificate in Applied Management) (Crust and Lawrence, 2006).

According to Chelladurai (2005), this concept is composed of the definition of effectiveness from an organizational and structural point of view. Thus, effectiveness represents the accomplishment of goals by any sport organization. To maintain better performance and self-confidence in athletes, or developing successful athletes, and winning championship are common goals that design by football management. Whereas, organizational effectiveness that relate with accomplish the design goal in football clubs should be affected by internal and external management factors. Now in Ethiopia from time to time football clubs have displayed encouraging enlargement and expansion in number through the country.

There are some studies which have been conducted on the title managerial factor that affects the performance of male football players; to list few of them, a study conducted by Zegeye Bogale, (2013) on organizational and manage mental, factor that affect the football performance of western Ethiopia Zone national football club. Thus, this study differs from the research conducted by Zegeye Bogale in a sense that his research mainly focuses on western Ethiopia Zone national football club, but it lacks the super league in western Ethiopia. Therefore, the current research will mainly focused on south west of Ethiopia supper league football club. Therefore, this research attempted to fill such gap in the study area by assessing the practice and challenges of football club management that affect the club management of male football club with specific reference south western Ethiopia supper league football club. Accordingly to greatest numbers of teams including Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs team have get the chance to participate in the super league of Ethiopia. Even though there has a good beginning of change, while saw their effectiveness most of them have unsatisfactory management system. The cause of these should be the internal and external organizational club management factors like; lack of proper organizational structure, shortage of resource (finance, materials), inefficient training level, lack of players coach ability and factors like fan identification and supportive team atmosphere. If the clubs fact with problems on these areas, it should be difficult to establish a team with better football performance and winning the championship (Giacobbi et al, 2002).

This study also focuses on management skills, government policy and personal or professional preparation as management factors. Hence, the researchers were conducted to assess factors that affect on club management of male football clubs a case of some selected south west Ethiopia super league football clubs. Depending up on, this point view, the researcher needs to find out the

practice and challenges of club management factors that affect with specific reference to South west Ethiopia super league football clubs.

According to Crust and Lawrence, new qualification is special in European soccer and includes training in marketing, media relations, sports activities psychology, branding, and influencing skills. It is properly recognized that numerous look up papers had been prepared with regard to issues of management & other miscellaneous troubles on managing distinctive businesses different than football clubs. As football club management is tremendously a latest discipline, it is no longer an easy venture to find a look up paper on football membership management, especially nations like Ethiopia. There are distinct factors that have an effect on the efficiency of a soccer club. Among these figuring out factors, administration takes the first area in handling and mobilizing every useful resource in the clubs. In order to utilize the available useful resource efficiently, club ought to give a notable priority to proper management and governance. That is why a notable interest is granted with the aid of this paper to study about of the current managerial problems, analyzing them and giving choice options to the aforementioned problems of some exquisite league football clubs in Ethiopia. Through the notion mentioned above the researcher intended to inspect practice and challenges that prevent football association administration in south west Ethiopian super league football club with the window of: Role of Administrators, supporters, soccer specialists and football tasks involvement, and scarcity of equipment and facilities. The clubs used to be no longer producing famous and knowledgeable participant that recognized to be from the project. Another problem that named to be a disaster is the focus of the clubs in football. Still the primary goal of this study about is not listing troubles associated with development of soccer and the observed crisis. This study about identifies the practice and challenges associated with management of football clubs in the wonderful league football club in Ethiopia.

The researcher recognized at ease preconditions for clear strategies of soccer clubs corporation used to be the parallel journey of investigating challenges related with the organization. The emergence of football clubs have been requested the attitude of Administration and passion of people, availability of players and coaches, existence of facilities such as the taking part in area, soccer specialists and economic status. Up to this study have carried out the researcher can't get any study about primarily based upon practice and challenges of football club management in Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs. , So it was once the time that researcher turned their attention to practice and challenges in football club management in Kafa

Coffee, Jimma Ababuna and Bench Maji Coffee football clubs. The researcher believes the end result of this study have a big contribution for the management of football clubs and impart new system of football club administration has a paramount have an effect on some super league football clubs in Ethiopia.

Thus, the existence of such limited researches throughout the study area and absence of studies in the study area initiated the researcher to focus this title. Therefore, this study will tried to fill the existing gap by investigating the practices and challenges of football club management of the south western Ethiopian super league clubs particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs

### **1.3. Research questions**

This research questions would be answered the following basic question in the route of the study

- What was the most prevalent type of practice affects in club management in south western Ethiopian super league football clubs?
- What are the major challenges that hinder the effective implementation of club management in south western Ethiopian super league football clubs?
- Which types of factors are the most challenging factors affecting club management in south western Ethiopian super league football clubs?
  - What are the possible solutions to minimize the challenges of club management in south western Ethiopian super league football clubs?

### **1.4. Objectives of the Study**

#### **1.4.1. General Objective of the study**

- ❖ The general objective of this study was to investigate the major practice and challenges that influence the development of clubs management in selected south western Ethiopian super league clubs, particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs.

#### **1.4.2. Specific Objectives of the study**

- To assess the practices of club management in selected south western Ethiopian super league football clubs, particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs.



- To identify the challenges of football club management in selected south western Ethiopian super league football clubs, particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs.
- To assess the type of factors are the most challenging factors affecting club management in south western Ethiopian super league football clubs
- To find out the possible alternative solution to minimize the challenges for club management in selected south western Ethiopian super league football clubs, particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs.

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

The study would be help to business people, Government, Ngo's, club managers and intermediaries to understand and have advanced knowledge and information on the constraints that they are likely to face and what they have to do in order to diversify risk through the use of football club management.To improve the practice of clubs management.To create a good opportunity for the club management to have a good managing habit in clubs.The research contribute to the existing body of knowledge on practice and challenges of club management for sport managers and open up gaps for further research on the same.The study was provide to the researcher in partial fulfillment of Msc. in sport science management.Used as reference material by future researchers dealing with related studies and Invite other scholars to undertake a large scale research in the area of football club management.

### **1.6. Delimitation of the study**

This study was take place at south west Ethiopian super league football clubs. It was focus on in selected Ethiopian super league clubs, particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee in practice and challenges of football club management.

### **1.7. Limitation of the study**

The following limitations would be accepted by the researchers while conducting the research those may be Lack of reference materials such as written document related to super league football clubs and Experience.

## 1.8. Definitions of operational terms

**Management:** it's a science and art of planning, organizing ,staffing, leading, monitoring and decision making of any formally organized organizations or institutions (Andrew *et al.*, 2011)..

**Challenge:** - to call, invite, or summon to a contest controversy, debate, or similar affair; especially to invite to a duel.

**Practice:** - is an occasions when you do something in order to become better at it, or the time that you spend doing. (<http://www.macmillan dictionary. com>)

**Football Club Management:** in its literary definition, is a process that involves individuals and groups working to achieve the organizational goals and it includes planning, organizing, staffing, directing, coordinating, reporting and budgeting fan organization (FIFA, document, 2017).

**Managerial:** the glue that bonds the various units and provides the control, communication, motivation and leadership needed to achieve design goals Carter, (2006).

**Financial resources:** The financial means to which the management has direct access, e.g. equity capital, debt capital, retained earnings Mintzaberg, (2005)

**Physical resources:** - The physical technology used in management and equipment (Collis and Sir Bernard Law Palm, 2005).

**Human resources:** The combination of knowledge, skill, creativity and capacities with which the individual employers perform their tasks is refers as human resource in the management (Wall & Wood, 2005).

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

## 1.9. Organizational of the study.

This research consists of five chapters, one deal with Introduction, Statements of the problem, Research Question, Objective of the study (General and Specific), Significance of the study, Limitation of the study, Operation definition of Terms and Organization of the study, Chapter Two Review of Related literature and Chapter three deals with Research Methodology. Chapter four data analyzing and chapter five was conclusion and recommendation.

## CHAPTER TWO

### REVIEW LITERATURE

#### 2.1. A brief history of football club management

The development of football management has its very own records like the administration of other sectors. Management, in its literary definition, is a procedure that includes humans and companies working to obtain the organizational goals. And it consists of planning, organizing, staffing, directing, coordinating, reporting and budgeting of an organization (FIFA document, 2011).

Malik, (2005) described administration as the most important competitive component and expressed that expertise of administration is the most necessary useful resource for growing aggressive advantage. He additionally referred to that this applies to companies and equally to the individual. It makes humans and companies effective. He ultimately concluded that only by administration are cleverness, intelligence, talent and information became into what sincerely counts results.

As Carter, (2006) put it in a book entitled “The Football Manager: a history/Neil Carter”, the management of football clubs in Britain had begun to take on increased significance when professionalism was once legalized in 1885. But, there have been no longer clear methods how clubs run, and/or whether clubs did have a model of any specific structure of administration they follow. Football management in Britain mirrored the ‘practical tradition of British management, in which understanding has been gathered and handed on through the generations with the aid of ‘doing it’s instead than by way of gaining knowledge of how to ‘do it.

Since the nineteenth century, the records of administration have been marked by way of a ‘divorce of ownership from control, the place the administration of organizations has steadily evolved from one-man businesses to companies underneath the control of expert managers. Despite a steady decline in the quantity of owner-manager businesses, though, most British firms, like football clubs, have remained small in size. Any trends in management, therefore, have been now not right away reflected in smaller organizations and the consequences of any modifications inside the administration of essential businesses filtered down very slowly. Because, the prevailing business tradition many owners had been unwilling to relinquish manipulate of their company to expert managers. Instead, managers, with their autonomy usually restricted, worked according to the

traditions of their company alternatively than to the rules of any affiliation or profession. As a consequence, the management of small corporations was normally greater effortlessly influenced via the personalities and the actions of a few individuals. Anti-intellectualism pervaded British management culture for the duration of the twentieth century (Carter, 2006).

Football management training is a recent area of study and the story of soccer management, in phrases of its evolution as a profession, has been very slow. From the mid-nineteenth century, cricket, horse-racing and professional athletics had become commercialized wearing pentacles, and in one way, they supplied examples of how to run a sports activities business. But, soccer management's records have been as a whole lot a consequence of the game's traditions as monetary traditions according to the opinion of (Carter, 2006).

Hamil and Chadwick, (2010) expressed that soccer is all pervasive throughout most parts of the world and it has progressed from being a ceremony and a get together to grow to be an new bier sport, a professional sport, and now, increasingly, a business sport. They established that soccer today faces a future that more and more requires humans worried in, or related with, the game to adopt a professional, strategic, and now and again commercially focused method to the administration of the establishments that make up what would possibly be described as the soccer industry.

Hamil and Chadwick, (2010) argued that football for many human beings across the world remains a celebration, a hobby, a leisure pursuit, and a rite of passage; yet, football is increasingly more recognized as an enterprise in itself, an enterprise that have to be managed in a enterprise like fashion. There is no doubt that football is universally popular, and it is often referred to as the international game, a game that transcends social, political, economic, and cultural boundaries. Figures suggested by using the Federation International Football Association(FIFA) appear to confirm this, with the agency reporting that there are 265 million registered players worldwide, playing for 1.7 million teams in 300,000 respectable official clubs (FIFA, 2007). Although many of these players, teams, and club may also definitely play soccer surely for pleasure, the top tier of soccer clubs absolutely function as agencies of a kind, despite their socio-cultural significance. As the history of development of soccer management indicates, football club are at the area where they need to be administered by using a professional and have to manage their assets based totally on strategic and even commercially targeted strategy where football via itself has been started out to be considered as an industry.

## 2.2. Structural Model of Sport Management

As Slack, (1997) country that the kind of shape tailored by Recreation Company can be categorized in to four frequent sorts simple structure, bureaucracy, matrix structure and team structures.

**Simple structure:** The simple structure has a low degree of departmentalization and formalization, wide span of control and would most likely have selection centralized to few people. There would be no want for department, as most decision and administrative venture would be performed via the owner manager and all different staff. The majority of strategies would be executed in accordance to a simple set of regulations and the owner/ manager would have all personnel reporting direct to him or her. The benefits of shape in this case are obvious: decision can be made quickly; it insures a flexible work pressure to cater for seasonal want and busy length and accountability virtually reset with the owner/ manager.

**Bureaucratic structure:** The bureaucratic shape tries to standardize the operation of a company in order to maximize coordination and control of workforce and activities. It relies on excessive tiers of formalization, the use of departments to group human beings into discrete work crew that deal with specific characteristic or task, enormously centralized selection making and a clear chain of command. An agency such a country or provincial government department of game would be structured a lengthy these line. Obviously, as an organization expand in size, expand the range of area it gives you services, or diversifies it's vary of activities, the greater in all likelihood it is to mirror some element of bureaucratize.

**The matrix structure:** The matrix structure reflects the organization of group of the human beings in to departments in accordance to function and product. For example, an elite institute for game would possibly group professional such as activity psychologist, bio mechanics, and ability acquisition coaches and workout physiologists in to discrete team. At the sometime, man or woman in this team may be concerned in imparting offerings to vary of exclusive wearing team or athletes, effectively developing two bosses for them. The argument for this arrangement is that it is better to have the experts to work as a crew than to appoint persons to work in isolation to provide a range of services, it does expand the achievable for feature in regard to managing the needs from bosses, which in flip may lead to make bigger in stress.

**Team structure:** A quite new structural graph alternative is the team structure. The team structure requires choice making to be decentralized to work groups that are made up of humans with skill function a range of task.

## **2.3. Factors that Influences Structure of Sport Management**

The shape of sport Corporation should be affected by using some factors. Among the elements that have an impact on structure of activity enterprise the following are evident in football.

### **2.3.1. Organizational Strategy**

Slack, (1999) State that, an organizational method to the recreation layout developed via an activity team. Before a team enters the subject and fantastic educate looks at the team's electricity and weak spot and also these of its competitors. The train carefully studies the two teams past success, team ups and behavior on the field. The apparent objective's to win the game with minimal hazard and private injuries to the players. Thus, a coach may now not use the complete groups fantastic participant if it is no longer warranted (they may additionally kept in reserve for future video games or to maintain factor of surprise). The key purpose is to win the game, and the game graph itself would possibly be modified to understand the rising realities.

However, to factor out that while any crew has a sport layout for every sport and each opponent, and corporation strategy is extra lengthy time period and should detail with a wide variety of trouble internal, and external to the organization. In addition as he advise that organizational strategy as the dedication of the basic long time period goals and goal of an agency and the adaption of course of motion and the allocation of resources quintessential for carrying out these goal. Australian Sports Commission, (2004) suggests that strategic plan is a document that is designed to give the carrying business enterprise some direction over a desired period (for example four years). Strategic planning is, therefore, matriculation of approach to help management in planning to take advantage of long-range organizational goals.

In conventional a strategic format contains the following areas: Vision, mission and values, Key stakeholders, Key end result areas, Long-term goals and rationale, Strategic priorities, Key overall performance indicators, Multi-year summary of strategic priorities, Implementation framework

All game agencies formulate strategies: the might also be deliberate or emergent. Deliberate techniques are supposed course of motion that becomes realized. In contrast, emergent techniques those that are realized however now not indispensable intended. Of course, Possible that deliberate strategies, as they end up realized can also grow to be in section emergent strategies in time get formalized as deliberate. In summary, method may additionally then be deliberate and deliberate, it may also emerge as a movement of sizable selection or it may additionally be some mixture of

both. In any of these state of affairs businesses selection makers base their choice of method on their understanding of the possibilities and threats in the environment, and the inside strengths and weak point of their organization, (Australian Sports Commission, 2004).

### **2.3.2. Environment:**

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

**A. General environment:** It includes these sectors which, though they may also now not have a direct influence on the operations of recreation company can affect the sport industry in usual ways that ultimately have an effect on the organization. The frequent surroundings of recreation agency blanketed as: Economic factors:-the usual financial stipulations in which a recreation organization operates. Political Situation: The prevailing political situations, the extent to which political electricity is concentrated, the ideology of the birthday celebration in strength are all elements which can impact a sport organization. Socio-culture: Socio-culture elements that have an impact on a recreation business enterprise consist of the classification structure of the social system, the culture in which the recreation employer exists, traditions of the place in which the agencies is situated.

**B. Task environment:** A sport organization's mission surroundings is made up of those aspects of its prevalent environment that can impact upon its potential to attain its goals. Typically included in a game organization's assignment surroundings are such sport members, fan, staff, suppliers, opponents and regulatory agencies. In distinction to the usual environment, which is more eliminated from the activity organization, the mission environment is of greater immediate problem to the sport manager, because it incorporates these constituents that can strongly have an impact on the success of the organization. As the creator of this find out about trust, success of football clubs as an agency ought to be influenced on undertaking environmental factors like sport members concord and fan identification.

According to the Krohan, *et.al.* (2007) there are three kinds of sport fan. First type is that some sports fan like to gain carrying event no longer solely to witness an event, but additionally to be phase of the team and to be included in the ordinary ecosystem of the sport. The others two kind of followers are fans which are attending to experience the pleasure of athletic competition. As fan

identification and belongingness with a group increase, the collective self-concept or team esteem tends to be greater among groups with strong attainment to a team.

#### **2.4. Resource Strategic Management**

Mintzberg, (2005) described management as the coordinated and built-in system of utilization of useful resources ( e.g. Human, financial, bodily technical ) to collect unique objectives that in for enhancing football group performance through the function of planning, organizing, and controlling. Resource-based logic suggests that employers need to look inward, discover their own valuable, uncommon and steeply-priced resources. The useful resource based view is regarded as an influential theoretical view perception how aggressive gain is achieved and may be sustained over time. In the useful resource primarily based view, the business enterprise is seen as a combination of resources that enable positive capabilities, preferences and accomplishments. The inside capacities of groups are linked with the success. In this inside-approach, competitiveness is viewed as a function of the exploitation and leveraging of inside resources. Internal competencies enable an enterprise to reach its goal. The resources shape the basis of unique value-creating strategies and related undertaking systems that address particular costs in one of a kind ways, which lead an enterprise to aggressive gain (Collis and Sir Bernard Law Palm, 2005).

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

Physical resources: - The bodily technological know-how used in administration and equipment.

Human resources: The mixture of knowledge, skill, creativity and capacities with which the character employees perform their tasks is referred to as human resource in the management.

#### **2.5. Sport Management and Policy**

The relevance and significance of sports make activity administration the bedrock for sports development in surely all nations. This is the element that is responsible for the smooth-running of a variety of sports in terms of planning, organizing, directing and controlling all critical enter in sport. Sports succeed or fail in direct share to the excellent decisions and moves of these accountable for managing them and administration entails the interplay between those who administer and those who take part in carrying process (Olorunfoba and AChugbu, 2000). Sport management is the bedrock or nook stone for recreation improvement in virtually all nations. This



is the element that is responsible for the smooth-running of a range of sports in teams of planning, organizing, directing and controlling all necessities inputs in sport. Managers perform the equal job and feature regardless of the kind of organization. However, the emphasis given to every function varies with the manager's function in the hierarchy. Most of the sports activities managers feature on trial and error foundation relying on their secretaries and coaches who from time to time are not equipped enough in the vicinity of sports administration.

Formulation of policies are necessary to the environment friendly administration of any recreation organization barring fantastic policies in place, there is little to guide the things to do and behavior of the institution in the pursuit of its goals. Bucher and Krotee, (2002) pointed out that environment friendly management of activity requires the institution sound insurance policies if it is to obtain its goals. Policies serve as a standing design or guide in frequent phrases of how game employer will run and how its activities are to be conducted.

## **2.6. The organizational structure of the professional football club**

The shape of an organization defines the relationship between number components of that company and rationalizes frames and coordinates the technical and human resources for the purpose of assembly organizational desires and objectives. Structure additionally defines and distributes the roles and features of person personnel inside an organization. How these employees are prepared and the individual roles and functions they are given will immediately have an effect on upon the attainment of targets and ultimately the organization's performance. Whilst proof indicates that there is no 'ideal models when it comes to the structure of an organization, however a structure which lets in character targets and goals to be met must be developed. The structure need to replicate the tasks, duties and selection making scope to be undertaken by using each employee or staff member and it should additionally exhibit the line authority relationships that exist (Morgan *et. al.*, 2006).

Sport is a discipline where there are some big differences in organizing throughout continents, nations, and of direction throughout exclusive sports, and as such the description of organizing ought to be contextual (Gammelsæter, 2006). Despite the apparent differences that exist across clubs and nations, the researchers presupposes that there are some frequent aspects that make soccer clubs similar insofar as employer structure is concerned. Football clubs in plain term can be viewed as sport-providing entities, both at a leisure or professional level (Gomez and Opazo,

2006). However, football clubs that promote and enhance activity at an expert level do now not only furnish game activities, however in addition have the obligation to form a group in a position to represent the club in legitimate competitions, aiming for sporting success that will fulfill the expectations of members, fans, and all the actors who think about themselves involved in the club's pastime (Gomez *et. al.*, 2008).

The core exercise of a football membership is to graph and increase an aggressive group that participates in professional competitions and achieves the carrying success anticipated by using its individuals and fans. The buildings of these agencies are therefore created in order to respond to this imperative task. Today, however, wearing success is not solely way to measure a football club's performance, nor is fans the only interest group with expectations relying on the club's performance. Therefore, these businesses have to plan new techniques and objectives in order to adapt to a sector that has been challenged by means of professionalization and commercialization; strategies which affected sports in general, however especially the most popular ones and these with the best media coverage. These methods and their consequences have led sports to be regarded as a business, an industry or economic sector, capable of generating fee for all actors partaking in it (Gomez *et. al.*, 2008).

The shape of an organization can be related with its approach or with its environment, meaning that the structure responds to the core undertaking of the organization, or that it is a way to adjust to the exterior needs faced with the aid of the organization. In the case of a professional soccer club, the assignment of forming a competitive crew will constitute an indispensable situation guiding its day-to-day activities; nevertheless, the club's environment will also have an impact on defining the tasks and responsibilities inside the organization. Hence, the formation of a competitive group aims to satisfy the expectations of contributors and fans, as properly as other actors running in the club's external environment. Although the degree of professionalization or commercialization differs between the ranges of organizations, both approaches have extensively affected game organizations. Professionalization and commercialization have been felt most intensely by using these professional sports activities organizations which revel in an excessive media coverage and an vital and considerable fan base, which can be viewed the case of expert football in Spain, Australia, England and different European nations (Gomez *et. al.*, 2008; Morgan *et. al.*, 2006). Under such circumstances, expert football clubs face a variety of challenges in retaining each on area and off discipline performance. Because the clubs cannot definitely create

triumphing teams barring enough economic resources, they ought to depend extra upon organizational capabilities to stay successful. A crucial dimension of such capabilities is the advent of an excellent organizational structure.

The paper written by way of Gammelsæter, (2006) tested that football club shape is awesome and described that in phrases of age and size, the dynamics and complexity of environments, the concept of production, and coordination mechanisms, football clubs differ from all other recognized kinds of organizations. Additionally cautioned in the conclusion of the aforementioned study paper it is possibly that the equal will hold for other team recreation clubs that ride fierce competition, due to the fact that the difference of soccer clubs most in all likelihood emanates from the structure of the game(s) itself and the appeal that it has on its fans. FIFA's document, (2011) on soccer club shape and administration endorsed the following membership shape and administration for expert soccer clubs (Fig. 1) and emphasized that the relationship between the chairman and the membership manager is a paramount importance. It additionally described that soccer club administration requires human beings (with required skills, knowledge and experience), Structure, Clarity of roles, and Management procedures.

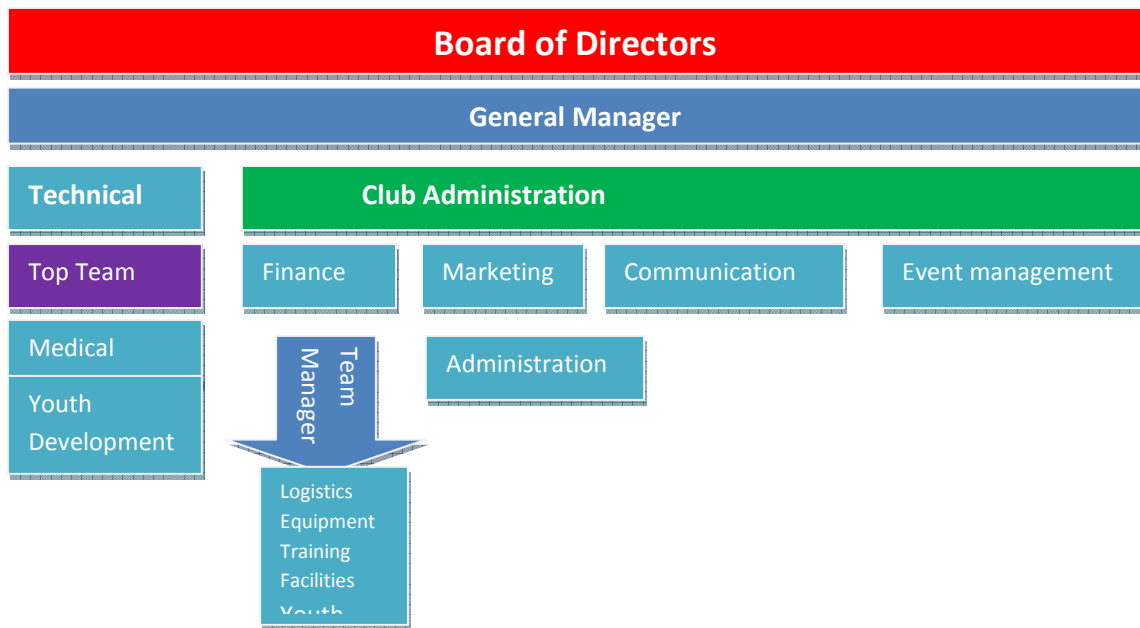


Fig.2.1. FIFA’s recommended club structure and administration of professional football clubs (FIFA’s document, 2011)

**2.7. Organizational dreams and objectives of professional football club structure and administration advocated by using FIFAB**

FIFA’s document, (2011) on football membership shape and administration also absolutely defined the objectives, and roles and responsibilities of each division in the hierarchy of the club structure.

**2.7.1. Board of directors**

The fundamental goal and venture of board of directors of a football clubs is making selections for its membership and is an authority underneath statutes (FIFA’s document, 2011). It is generally the board’s duty to symbolize the proprietors or contributors and it is the board which is accountable for the overall performance of the club. The boards of each membership do, however, differ in terms of their roles, responsibilities, focus of control, decision making scope and composition (Morgan *et. al.*, 2006). But, FIFA’s document, (2011) described that the major roles and duties of board of administrators is making choices on essential things for the club administration and appointing General Manager who implements the decisions. The essential matters of the club which requires the selections of board of directors are commercial enterprise plan of the club, necessary economic matters which consist of sale of assets, funding and loan, and different necessary matters for the club management.

### **2.7.2. General Manager**

The principal objective and venture of General Manager is enforcing the choices and policies of Board of directors. Its roles include appointing and managing all staff, and reporting to the Board of directors through the Chairman (FIFA's document, 2011).

As fig.1 shows two large departments are found below the General Manager. These are the technical department and Club Administration branch which incorporate different sub departments with differentiated and peculiar goals and roles. The Technical branch consists of Top Team, Medical, and Youth Development sub-departments. Under the Club Administration branch there are a wide variety of sub-departments which consist of Administration, Finance, Logistics, Facilities, Marketing, Communications, and Event management. Thus, a individual who will be appointed as General Manager of the club through board of administrators and will manipulate all team of workers ought to have a profound (at least 10 years) administration experience (executive experience is desirable) and a broad information of football enterprise and management. The General Manager have to work as full time groundwork and need to have strong management capabilities interpersonal skills, conceptual skills, terrific communication skill, and right command of English.

#### **I Technical department**

The targets and roles of this branch are accomplishing non-stop success on the pitch. It is the body of workers of this department that performs the most important position on the discipline overall performance of the club. This branch ought to have three sub-departments which will be staffed with the aid of well skilled soccer gurus and scientific persons. The three sub-departments with the required experts are listed below. Top Team is the predominant area of the technical department which involves head coach, assistant head coach, goal keeper coach, physical trainer and elite football players. Medical staff is the 2nd area which ought to comprise sports clinical doctor, physiotherapist, and psychologist. Youth development is the 1/3 area of the technical branch which comprises head coach, physical trainer and early life players. This section is the basis in recruiting, training and producing young proficient players for the top team (FIFA's document, 2011).

#### **II Club administration department**

There are a variety of sub-departments beneath club administration department which consist

of administration, finance, logistics, facilities, legal, marketing, communications, and match management (FIFA's document, 2011).

a) **Administration**

The goal of this sub-department is controlling all membership administrative activities. The fundamental roles are administration of the club office, planning, logistics, scheduling, equipment and contact with the league & association. Head of Administration department is required to have at least 10 years of working experience, with at least 5 years in administration area in football industry is desirable. The head of administration department ought to be full time employee and want to have adequate know-how of administrative operation in football membership with suitable command of English, and computer and records science literate (FIFA's document, 2011).

b) **Facility**

The goal of this sub-department is preserving or securing training services for all groups in club. The roles and duty of this sub-department is preserving training facilities, if the membership owns football pitch, gymnasium, dressing room and cure facilities. If not, its major function be striving to impenetrable education facilities by asking nearby government, schools, and businesses about availability of their facilities. Head of Facility dept. is required to have at least 10 years of working experience, with at least 5 years in soccer facility management. Head of Facility dept. have to be full time worker and need to have sufficient information of facility maintenance, particularly soccer pitch and enough communication ability and having a community with neighborhood government, schools, companies, is desirable (FIFA's document, 2011).

c) **Treasurer**

The goal of this sub-department is controlling the all economic activities of the club. Its roles and responsibilities are budgeting, financial planning, internal controls & procedures, economic management, monetary document – to Board, ticketing control and reconciliation. Head of financial dept. is required to be certified accountant or diploma of certified public accountant and having at least 10 years of working experience, with at least 5 years in monetary field. Head of financial dept. wishes to avail in the football club for enough time to execute the tasks. If it is part-time employee, then qualified and experienced assistant is needed by the club (FIFA's document, 2011).

d) **Legal**

The targets of this sub-department is controlling all criminal activities of the membership and defending the assets of the club. Its roles and duties are compliance with countrywide law, compliance with club statutes, compliance with FIFA, affiliation & league regulations, player contracts, commercial rights, contracts and licensing (sponsorship, merchandising, player image rights, and media rights)

e) **Marketing**

The objectives of this sub-department are promoting the picture of the club and presenting the club with financial resources. Its roles and responsibilities are Sponsorship (Finding sponsors, relationship with sponsors), Ticketing (Ticket bundle development, Selling and distribution), Merchandising (Product development, Supply chain management [manufacturer, distributor, seller], Managing licensee), Media rights (TV rights, Radio rights, Internet rights), Promotion (Advertising, Promotion of match, Promotion of merchandising), and Fan development (Fan club, Fan event, Relationship with community). Head of advertising department is required to have at least 10 years of working experience, with at least 5 years in advertising field. The qualification of Head of advertising department need to be Degree in advertising (Post-graduate degree is desirable) with a huge expertise of advertising in football industry and awesome communication ability with true command of English. Head of advertising and marketing department have to be full time worker and ability to create big network with conceivable sponsors is desirable (FIFA's document, 2011).

f) **Communication**

The objective of this sub-department is setting up and keeping properly membership photo via the media. Its roles and obligations are developing relationship with media regarding Club news, Match (Accreditation, Mixed zone, Press conference), making ready Club Publications, growing Club Web-site, carrying out Internal statistics sharing, and Crisis management. Head of verbal exchange department is required to have at least 10 years of working experience, with at least 5 years in media field. Head of verbal exchange department wants to have Degree in journalism or public relations. Broad know-how of communication enterprise and precise command of English with high-quality conversation skill are incredibly demanded from Head of communication department Head of

conversation department have to work on full time groundwork and be capable to create sizable community with soccer media (FIFA's document, 2011).

### **2.7.3. Event Management**

The goal of this sub-department is handing over successful and secure events. Its roles and obligations are planning and managing events. At the stage of planning, staffing the branch and improvement of policy, design & techniques are done. Managing activities include all duties that will be carried out earlier than suit (Preparation for match), Match day and Post match. The fundamental duties that will be carried out at every stage are listed down.

#### **A. Before healthy activities**

It is the guidance stage for the match. The principal duties to be carried out are Facility inspection, Setting advertising and marketing boards, Ticketing, Security, Logistics, Rehearsal, and Refreshment

#### **B. Match day things to do**

This stage is the day when the suit is held out. The main things to do that would be carried out via the event management department on suit day are Reception, Guidance, Warm up, Match countdown, Security, Rights protection, Press conference, blended area and Departure.

#### **C. Post suit things to do**

The most important activities which would be performed with the aid of the match management department after the healthy day are handling problems associated to suit events, and debriefing and reviewing the carried out activities all through the entire time of the match. Head of match administration department is required to have at least 10 years of working experience; with at least 5 years in tournament management subject (Experience in football activities is desirable). Head of event management department needs to have extensive knowledge of tournament management, leadership skills and excellent verbal exchange skill with true command of English. Sufficient time ought to be available to execute the tasks (FIFA's document, 2011).

### **2.7.4. Team Manager**

Not a member of the technical group of workers and reviews to the General Manager. The objective of group manager is managing team operational requirements to a high level. Its roles and duties are managing the team requirements of Logistics, Equipment, and Training Facilities being supported with the aid of a package man. FIFA's document, (2011) on soccer membership



shape and administration summarizes that expert football club needs to have proper club structure with adequate functions, qualified staff, true facilities, and equipment.

## **2.8. Present day football clubs in relations to management**

Professional soccer in the world is now recognized as big business with club historically focusing on attaining on-field performance. Traditionally, it has been assumed that this club which performed well on the subject would in turn make sure monetary beneficial properties and long time period success. However, some authors query whether or not this is the case (pope and Turco, 2001). Other greater professional measures, different than on-field performance, need to be recognized which can eventually ensure the economic success and long term survival of a football club. Forces such as a requirement to be an increasing number of expert and will increase in expenses (especially player payments) are forcing club to focal point greater strongly upon monetary overall performance and profitability as a substitute than simply winning on the field in order to survive. Sporting clubs have to now rely on other more professional and holistic methods to make sure the economic safety that will furnish them with long time period stability. One such technique identified is via the identification and pleasure of all key stakeholders, or through the achievement of advertising success. It is via working to fulfill all key stakeholders, such as contributors and supporters, the media, personnel and players, that sources fundamental to the operations of an organization, which include economic resources, are generated and appropriately allocated (Foreman, 2003).

In spite of this realization, stakeholder satisfaction, or advertising and marketing success, cannot be accomplished through just triumphing games. Instead, clubs should remember on their inner capabilities, sources and approaches to create stakeholder satisfaction. Internal capabilities may also include technical knowledge of personnel, protected assets and all elements and functions of the organizational system such as marketing, finance, look up and improvement and culture. One such functionality which has been recognized in the literature as being critical to the fulfillment of marketing success and overall club overall performance is organizational structure (Morgan et. al., 2006). Organizational structure of football clubs can fluctuate from one football club to every other or from United States to country. For instance, according to Morgan *et. al.*, (2006) most professional football clubs in Australia operate under a board of directors. It is typically the board's responsibility to signify the owners or contributors and it is the board which is responsible

for the performance of the club. The boards of each club do, however, vary in phrases of their roles, responsibilities, center of attention of control, decision making scope and composition. Professional Australian Football League (AFL) clubs have a tendency to operate underneath one of two special types of boards, a board of administration and a board of governance. The type of board chosen will probably decide the organizational structure of the complete club and will have an impact on upon the club's operation and average performance.

Morgan *et,al*, (2006) briefly mentioned each of these constructions as follows. A Board of management takes on all governance, administration and operational tasks within an organization. It units insurance policies and makes organizational selections and is additionally very involved with overseeing the day to day operations of the organization. It has a high degree of involvement in operational and administrative things to do and is typically closely supervises the CEO and personnel at all ranges of the club. Boards of administration in professional AFL football club also make decisions extending to exceptional important points inclusive of group and recruitment selection, marketing, service offerings and administration. Under this shape the membership limits the roles, responsibilities, authority and choice making scope of staff at lower levels, as the board assumes a primary function in controlling and making choices related to the day to day jogging of both the membership and the football team. The selection and remaining election of members of the board of management (directors) for sporting golf equipment is therefore based totally on their expertise and experience applicable in the carrying area (football in this case) and they tend to be ex-players and coaches. Elected directors can also be part of a 'special interest team or quarter regarded necessary such as media or sponsors.

Current literature reviewing this kind of shape has expressed concerns about the lack of a clear separation between the board and the functional government staff. In distinction a Board of governance acknowledges the clear big difference between the roles and obligations of the board and those of the executive staff. In this shape the board sets the policies and hints of the company by establishing the company's mission and objectives. While the predominant situation is to the desires of the proprietors or participants and secondarily on-field performance of the club, the board of governance is additionally equally worried with ensuring persisted first-rate financial performance. It takes the view is that monetary performance will finally decide a club's existence and will as a result end result in excellent on area performance.

When working below this type of board, the roles, responsibilities, authority and choice making scope is very clear for both the board members and for the government staff. The board tends to count on more of a monitoring and supervising position in relation to the daily membership operations. It selects and approves government body of workers such as the CEO and coach, however is not involved at all with the day-to-day operations of the club. While important choices require board approval, every government staff member is designated a very clear role and vicinity of duty and is licensed to make selections within his or her scope. Directors in a board of governance are usually authorities who are selected primarily based on their journey or information in particular fields of enterprise instead than on information of a particular sport. These human beings carry indispensable skills, information, sources and credibility which may also no longer be reachable from ex gamer or coaches. Morgan *et. al.*, (2006) lastly concluded by way of referring to Foreman, (2003) that the literature tends to promote the adoption of a board of governance model, however some successful expert soccer golf equipment still function beneath a board of management.

According to Morgan *et. al.*, (2006) no literature exists which supports the adoption of a favored organizational structure for expert football clubs in relation to both advertising success and usual performance. The findings of a look up proven that whilst structure is an inside capability which is capable to impact upon the achievement of advertising success or average overall performance in professional FB clubs, different inside factors need to additionally be regarded such as strategy and staff. This study also exhibits the need for clubs to shift away from their focal point on-field performance and want to improve a more expert tradition in order to achieve enterprise success. This would involve establishing and focusing on other key overall performance symptoms which ensure monetary gains, as well as having a higher focus on interior capabilities such as structure, strategy and staff. Clubs therefore want to place a higher emphasis on recruitment and on hiring the people with the most ability and knowledge regarding their particular stakeholders. This is mainly essential as expert sports membership wishes to shrug off their volunteer and past-player primarily based workforce, in alternate for professional, function-based employees. However, they must additionally work to make sure that they have the structure in area which will make certain that only those human beings with the most knowledge, skill and journey concerning a specific stakeholder, are dealing with that particular stakeholder. This will help to ensure that right selections are made and that stakeholder satisfaction can be achieved.

Another study accomplished with the aid of Gomez *et al*, (2008) demonstrates the current day soccer membership management traits and structural traits of activity organizations. Their findings showed that in the ten years from 1996 to 2006, there was an increase in a differentiation of duties inside elite Spanish expert football clubs. This differentiation of duties in the soccer club is now not only in associated to the important undertaking of the membership (subsystems related to the areas of sports, monetary and finance), however additionally in the relation between the employer and its environment, like communication, marketing, commerce, exterior relations and social affairs. The strange feature of the differentiation of duties and criteria used to allocate individuals and format of the formal soccer membership shape located in Spanish soccer league clubs tend to refer more to ai differentiation of obligations than sub-units; in different words, a differentiation of precise project alternatively than traces of strategic action. The differentiation of duties inside the elite Spanish expert clubs subsystems government management reflects that they now not solely have to fulfill a sports activities objective, associated to their core activity, as nicely as an monetary objective, related to survival, but moreover that they are facing demands that go beyond these two essential areas which lies between the organization and its environment.

The structure of professional soccer in England changed in 2000 when the Premier League used to be bankrolled by Rupert Murdoch's BSKyB at a time when a whole lot nearer relationship between football and the media begun. The gap, both in phrases of wealth and ability, between the elite golf equipment of the Premier League and the different clubs widened each and every season then (Carter, 2006).

The sport sector, as a whole, and football in precise has been situation to extended commercialization, professionalization and internationalization (Lund, 2011). Furthermore, the researcher states that unique socio-political changes have pushed the commercialization of football. Another necessary influencing component is the privatization of the earlier state-owned television monopolies, which led to the introduction of advertising-funded television broadcasting and pay TV. All these influencing factors delivered a dramatic change in the structure, possession and control of professional soccer clubs, expert sport football clubs business model and as a result on football club management.

A research publication by Pannenburg A., (2010) regarding football in Africa illustrated the following points as the most important observations; (1) the context inside which soccer development projects in Africa operate is greater complex than one would possibly expect, and

that (2) soccer in Africa is nearly never performed for football's sake. The organization of soccer is extensive and complicated and several powerful men (and a few women) are worried in the sponsoring and going for walks of the game. Many of them are mainly interested in pleasurable personal needs. Football is no longer always about scoring desires on the discipline of play; it is also about scoring desires in the world of finance and politics. This e-book specifically established that the formal and informal organizational constructions of football in Africa are enormously hierarchical but work in another way from those in the West. Secondly, mismanagement and corruption in African football are a massive problem. Even although soccer is the most famous game in Africa and most nations in Africa have tried to professionalize the sport and have League Boards that oversee the Premier League and the lower divisions, positions in football are noticeably prestigious. An FA chairman prefers to name himself 'president and his presence on my own command the utmost respect.

Pannenberg A., (2010) commented that whoever deals with an FA will examine that no selection can be taken without the president himself. He further defined that this does now not solely follow to FAs however also to committees, league bodies, and clubs even to reputedly insignificant grassroots organizations. In Africa most members of the family are characterized as these between a patron and a client. This so-called machine of patronage is visible in all degrees of football. Wealthy and powerful man (sometimes a woman) takes a position inside the FA or a club and then assumes total control. One final result of such device according to Pannenberg A. (2010) is that many personnel in football groups are hired as a 'favors, now not due to the fact they have the applicable skills and trip for the job. In short, concluded that the relationship is 'Big Man Small Boy Syndrome. The Big Man controls and gives orders; the Small Boy obeys and does no longer dare to communicate his mind.

## **2.9. Challenges of football club organizing**

### **2.9.1. Facilities and Equipment**

Availability of activity amenities and equipment has a super impact on the improvement and popularity of a given sport. If the amenities and equipments are on hand in ample manner it is too effortless to produce a number of gorgeous athletes who can exhibit absolute best overall performance at countrywide or global level.

Different pieces of equipment's are wished in the course of soccer training. You can also discover it convenient to your own equipment's. Regardless of your situation, fundamental sources tools

will make instructing and teaching easier. Therefore, to make the training session advantageous via the application of unique technical-tactical capabilities it is obligatory to reflect on consideration on the fundamental coaching equipment. As a result, let me see domains of soccer facility and equipment as a manner of organizing soccer clubs

### **2.9.2. Football facility**

According to Syme Marmion and Co, (2009) 4 group of amenities to exceptional stage of clubs. These categories are taking part in area, functional area, membership rooms and parking. Playing area can be made from rectangular place of most width 75 yards and minimal width 65 yards; the maximum length a hundred and twenty yards and the minimal size a hundred and ten yards. The discipline with a goal area, penalty area, penalty spot, penalty arc, corner areas, aim lines, contact strains (sidelines), half-line and core circle. Flags need to be positioned in each corner of the field, with non-compulsory flags simply outside the touch line on both side of the half- line. And additionally enjoying vicinity will include pitch fencing, lighting, technical area, score board, spectator area, Public toilets and Spectator entrance. Whereas practical region altering rooms (male/female), hooks/lockers, Bench seating, in shape officials' room, medical/first aid room, Property area/room, gym/fitness room. Also club rooms place encompass membership rooms, administration room, canteen/kitchen, bar and storage area.

### **2.9.3. Football equipment**

The Official U.S. Youth Soccer Coaching Manual (2002:19) suggests that Learning and learning football/soccer techniques requires repetition, which requires touching the ball. However, sports have practice only for confined time each week; they want to maximize the quantity of ball touches per practice. When each player has his/her very own ball, more sports can be working on character capabilities at any given time. After soccer balls, the most vital pieces of practice equipment to own are cones or field markers. Cones are on hand in many styles and colors. They would possibly lie flat on the ground or stand up. Cones are used to outline the taking part in areas, recognized as grids. Unless a team is lucky sufficient to have its personal exercise field, it will probably have to share space on a soccer area with one or extra teams. (Dewitt J. 2001). A coach wishes an air pump to make sure that he/she has the needles required for inflating the balls. An easy test prior to the beginning of exercise to see who desires to have their balls pumped can get rid of complications on the field. A teaches can also make it the player's accountability to make positive that their balls are inflated successfully air pump plays crucial role. When walking a

practice session, a coach will often want to divide his/her crew into small corporations or into separate teams two for scrimmaging via exercise bibs. The player must put on different colored shirts to dispose of confusion. A group must have at least as many exercise bibs as it has players on the team, in two separate colors. Next to that a typical football shoe is one which is made from leather and cut beneath the ankles and with a two difficult out-sole to which studs are attached. Moreover, three simple patterns of football/soccer footwear have been discussed through scholars. The first one is Flat-soled shoes with no cleats or studs: are appropriate on synthetic turf and in areas the floor is hard. Secondly Molded cleats: are likely the most frequent footwear used in football/soccer and they are gorgeous exterior on grassy fields. The cleats are no longer removable. The last one is screw-ins: is cleared footwear with removable and replaceable cleats. This shoe is gorgeous for older player on very smooth or moist fields. (Dewitt J. 2001)

The shin guard is used to protect the lower leg from injuries. These accidents can range from severe to the minor bruises and scratches. The shin guards offer protection from some of these injuries. Nevertheless the shin guard presents an essential shielding characteristic and its design and substances used in development make it an important piece of equipment for the players. The shin protect can decrease the effect of bruising, glancing blows and scraping by the floor or an opponent's studs.

The Official U.S. Youth Soccer/football Coaching Manual (2002) states that Players want to have uniforms (shirts and shorts) to play soccer recreation or in the course of education session. Furthermore, uniforms (shirts and shorts) need to be made in the way they are appropriate or helpful to guard from direct solar or in bloodless situations. The other matters that notebook, a player wants to get a notebook or three-ring binder to preserve pertinent data together. If a player has damage waiver types for every player, area them in the notebook so he/she has effortless get right of entry to them in case of injury. He/she wants to hold the practice plans and notes in the notebook, and use the binder to stay organized.

If a group practices on a discipline with a permanent goal, it can use the internet at some point of taking pictures practices. The internet can assist the players as a reference factor whilst capturing and hitting, the back of the internet can assist enlarge the players confidence and satisfaction. Because many of the things to do that the group runs will contain capturing on a goal, the internet can additionally assist preserve player from having to chase their balls after they shoot so net is quintessential equipment. (The Official U.S. Youth Soccer/football Coaching Manual

002). Portable devices can be without difficulty transported to and from practice, can be very helpful. Many patterns of portable goals are available. They can be full-sized or very small at some stage in coaching time. Related to gear whistles are first-rate equipment for signaling begin and quit of activities. They are listed as supplemental equipment, however, due to the fact it is not fundamental that coaches use a whistle. Actually, the use of coach's voice may be higher training for the players. When coaching throughout a game, many of the pointers will be given at some stage in the flow of play. Therefore, the players will have to turn out to be expert at processing statistics whilst enjoying the game. In addition, there are commonly many different voices on the field at the identical time. Coaches want their crew to understand and hear their voice over and above each person else's. When they use their voice as an alternative of a whistle for the duration of practice, they are training the players to respond to them.

#### **2.9.4. Administrative case**

In the real world, most membership directors and managers have possibly determined that a lot of their time is spent monitoring down sources of income for the going for walks of the club. According to Simon, (1991) Administration can be defined as the activities of corporations cooperating to accomplish common goals. As can be seen, administration is defined as cooperative human action or cooperative crew behavior. Hence, in growing nations like Ethiopian the larger economic source for neighborhood football clubs is the government. Administrators advocate that the governing physique to be structured as a professional decision-making body and be based on the following concepts and points of nice practice: accountability; focus; leadership; integration; equity; inclusiveness and truthful representation; and transparency and openness to scrutiny (Billy, 2001). In football membership as in other excessive popularity sports, the role of Administration represents a stressful and turbulent occupation where folks are publicly held responsible for a team's performance. The role of the professional football Administration in the UK has historically encompassed a variety of responsibilities which prolong beyond the role of coach. Whether administration in present day football is indeed a career is a contentious issue. The implication is that Administration need to exhibit a excessive degree of education and coaching enforced by means of a governing body. In soccer membership not solely that critical recreation Administrator; it must be especially positioned football membership manager. So the researcher mentioned that the role of football membership manager.



### 2.9.5. The Roles of Football club manager

The title of manager‘ in British association soccer is wonderful from that of educate and is nearer to that of the obligations held by means of a Head Coach or Athletic Director in the United States. The method of managing people whether in recreation or business is a complicated undertaking and requires a sympathetic appreciation of the multi-dimensional roles required. Traditionally, educate has a prescribed number of roles, which normally includes a planned, coordinated and built-in software of athlete preparation. In contrast, the modern soccer supervisor need to well known the significance of his role from a commercial enterprise or financial perspective (Perry, 2000).The function of the soccer supervisor (see desk 2.1) clearly encompasses elements of both. The function of a supervisor is to maximize the output of the company by using organizing, planning, staffing, directing and controlling; and that management is simply one factor of the directing function. Since soccer club management is in truth a position that is likely to consist of leadership and teaching responsibilities. The extended position of a football supervisor is summarized below.

Table 2.1. Roles of football manager (perry, 2000)

1	Core Responsibility	First team selection
		Method of play
		Assembly, maintenance of a playing squad
2	Prime tasks	Club coaching policy
		Player discipline, fitness preparation and wellbeing
		Player development
		Appointment of assistant staff
		Attendance at board meetings
		Media dealings
3	Contributory task	Salary or contract of players
		Club scouting policy
		Club use policy
		Preparing match program notes
		General public relations/sponsorship dealings

### **2.9.6. Financial resources**

Financial sources are one of the obstacles to take part in sport. Financial support is required for athletes to take part in soccer and cater for charges such as club memberships, equipment fees and transportation to sports activities events. Traditionally day of the suit income used to be its most important supply of money for a clubs. Match day revenue is by and large derived from gate receipts (including season tickets and memberships). This essential reliance on suit day earnings is not the case anymore today. According to Deloitte, Forbes, (2011) a large part of earnings is received by way of revenue derived from broadcast sources, commercial sources (sponsorship/merchandising), participant switch prices and non-football activities.

### **2.9.7. Commercialization of professional soccer club Commercialization events**

In expert soccer the function of monetary capital has accelerated drastically over time. Before the 1990s, the goal of expert clubs used to be to entertain the followers by means of conducting recreation success while staying solvent and no longer to maximize profit. Finding ways to improve playing success is the most important, and the golf equipment can be described as win maximization oriented.

In the 1990s, an elevated involvement of global media conglomerates in football took place. For media businesses the broadcasting of carrying occasions had emerge as a very necessary tool to entice viewers and advertisers (Williams, two 1993; Sandvoss, 2003). The Bosman arrest was additionally a keystone event. The Bosman ruling is a 1995 European Court of Justice Decision concerning freedom of motion for workers and freedom of association. The case was once an important decision on the free motion of labor and had a profound impact on the transfers of football players.

The need for earnings from broadcasting, merchandising and sponsoring, led to an excessive commercialization of professional football. According to Dejonghe, (2008) Professional football had changed to a consumer-oriented provider the place the market is very essential. The football enterprise modified from a utility maximizing to a more earnings maximizing consumers-oriented service. Commercial characteristics of the modern soccer firm football clubs are extra and greater turning into publicly owned stock firms responding to the logic of the market. The clubs are promoting an extended quantity of products, now not just the soccer match, a ways past the neighborhood ground, to supporters that are concurrently described as consumers.

Giulianotti and Robertson, (2004) address the economic globalization in soccer by means of thinking about the world's main clubs as transnational corporations. Modern day football clubs are characterized by way of high diversification based totally on a new proactive approach in the direction of business opportunities. More and more, top club have increased the range of commercial features, merchandise and facilities to supporters and improved vary and scope of their business actions. In acquiring capital the fan or consumer is essential. Hence marketing and greater mainly branding is a very necessary theme in the development of professional football clubs. Sport clubs produce an emotional response from their supporters that is higher than in any different industry. By having a effective brand, club can doubtlessly build and take care of supporter's loyalty.

### **2.9.8. Business model in current football**

The price range of a club is a vital thing for achievement in football. Empirical look up specifies there is a tremendous relation between budget and team performance (Dejonghe, 2004). In order to study the elements that make contributions to growing budgets and therefore success, the thought of cumulative causation by way of Myrdal can be applied. Myrdal devised the theory of cumulative causation with the aim of to give an explanation for the various development paths those areas and international locations may additionally follow. The thought was once applied with

the aid of to the soccer industry. The model in parent 2.2 is by Dejonghe *et al*,(2004)



**Figure2.2: Cumulative causation in football, Source Dejonghe et al (2004)**

Cumulative causation describes the unfolding of a series of indications that are connected. When viewing the grant side, this is the exceptional of the carrier (quality of the soccer game). Regarding the demand facet (the soccer consumer), alterations on the grant aspect often have an effect on match-day earnings, proceeds from merchandising, sponsorship and media rights. This have an impact on is mutual, i.e. modifications on the demand facet have an effect on the supply facet and vice versa. The amount of customers accessible in the market area is one of the triggers for the cumulative causation development. In the expert soccer enterprise a professional management attitude developed, due to the fact of the growing influence of TV and media agencies and the growing hobby of international firms.

### **2.9.9. Football project**

Clubs are required to enhance their own sport their formative year's development program. These players will both be promoted to the senior expert group or their services will be bought to some other club. Community clubs, on the other hand, teach sports for participation at nearby stage within the community and serve as a ground work for recruitment to football development

program. Football development has become quintessential to soccer clubs as a potential of sustainability, the improvement of sports from the youth improvement software to the senior professional team, as properly as buying and selling of players from the childhood development application on the open market. Monk and Olsen (2006) state that expert soccer clubs, among, provide for the coaching of young football players, for jobs that they will do after they have completed the early life development program, thereby preparing them for life as an expert football participant or for lifestyles after football.

The French Football Federation, for example, governs and runs football academies nationally. According to Wallace (2007), the French Football Federation (FFF) has eight regional facilities placed throughout France, acknowledged as Centers Regional Education Popular Sport (CREPS). The academy recruits 24 boys aged 13 every year, who are then placed in a three-year residential software which they mix with playing for their club over weekends. The FFF maintains a shut eye on the expert clubs in making sure the first-rate pastimes of the young players.

Wallace (2007) similarly displays that the German Football Association leaves participant improvement in the arms of all the professional football clubs. In Spain, on the different hand, players are developed by their clubs and recommended by way of the areas to play for the junior national teams. The Italian Football Federation leaves improvement of young players in the fingers of the clubs that get them as early as seven years of age. So consistency of most world type football clubs primarily based up on soccer project and football projects have an imperative function to organizing soccer clubs. Not solely that to organize, it's to build up monetary capability associated to players transfer. According to FIFA (2001), Ajax Amsterdam objectives increase proficient younger football players into super soccer players.

The membership believes that only the especially proficient players will turn out to be professional soccer sport and compete at the absolute best level. Therefore, Ajax is partly based on players from their adolescence system. The early life teams are trained exactly the equal way as the first group and therefore the boys are already accustomed to Ajax's fashion of play, education methods, behavioral requirements and house rules. Football development software are an global fashion at the heart of soccer club. Players are recruited from all components of Ethiopia and these players recruited from outdoor the club's area are housed at lodging amenities or positioned with households in the area

### **2.9.10. Human Resource Management**

Wall and Wood,(2005) believes that human capital bettering which is the determinant of HRM includes exercise such as complex resolution methods, evaluation, coaching and instruction, teamwork, communication, performance-related pay and securing for employment. But it is essential to know how complicated these practices in activity employer are and how apply this method for enhancing human capital in recreation organization.

Taylor and McGraw, (2006) researched about the assumption of HRM practices in the state activity enterprise in Australia and related to this truth that regardless of excessive pressures to act more strategically in their humans management, solely a small range of sport-related businesses have formal human useful resource systems. Sport businesses are based on operations which have people-oriented feature and in these organizations human capital ought to be viewed by sport managers firstly. It has been resulted that commitment to HRM brings an aggressive gain for an enterprise so that a consumer-led financial system can gain success in a volatile and highly aggressive industry. Although there are a lot of evidences which signify tremendous relationship between HRM and performance and promise growing in turnover with the aid of high-performances HRM practices, the activity groups do now not follow and invest sufficiently in their most vital and expensive recourse “people” and do no longer advantage from it (Hamil & Chadwick, 2009).The early attempts to exhibit there is direct relation between HRM and organizational was once primarily based on thinking about enhances organizational overall performance through enhancing the way that humans had been managed had no theoretical justification. But now, masses of theoretical surveys have been achieved to signify that human useful resource practices will end result in business turnovers such as extraordinary financial effects and higher market price as properly as lower absenteeism and decreased amount of turnover at the individual level. A variety of theories for explaining the relationship between HRM and turnovers at the degree of agency have been proposed, while there are solely a few researches to justify the middleman relationship between HRM and turnover at the man or woman stage such as innovation, productivity and quality. HRM additionally has been realized as a success element through organization in the leisure industry. However, an outstanding range of clear tries to exchange the business local weather have been began in enjoyment industry thrum incorporating a business-focused human aid strategy into this zone inclusive of recreation corporations (Whitrod Brown & Green, 2001).As it is said from one-of-a-kind surveys, there is a long way to practice

HRM practices in the soccer at the business enterprise level. There are few investments in the practices which are aimed to be high-performance work practices in football clubs. It is crucial to appoint HRM practices sufficiently as it is confirmed that high-performance work practices investments enhance organizational turnover. Unlike different industries and different areas of enterprise and commerce activities, solely few football membership managers fill out application structure or put together a CV as their written career resumes. The written job description with clear responsibility is now not considered sufficiently for soccer club managers. Superficial and ill-defined expectations and conditions accrued with manager's personal character most of the instances advocate the activities which managers perform (Taylor & McGraw, 2006).

One of the principal capabilities that a soccer supervisor must have is to preserve key stakeholder relationship, while with the aid of the lack in formal education it is in feasible for football club managers to be profitable in preserving ample effectiveness in triumphing and setting up confident. The researcher believes coaching have to be the separable section in strategic planning for game companies specially football clubs and organizations. Training personnel in modern-day rebellion monetary gives better-quality products for agencies with fewer useful resource and employers and this aspect provides value to each companies and personnel (Davakos, 2006).

#### **2.9.11. Finance in Football**

Football is one-of-a-kind from all other professional sports activities through considering it as a business. This activity is being identified with its traits of "specify" and "uniqueness" via European Union. It is stated that soccer clubs do no longer control their revenues and fees at once evaluate to other agencies (Commission of the European Communities, 2007).The most important vicinity for generating revenues for most of the clubs is employing and transferring players, without the clubs at champion League degree which compete in the Far East in merchandising. Most of the clubs can compete in the player switch market or they can foster their personal players from Youth Academies. In order to have a healthful monetary club, under elements ought to be considered: Try to be in the core of the desk of a league which is an terrific function for plausible fans, and avoid relegation, Create a trusted neighborhood fan base, Own a non-public stadium which has been constructed currently and has ideal facilities for hospitality in healthy days and for other things to do which generate revenues in non-match days, Have contracts with its players which are related to their performances, Employ a manager who brings success on the pitch and grateful of financial obstacles and Based on Lago, there are two foremost categories in

the commercial enterprise fashions of football clubs: first one is giant clubs and the other one is smaller clubs. The first group needs a large preliminary capital to invest and tries to spend on potential and its goal is solely sporting successes. This enterprise model is regularly utilized by using large clubs which belong to industrial businesses (competing to win their national league, European Championships and Premier leagues) or owned by character buyers who are rich. Their concentration is on the outcomes of football suits and they pay much less attention to monetary affairs. The 2nd team tries on Genius improvement by means of choosing and buying young practicable sports and promoting them at greater charge after becoming more skilled. This model is utilized via smaller clubs which center of attention on economic objectives and pay less interest to wearing objectives (Lago, 2008; Zoccali, 2011).

### **2.9.12. Public Relation**

In current era, one of the necessary verbal exchange tools is public relation that activity managers and experts do now not recognize and realize it as it deserves. Not investing severely and now not paying appropriate attention to the strategic communications management inside sports activities in particular football is the essential motive for this fact. Media has pervasive, intrusive and once in a while controversial roles in football. Perceiving the urgency of imparting and creating at the same time advantageous media relationships with all vary of republics of whom media is one, anyway, is a vital requirement for administrating today's football. Surprisingly, this issue can only be performed absolutely thru appreciating public relations.

Based on Pederson *et al.*, (2007), public family members is so vital in game entities specifically when trying to impress public opinion and need to not be disregarded via sport managers and professionals. The most vital characteristic of public relations is in affecting public opinions in the discipline of professional soccer because public opinion offers the entire good sized licenses to administrate the soccer organizations.

According to Pederson *et al.* (2007), sports activities public family members affair is so vital in sport corporations and clubs to create and establish techniques which ensure they speak internally and externally in a most applicable procedure with essential components. Because of above-mentioned reasons, an appreciating of public members of the family is inevitable success point in the present day football in modern-day generation and it is being used to fulfill the goals of activity



entity via crafting and amplifying the groups brand image. But it is important to know what public relation is. It is the least perceived and realized tools among all reachable equipment in contemporary commercial enterprise and sport. Because of this lack of understanding and shortage of understanding, it is the marketing communications discipline which negative opinion and the greatest criticism are toward it. Whereas, public relation has a lot of benefits to be provided to soccer corporations and clubs if it be applied by using persons who become aware of its benefits and its special characteristics. Mostly alongside with spin and elusion viewpoint, the achievable acceptable value of public members of the family stays ignored and underused particularly in the recreation fields. From the viewpoint of public members of the family in football, the terms “mouth communications” and “media interest” are key troubles for attracting extraordinary range of public including the supporters and sponsors on whom the survival and subsistence depends. It is vital to consider that appropriate expert public relations consist of the elements greater than events management, publicity, and media relations.

According to Jahansoozi’s observing, there are plenty of fashions and theories about public family members which consist of the standards of group dynamics and behavior, speaking with groups, and touching on with particular public or groups, a bias conclusion from a focal point on the function of media relations. The principal notion of the humans and interpersonal verbal exchange as persuasive conversation and interpersonal relationships which are centered in the standpoint of relational in public family members has been sidelined. This idea is turning into extra famous in public members of the family tutorial and has gorgeous relevance to soccer public relations. If public members of the family are practiced genuinely and properly, it can end up the greatest shape of relationship administration mainly in the subject of recreation and football.

Ledingham and Bruning,(2000) agree with public relations exercise is an area which is characterized through what it does rather of what it is. Public relation fundamental intention is growing goodwill and bringing correct emotions towards it about the companies and their products. This aim can be performed by way of setting up a sound “corporate” popularity and heir inviting people to think positively about the activities of their organizations. It is a lengthy and time-consuming manner to change the way of questioning and feeling of people about an company mainly a soccer club, whereas, if the know-how of public members of the family is applied in the company and if public members of the family are understood and managed properly, they can being favorable advantages for organizations. Public members of the family can become the most

cost-effective, mechanism of communications if it is managed and handled professionally and truly. This attention is basically related to football clubs of minor, non-, and junior leagues which frequently allocate low budgets for conversation and promoting affairs. In different words, it assures that the proper matters are being finished at the right times and informs public that what the corporations is doing.

### **2.9.13. Fans**

Fan Relationship: It is heard that historical humans stated that absence motives a coronary heart to end up fonder or it is negotiated that out of web site but no longer out of mind. But it is now not authentic and absence causes a relationship to become weaker. This reality is also true in football. If a club be absent in its fans mind, they will relate with other clubs to fill its void. The relationship between a fan and his club is such a love relationship which it is generally superior to the relationship between a man and girl because it is in viable to transfer this relation to another club. It may anybody can't switch this relationship to every other club, but if this is no longer fostered it will be degenerated. If the advantages of this relationship are not realized by the soccer manager, the best problem will be occurred. If this relationship be ignored, the fans will emerge as armchair supporter and they will love their membership however from the comfort in their residing rooms no longer in the stadium (Ehsani, *et al.*, 2013).

In football, if there is lack of relationship between followers and club, it will lead to empty stadium, reducing in merchandise, no pastime for sponsoring and subsequently no growth. The club managers have to establish a fan relationship management application in order to advantage from fans. The fan relationship administration can be instituted as bellow: Identifying and advertising to a single fan primarily based on one to one action is the basis of FRM. It is useful to differentiate fans due to the fact the person who is in low development housing can't surely be the same with the one in a rich suburb. Although they have the identical with for the success of their club, they do now not have the identical abilities. The first group followers can rarely find the money for even a single match, while the other team followers pay and purchase the tickets of one season. If club supervisor does not differentiate them, he will no longer target than correctly. It is essential for supervisor to talk with their fans. This must be the basis of growing and attaching relationship with their fans. The soccer club manager's common meeting with their followers to change ideas. This issue desires a great participation and dictation in high stage in particular from the membership managers.4. It is necessary to achieve help from science in order to attain a

sustainable relationship with their fans. But membership manager have to be cautions not to put science over and above the procedure (Sebbale, 2006).

Through fan relationship management a membership supervisor can ensure to have full stadiums in the season. It is the most advisable way to merchandise efficiently and attracts rewarding sponsorship. Sponsors are attracted to a group which without a big following has additionally an advanced engagement with them Fan Demand for Football: The incredible amounts of profits which are generated from football are due to the fact of large and continuous fan demand for football. Borland and Macdonald, (2003) accept as true with “fan interest” is a vital issue which runs demand for the suit and soccer contests. Fans show their interest to the football fits and contests by using observing the suits on television, listening to the game in radio, shopping for the merchandises which are associated which the favorite club, or following the information of the games in newspapers. Traditionally, the football fans have an association or identification to a favorite’s membership which is often based totally on a geographic district or emotional connection. It is claimed that fans in professional soccer and they are in demand-side of this market. These followers can be regarded as the markets for club mechanize presents, and the other products of club sponsors. They buy newspapers which include the reviews of games and watch TV channels which cowl live games. These humans are also customers who buy tickets and attend stadium and fill the stadiums and accordingly emerge as thing of the product itself, as an exhibition of the stay soccer activities which are offered to other customers (Borland & Macdonald, 2003 two Hamil & Chadwick, 2009).

### **2.10 .Supporter ownership and identity**

The majority of professional football clubs are now not owned by their supporters. They are for instance owned by using personal investors, industrial enterprises, rich industrialists, media groups and different agencies of (business) people. Though, there is a considerable minority of professional football club that are owned with the aid of their supporters, so called membership clubs. The ownership in these clubs is unfolded out among a giant range of supporters, additionally acknowledged as members. The most essential benefit from an enterprise structure, for instance a privately owned Company with shares structure, as opposed to a membership structure, is the capacity to appeal to large personal investment. Though, the supporter possession strategy has benefits as well. Next, the blessings of this approach are outlined in customary business (Brown, 2009), the place it is often referred to as mutual business or mutual ownership, and in the football

industry. Concerning the delight of supporters, the identification of a soccer club is very necessary considering the fact that supporters need to be in a position to discover with their club. Football clubs to have a positive company identification in order to create and keep a robust relationship between the club and the supporters. For marketing movements to emerge as relevant it is wished that a clear identity and strong positioning is present. Regarding whether or not clubs are profitable relies upon how the club's photo is perceived by each domestic and overseas fans. According to Melin, (2006) the brands identification is what gives the company meaning, what it stands for, and what makes it unique. The manufacturer identification can be altered and re positioned at some stage in time, for occasion if the identity is unclear. There has to be a sturdy relationship between the company product and the customer, in order to create a strong identification for the brand. Gardner (2007) states that identity what creates the connection between the manufacturer and the consumer

### 2.11. Conceptual Framework

Based on the literature review of this study above, the researchers developed the conceptual framework as seen in the figure

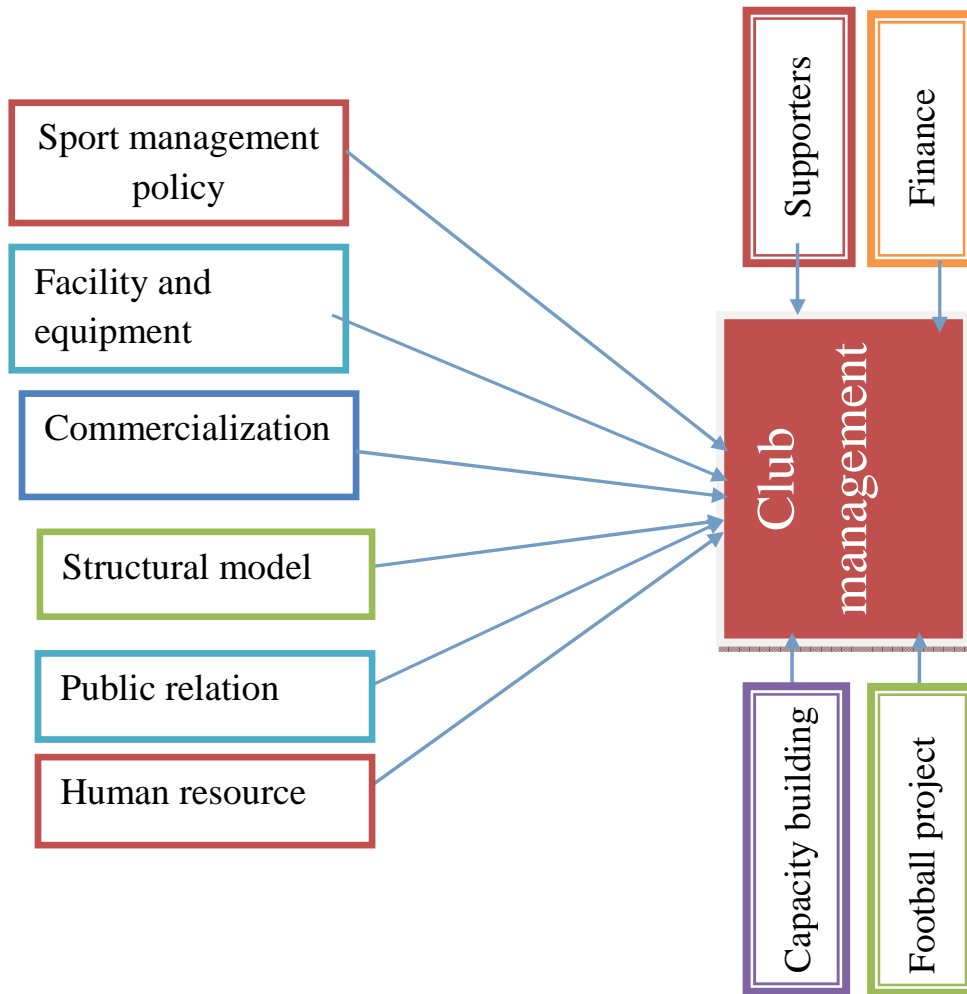


Figure 2.11.3. Conceptual framework of the study

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1. Research Design

A cross sectional survey design would be employed to study the problem. A research design as to Bryman (2003) gives a frame work for data collection and analysis of data in conducting a research. This design was selected because it can provide sufficient information concerning the practices and challenges of club management of the study in south western Ethiopian super league football clubs

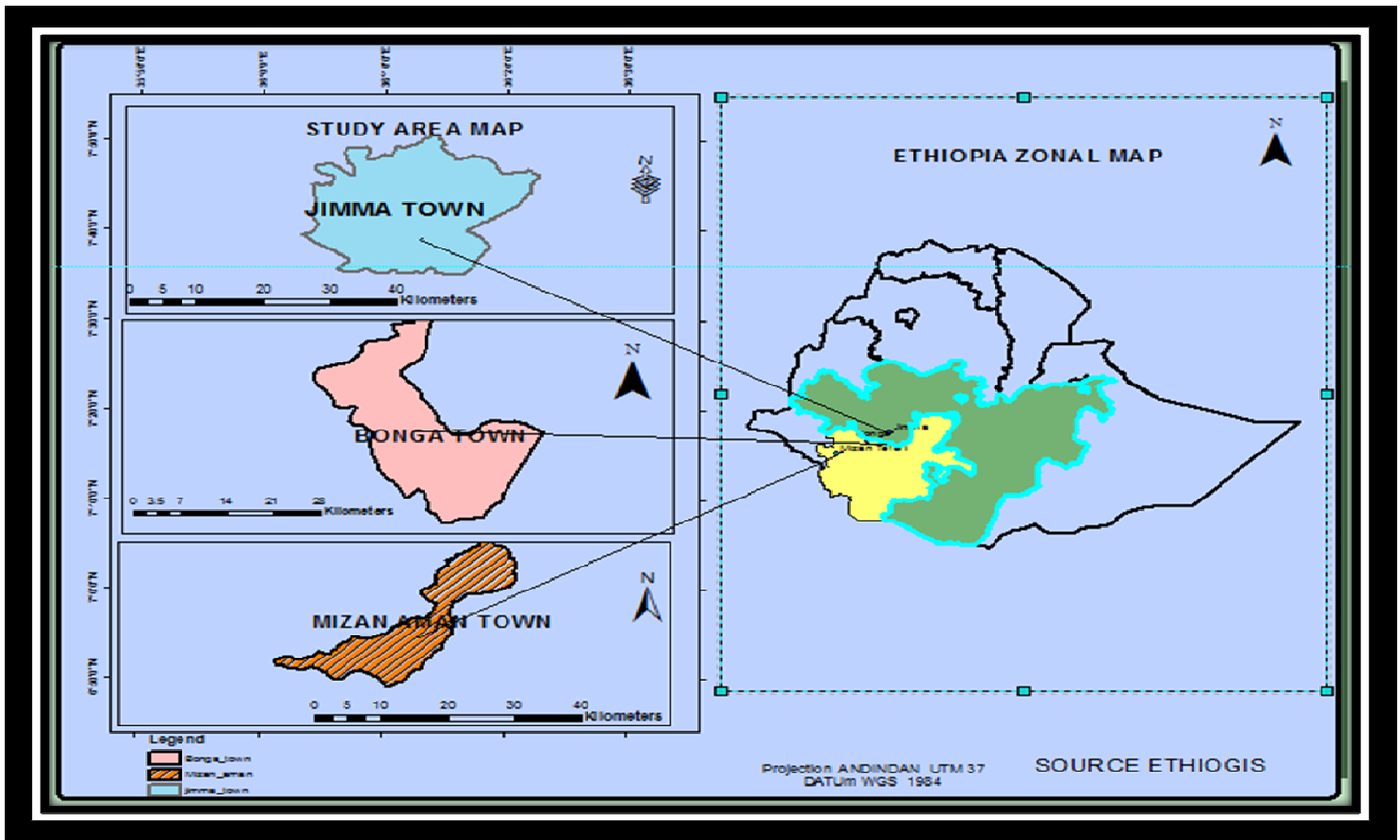
- ✓ cross-sectional survey research design would be more appropriate for addressing the intended purpose of this study, because the study entails data collection from different groups of target population at liberty to respond to questions
- ✓ The most popular survey in education, the cross-sectional survey, is primarily concerned with gathering data at a single time from a group.
- ✓ Cross-sectional surveys are primarily used to gather information concerning individual's opinions, beliefs, perceptions, or practices (Creswell, 2008).

#### 3.2. Description of Study Area

The study was conducted in South west Ethiopia super league Football Clubs. in Jimma Zone, Jimma Town Administration, in Kaffa Zone Bonga Town Administration, and Bench maji Zone Mizan aman Town Administration. According to Kaffa Zone Finance and Economic Development Department (2008E.C),Kaffa Zone is one of the administrative provinces in SNNPRS. The Zone is situated in south western part of Ethiopia. The capital of the Zone, Bonga, is found in a distance of 454 km from Addis Ababa, 110 km from Jimma town to Bonga town and 724km from Hawassa, the capital of the SNNPRS. It shares the boundary with Oromia region in the North and Northeast; Bench-Maji Zone in the West and Southwest; Sheka Zone in the Northwest; and Konta special wereda in the Eastern part. According to Kaffa Zone Finance and Economic Development Department, there are ten (12) Weredas and one city administration which included 19 urban Kebeles and 298 rural Kebeles. Based on the SNNPRS 2008 population projection, the total population of Kaffa zone is estimated to be 1,137,305 constituting about 5 percent of the SNNP Regional State (Kaffa Zone Finance and Economic Development Department, 2008).

Jimma Zone is found in Oromia regional state, Ethiopia. The administrative town is Jimma which is located at 335km by road southwest of Addis Ababa. The town is found in an area of average altitude, of about 5400ft (1780 m) above sea level. The zone dominantly lies in the climatic zone locally known as Woyna Daga which is considered ideal for agriculture as well as human settlement.(Source: Report on the Development Plan of Jimma Town; Yonas, 2002). According to Bench-Maji Zone Finance and Economic Development Department (2008E.C), Bench-Maji Zone is one of the administrative provinces in SNNPRS. The Zone is situated in south western part of Ethiopia. The capital of the Zone, mizan aman, is found in a distance of 561 km from Addis Ababa, 225 km from Jimma town to mizan aman and 839km from Hawassa, the capital of the SNNPRS. It shares the boundary with Gabela region in the North and Northeast; Kaffa Zone in the Northwest. And Southwest; Sheka Zone in the Northwest. The following figure shows the location of Kaffa Zone Bonga Town, Jimma zone; Jimma Town& Bench maji Zone Mizan aman Town is depicted by arrow.

Figurers 3.1. Study area map



### 3.3. Population

According to Ethiopian football federation reports (2018/19), the total population of Ethiopian super league football clubs in 2018 estimated to be (36 clubs); which consists  $25 \times 36 = 900$  number of players. From this population  $12 \times 25 = 300$  number of players the researcher was select purposively in south western Ethiopia super league football clubs.

Table 3.1. Total Population of the Study

No.	Name of football clubs	Cell /Group/ A,B,C	Region/Province Location of Club
1	Federal police	Central Ethiopia(A)	Adis ababa
2	Awuskod	Central Ethiopia(A)	Oromia
3	Etio electric	Central Ethiopia(A)	Adis ababa
4	Akisum kenema	Central Ethiopia(A)	Tigray
5	Sebeta kenema	Central Ethiopia(A)	Oromia
6	Wolo kombolicha	Central Ethiopia(A)	Amahara
7	Akaki kalit kenema	Central Ethiopia(A)	Adis ababa
8	Wolidia	Central Ethiopia(A)	Amahara
9	Gelan kenema	Central Ethiopia(A)	Oromia
10	Legetafo legedadi	Central Ethiopia(A)	Oromia
11	Burayu kenema	Central Ethiopia(A)	Oromia
12	Dese kenema	Central Ethiopia(A)	Amahara
13	National cement	Middle south east Ethiopia (B)	Diredawa
14	Halaba kenema	Middle south east Ethiopia (B)	SNNPR
15	Ekosiko	Middle south east Ethiopia (B)	SNNPR
16	Hambaricho durame	Middle south east Ethiopia (B)	SNNPR
17	Dila kenema	Middle south east Ethiopia (B)	SNNPR
18	Wolyta sodo kenema	Middle south east Ethiopia (B)	SNNPR
19	Wolikite kenema	Middle south east Ethiopia (B)	SNNPR
20	Yeka kifile ketema	Middle south east Ethiopia (B)	Adis ababa
21	Bishofitu automotive	Middle south east Ethiopia (B)	Oromia



22	Ethiopia medin	Middle south east Ethiopia (B)	Adis ababa
23	Diredawa polis	Middle south east Ethiopia (B)	Diredawa
24	Adis abeba kenema	Middle south east Ethiopia (B)	Adis ababa
25	Kafa buna	Middle south west Ethiopia (C)	SNNPR
26	Jimma ababuna	Middle south west Ethiopia (C)	Oromia
27	Shashamene kenema	Middle south west Ethiopia (C)	Oromia
28	Negele kenema	Middle south west Ethiopia (C)	Oromia
29	Butajira kenema	Middle south west Ethiopia (C)	SNNPR
3	Nekemit kenema	Middle south west Ethiopia (C)	Oromia
31	Benich maji buna	Middle south west Ethiopia (C)	SNNPR
32	Hadiya hosanna	Middle south west Ethiopia (C)	SNNPR
33	Silite worabe	Middle south west Ethiopia (C)	SNNPR
34	Negele arisi	Middle south west Ethiopia (C)	Oromia
35	Shishicho kenema	Middle south west Ethiopia (C)	SNNPR
36	Aribamich kenema	Middle south west Ethiopia (C)	SNNPR

### 3.3. 1.Target Population

According to Ethiopian football federation reports (2018/19), the total population of south western Ethiopian super league football clubs in 2018/19 estimated to be (12 clubs); which consists  $25 \times 12 = 300$  number of players. From this population  $3 \times 25 = 75$  number of players, 12 Administration workers, 6 coaches, 3 Physiotherapist totally (96) respondent the researcher was selected by multi-stage sampling method was used in the study, to ensure that each group of the target population was represent and to be more appropriate to reduce sampling error in south western Ethiopia super league football clubs. Particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs.

**Table 3.2. Zone /cluster of target Population of the Study area**

No	Clubs	Zone /cluster	Regions
1	Kafa buna	Middle south west Ethiopia (C)	SNNPR
2	Jimma ababuna	Middle south west Ethiopia (C)	Oromia
3	Shashamene kenema	Middle south west Ethiopia (C)	Oromia
4	Negele kenema	Middle south west Ethiopia (C)	Oromia
5	Butajira kenema	Middle south west Ethiopia (C)	SNNPR
6	Nekemit kenema	Middle south west Ethiopia (C)	Oromia
7	Benich maji buna	Middle south west Ethiopia (C)	SNNPR
8	Hadiya hosanna	Middle south west Ethiopia (C)	SNNPR
9	Silite worabe	Middle south west Ethiopia (C)	SNNPR
10	Negele arisi	Middle south west Ethiopia (C)	Oromia
11	Shishicho kenema	Middle south west Ethiopia (C)	SNNPR
12	Aribamich kenema	Middle south west Ethiopia (C)	SNNPR

**Table 3.3. Target Population of the Study participants**

No	Clubs	Administration workers	Coaches	Players	Physiotherapist	Total
1	Jimma Ababuna	4	2	25	1	34
2	Kafa coffe	4	2	25	1	34
3	Bench Maji coffe	4	2	25	1	34
	Total	12	6	75	3	96

Participants in this study were management (administration workers), coaches, players and medical staff (physiotherapist) of three football clubs participating in, 2019 (2011 E.C) tournament of the Ethiopian super League. The three clubs selected for this study are shown in

table 3.3 and a total of ninety six participants responded to the questionnaire. These participants encompass eighteen administration workers, six coaches; seventy five players and three physiotherapists were included in this study from all clubs. The administration staff of the football clubs which were included in this study comprises club president, club managers, technique directors, technique officer, Team leader, and Finance officer.

### **3.4. Source of Data**

Data was obtained from several sources. Depending on the source, data can be classified as primary and secondary data.

❖ **The Primary** data means data measured or collected by the investigator or researcher through questioner, interview and observation directly from the players, coaches, assistant coaches and the administration staff of the football clubs which was included in this study comprises club president, club managers, technique directors, technique officer, Team leader, and Finance officer.

❖ **The secondary** data was collected from internal source of the club profile and external sources from internet, book, annual, monthly reports of Ethiopian football federation and different research results conducted on the issue.

### **3.5. Sampling Size and Sampling Techniques.**

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

- ❖ For the selects of zone – purposive sampling, method would be selects. There for this study in south western Ethiopia super league football clubs was employed based on criteria such as accessibility of the data, familiarity of the researcher and proximity.
- ❖ For the case of club. - Simple random sampling, under probability sampling technique was use in the study was employed by randomly selected
- ❖ For the case of club- president, club managers, technique directors, technique officer, Team leader, and Finance officer. - Purposive sampling method was employed based on criteria such accessibility of the data, position, and rank, continually assigned in the same case and experience
- ❖ For the case of players. – Availability sampling method would be employed based on criteria such as the process of collecting data covering all the units in the population.

- ✓ The *relevance* of information reflects the degree to which census data is designed to meet the needs of the population, users and stakeholders.
- ✓ The *accuracy* of census results is the degree to which the data describes the phenomena of interest.
- ✓ The *accessibility* of census data refers to the availability and ease with which the data are disseminated to the stakeholders, and public at large.

The *interpret ability* refers to the degree to which the information is easy to understand& any salient census results and supplementary information are easily found by the user; in essence this dimension of data quality focuses on how the information ‘makes sense to users

- ✓ The *coherence* of census information reflects the degree to which the census data can be brought together with other existing statistical information
- ✓ The *timeliness* dimension refers to the time frame of the census process, and in particular to the interval between the census reference date and the time when the results become available to the users.

Table .3.4. Sample techniques

Subject	Population	Sample	Methods
administrators	27	18	Purposive
Players	75	75	Censes/availability
Clubs	12	3	random sampling
Club cluster	3	1	Purposive
Total	126	96	Multi stage sampling

### 3.6. The study variable

There are two types of variables. Those are dependent (response) and independent (explanatory) variable. Independent variables in statistics mean that it is the variable whose value is used to estimate the dependent variable; response variable in another aspect explain that the variable whose value is estimated by the independent variable. (Cochran 1977)

### 3.6.1 Dependent variable

- ❖ Club management problem

We categorized Club management problem into two categories: -

- ❖ Yes: -indicates that managers have faced problem in their Club management
- ❖ No: -indicates that managers have not faced problem in their Club management

### 3.6.2 Independent variables (explanatory variables or factors)

The explanatory variables considered for this analysis include

- ✓ a plan to increase its resources
- ✓ fulfillment of football equipment
- ✓ contribution of football experts
- ✓ financial problem
- ✓ capacity building training
- ✓ Hires experienced and well-credentialed workers
- ✓ Management structure

Table3. 5. Descriptions of variables and coding

- ❖ Response variable

Club management problem	0=yes
	1=no

Table3. 6. Explanatory variables

- ❖ Explanatory variables

Variables	Categories	
a plan to increase its resources	0=yes	1=no
management structure	0=yes	1=no
capacity building training	0=yes	1=no
financial problem	0=yes	1=no
contribution of football experts	0=yes	1=no
hires experienced and well-credentialed workers	0=yes	1=no
Fulfillment of football equipment	0=yes	1=no
Club management problem	0=yes	1=no

### **3.7. Instrument of data collection**

In order to gather adequate and reliable data the researcher was use triangulation data collection methods i.e. questioner, observation and interview.

#### **3.7.1. Questionnaire**

According to Best and Kahn (2003), questionnaire is an extremely appropriate data collection tool, to get wider information from widely isolated sample population and make possible an economy of time and expense and provides a high proportion of utilizable responses. Moreover, the questionnaire is found to be more advantageous in the sense that participants can respond to questions with assurance that their response is unknown, and so they may be more truthful than they would be in a personal interview, particularly when they are talking about sensitive or controversial issues (Leedy and Ormrod, 2005). There are a relative advantage has prompting the researcher to employ questionnaire the major data gathering tool in this study. The questionnaire in this study was developed based on the research questions and review of accessible related literature. The questionnaire includes issues that the researcher designed to assess in relation to the concrete practices in the club and items that inquire the implementation of the practice and challenges of club management. The questionnaires would be prepared for players in Amharic language finally translated to English language.

#### **3.7.2. Observation**

When conducting observations, the researcher was record descriptive as well as reflective notes about personal thoughts on what was seen, heard and experienced during the event. This field notes include the topic on every set of notes.

One set of observational checklist was design and develop to establish to what extent the accessibility of facility in club management and equipment were found. An observation check list was used to gather information on availability, numbers, strategic positioning and functionality of the various strategies features installed in the clubs.

### **3.7.3. Interview**

Leedy and Ormrod 2005) described that interviews the most important tool in which a qualitative value to seek to understand the perceptions, feeling and knowledge of people in programs through in detail, intensive interviewing. semi-structure interview would be employed with intention of getting better information about major practice and challenges that influence the development of clubs management in the study area to the key informants they would be selected purposively, because semi-structure interviews can provide much more detailed information than other data collection methods. The researcher would be conducted interview in a very suitable setting in order to allow an informant feel free and assumes that they are in the natural way of interaction rather than serious conditions. The researcher was manage the same open-ended question for interviewees; this approach facilitates faster interviews that can be extra easily analyzed and it would be focused on the line of major practice and challenges that influence the development of clubs management in the study area. The interview I was show by photos.

### **3.8. Procedure of data collection**

The following procedures were considered to the practice and challenges of football club management with specific reference to south west Ethiopia super league football Clubs. Appropriate literature were considered and revised from hard and soft copies to acquire adequate information with the issue under consideration. Basic research question were formulated which help to show the direction of the study. Data were collected using structured self-administered questionnaire administered to the multi stage sampled administrators and players and observation and semi structured interview to key informants in Jimma Ababuna, Kafa Coffee, and Bench Maji Coffee Football Clubs. The interview conducted I was show by photo which attached in the appendix part.

### 3.9. Validity and Reliability of the instruments

#### 3.9.1. Validity

To ensure the validity of the questionnaire instruments would be review by a panel of experts, the panel consisted of club managers and experts designed to measure. For example, if a test is designed to measure practice and challenge of club management, one must be confident it does so. It is important to remember that validity is specific to practice and challenge of club management on assess, it expert comments are used to modify and to adjust items in terms of deleting some items ,adding some items in order to enhance the validity of the instrument

#### 3.9.2. Reliability

The reliability of the instrument was established using the split half method. The results of the test were correlated using Cronbach's, Alpha statistics. Cluster A Challenges of football club management.853 B practice of clubs management.928 C The type of factors most challenges affecting for club management.886

#### 3.9.3. Pilot study

The study pilot had been conducted on 30 sample administrators and players in Hadya Hossana super league football clubs to check the validity of the self- designed questionnaire. These self- designed five likert scale questions were grouped in to three main variables that had been further detailed in forty seven (47) items. The collected data were analyzed. The analyzed data were cross-checked with the standard that has been indicated the measurability of the self-designed questionnaire as follows under table 3.9.1.

Table.3.7.Reliability Statistics using Cronbach Alpha

SN	The specific objectives of this study	Cronbach's Alpha	No of Items	N	%
A	Challenges of football club management.	.853	18	30	100%
B	practice of clubs management	.928	16	30	100%
C	The type of factors most challenges affecting for club management.	.886	13	30	100%



The values of responses that were analyzed for this pilot in the above table had been compared with the standard and the reliability of the self- designed question had been confirmed. The values ranging between 0.00 (much error) and 1.00 (no error), are usually used to indicate the amount of error in the results. The pilot test was statistical reliable since the Cronbatch Alpha 0.853, 0.928, and 0.886 respectively

### **3.10. Method of Data Analysis**

The study of this research stands to use descriptive, inferential analysis and binary logistic regression by incorporating the relevant software SPSS in the whole work.

#### **3.10.1.Descriptive statistics**

The descriptive statistics is a method in which the data collected are organized, and summarized in the form of pie-chart, histogram and bar chart.

In this stage we used tables, charts and graphs and, the measure of central tendencies and variation to describe the collected data.

#### **3.10.2.Inferential statistics**

As its name, indicate that the inferential statistics infer about the population depending on the sample data, and analysis and test hypothesis. It used for conclusion and prediction through models and tests. Such as; test of independence through Chi-square test ( $\chi^2$ ), Binary logistic regressions and the like.

#### **3.10.3.Chi-square Test (Test of Independence)**

In this method the objective is to test whether there is a relationship between two categorical variables or not.

Assumptions of chi-square test:

- ✓ No cell should have expected frequency less than one.
- ✓ Chi-square is distributed approximately with (r-1) (c-1) degree of freedom.  
Where; c – is number of column r - is number of row
- ✓ The sample must be randomly selected from the population
- ✓ The population must be normally distributed for the variable under study
- ✓ The observation must be independent of each other.
- ✓ Each cell (each data entry) should contain at least seven observations.
- ✓ The sample must express in original units rather than in percentage or ratio form.

The test statistics would be as the following

$$\chi^2_{\text{cal}} = \sum \sum (O_{ij} - E_{ij})^2 / E_{ij}$$

$$\chi^2_{\text{tab}} = \chi^2_{\alpha(r-1)(c-1)} \text{ with degree of freedom } (r-1)(c-1)$$

Where  $r$  – is number of row

$c$  – is number of column

$O_{ij}$  – is  $i^{\text{th}}$  observed frequency in  $j^{\text{th}}$  column.

$E_{ij}$  – is  $i^{\text{th}}$  expected frequency in  $j^{\text{th}}$  column.

Decision rule: Reject  $H_0$  if  $\chi^2_{\text{cal}} > \chi^2_{\text{tab}} = \chi^2_{\alpha(r-1)(c-1)}$  or reject  $H_0$  if  $p\text{-value} < (\alpha)$  level of significance

Decision rule

If chi-square calculated is greater than chi-square tabulated we reject the null hypothesis which says that, there is no significant association between the stated problems, not reject the null hypothesis if chi-square calculated is less than chi-square tabulated

### 3.11. Model specification

The central part of many researches is regression analysis. It is a statistical technique to study the relationship between variables. It is also used to model and investigate the nature of relationship between variables.

Considering the following facts of the study variables that is: -

- Forms of relation ship
- The number of independent and dependent variables

Logistic regression was preferred model for this study.

Logistic Regression and its Assumption

It is used when the regressed or dependent variable is qualitative in nature or categorical. Binary logistic regression is the form of regression which is used when the dependent is dichotomous and independent variables are any type.

Model:

$$Y = \ln\left(\frac{p}{1-p}\right) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \varepsilon \quad (\text{Introduction to categorical data analysis})$$

$$E(Y) = \hat{Y} = \ln\left(\frac{p}{1-p}\right) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k . \text{ The fitted value of the dependent}$$

\  
variable

Where, Y is dependent variable

P is the probability of success or probability of something happen.

1-p is the probability of failure or probability of something not happen

$\beta_0$  is the constant term

$X_i$  is assumes independent variable.

$\beta_i$  is coefficient of independent variables?

$\frac{p}{1-p}$  is the odd ratio of success.

➤ Assumption

- Dependent variable should be categorical (binary) variable
- Absence of multi-co linearity
- Logistic regression does not assume a linear relationship between the dependent variable and independent variable.
- The error terms need to be independent
- Logistic regression does not need variances can be heteroscedastic for each level of the independent variables
- Logistic regression assumes linearity of independent variables and log odds.
- The model should be fitted correctly.

### **3.12. Parameter estimation**

The goal of logistic regression is to estimate unknown parameters; this parameter estimation involves maximum likelihood estimation by using SPSS 23.00 version software. The logistic regression uses maximum likely-hood estimation after transforming the dependent into a logit variable. In general, for the binomial outcome of  $y$  success in  $n$  trial the maximum likely hood estimation equals

$P=y/n$  this is the sample proportion success for the  $n$  trial. Agresti, A.(1996)

Used to explore the extent to which the fitted response obtained from the postulated model compares with the observed data. The summary measure of goodness of fit test statistics that would be used in this study are the walled test, the likelihood ratio test and score test. Agresti, A.(1996) .

### **3.13. Ethical Clearance**

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

## **CHAPTER FOUR**

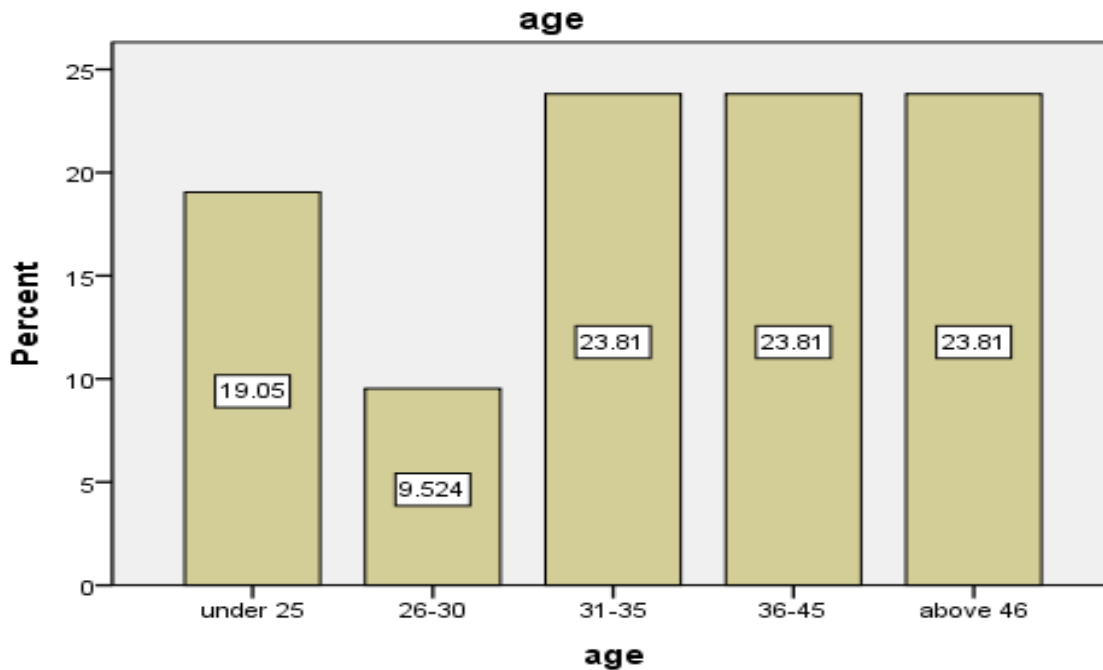
### **Results and Discussion**

#### **4.1. Quantitative analysis and interpretation**

This chapter was organized in terms of the four specific objectives sought so far which includes to assesses practices of club management, to identify the challenges of club management and to identify the most challenging factors of club management and also to find out possible solution to minimize the challenge of club management in south western Ethiopia super league football clubs. To achieve the objectives, the study of this research stands to use descriptive, inferential analysis and logistic regression by incorporating the relevant software SPSS 23.00 version in the whole work. The descriptive statistics used to analysis the data is numerical analysis and bar chart, pi-chart. The descriptive statistics is a method in which the data collected are organized, and summarized in the form of pi-chart, histogram and bar chart. In this stage we used tables, percentage, and mean, set. Deviation charts and graphs, to describe the collected data. Inferential statistics as its name indicate that the inferential statistics infer about the population depending on the sample data, analysis. It used for conclusion and prediction through models and tests. Such as; test of independence through Chi-square test ( $\chi^2$ ), Binary logistic regressions and the like. In addition, to this chapter also presents response rate, and demographic profile of respondents.

#### 4.1.1: Demographic Characteristics of Respondents

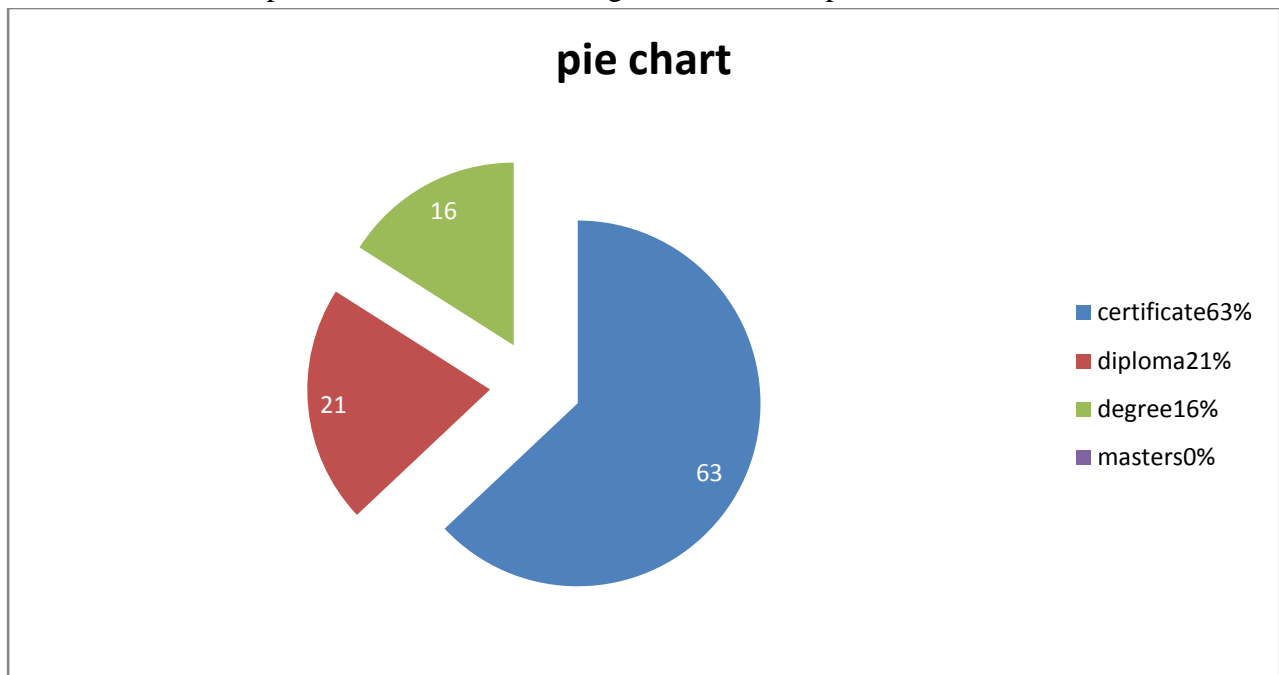
Bar chart 4.1.1.1: Participants age



Source: Survey questionnaire, 2019

As data presents in the above, chart the majority of the respondents 23.81% were in 31-35years age category while 23.81% indicated their age were in the 36-45 age group. Whereas 23.81% indicate their age was in the above 46 years age range and 19.05% indicated their age were in the under 25 age range. On the other hand, only 9.524% respondents reported 26-30 age categories. From this it is possible to infer that the majority respondents were young in south west Ethiopia super league football clubs administrative staffs.

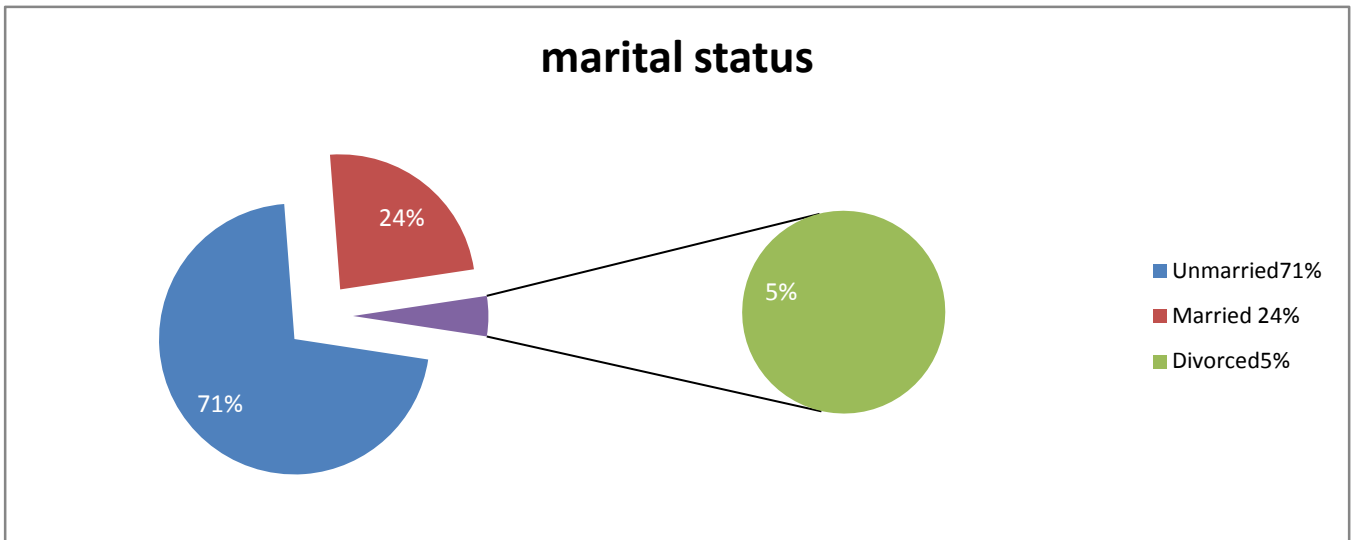
Pie chart 4.1.1.2: response of educational back ground of the respondents



Source: Survey questionnaire, 2019

On the basis of above chart .educational qualification, the majority of the respondents were certificate holders 62.7% where as 21.3% college diploma holders respectively. Only 16.00% are first, degree holders. Therefore, it can be concluded that the majority of the football players are certificate holders in south west Ethiopia super league football clubs respectively Kaffa coffee Jimma ababuna and Benich maji coffee football clubs.

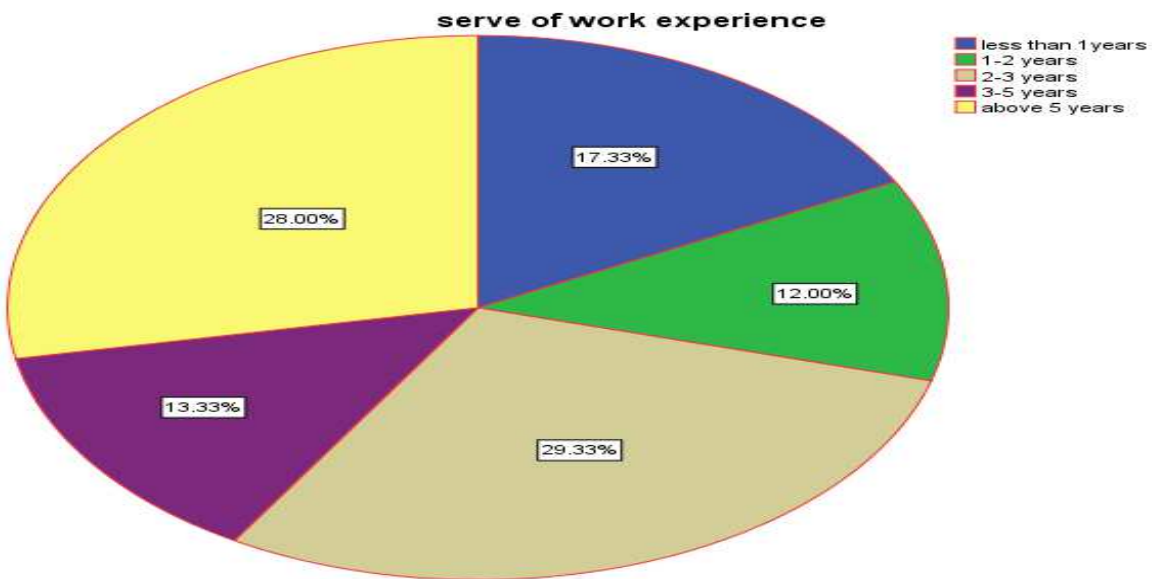
Pie chart 4.1.1.3: Participants marital status



Source: Survey questionnaire, 2019

The marital status background of above pie chart shows information of the respondents was their marital status background. The marital status of the players shows that out of the total respondents about 71% of them were unmarried 24% of layers married and the remaining .5% of the players was divorced.

Pie chart 4.1.1.4. Work experiences of the respondents



Source: Survey questionnaire, 2019

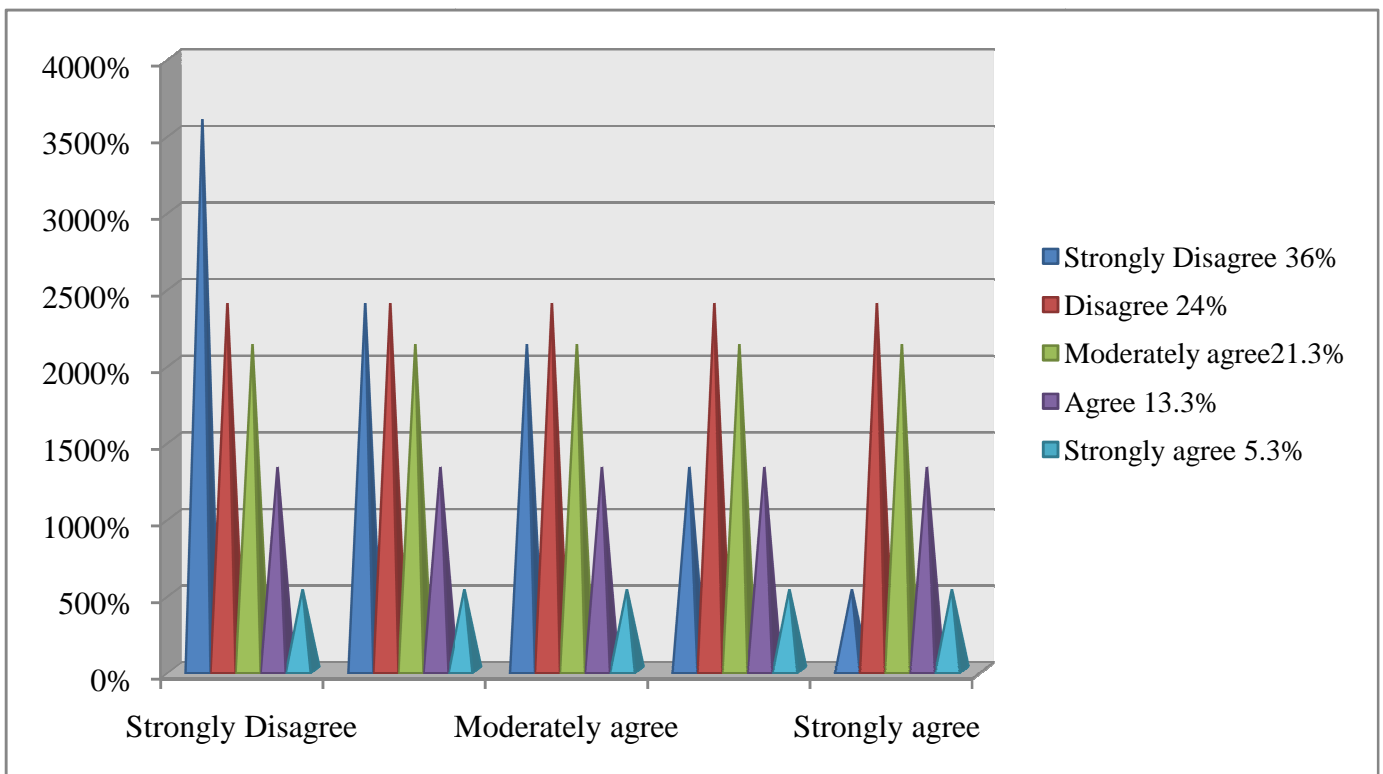


The above pie chart information of the respondents was about their work experiences. As indicated that categories of the respondents show that, about 29.33% of them were in the work experiences category between 2-3years range. About 13.3% of players were between 3-5 years, 28% of them were in the range category between above 5 years. This indicates that most of the players in the selected clubs were not well experienced.

#### 4.1.2: Descriptive statistics data interpretation

##### 4.1.2.1. Football clubs player respondent’s response on practice of club management the results of descriptive analysis are presented as follows:

1. Bar chart 4.1.2.1.1.Result on administrators encourages the club players to participate during decision making time

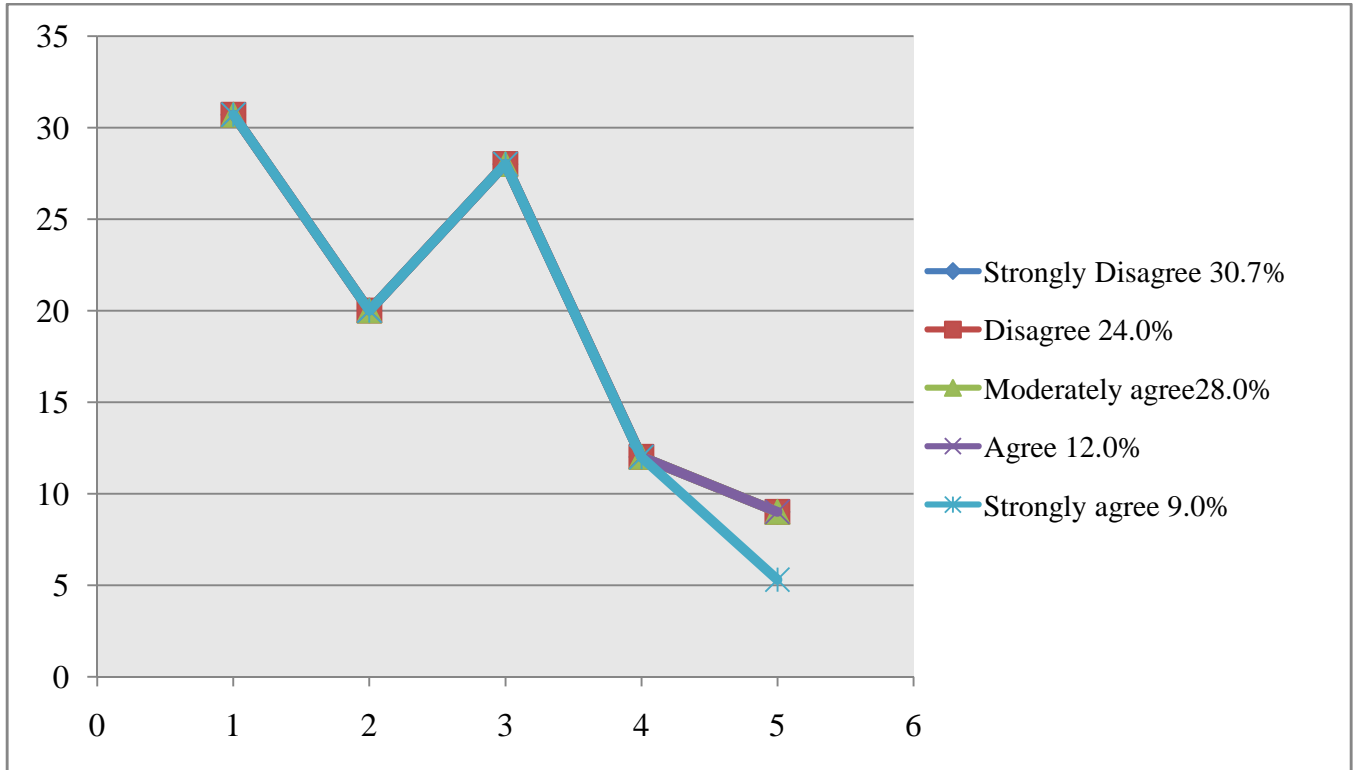


Source: Survey questionnaire, 2019

The above bar chart shows that, among the respondents 27(36%) replied that they strongly disagree that administrators encourages the club players to participate during decision making time, while 18(24%) of them said that they only disagree. Meanwhile, among the respondents, 16(21.3%) of them indicated that they moderately agree, whereas 10(13.3%) agree that

appointments are based on encourages while 4(5.3%) remained strongly agree. Therefore, it can be concluded that majority of the respondents strongly disagree that the administrators encourages the club players to participate during decision making time.

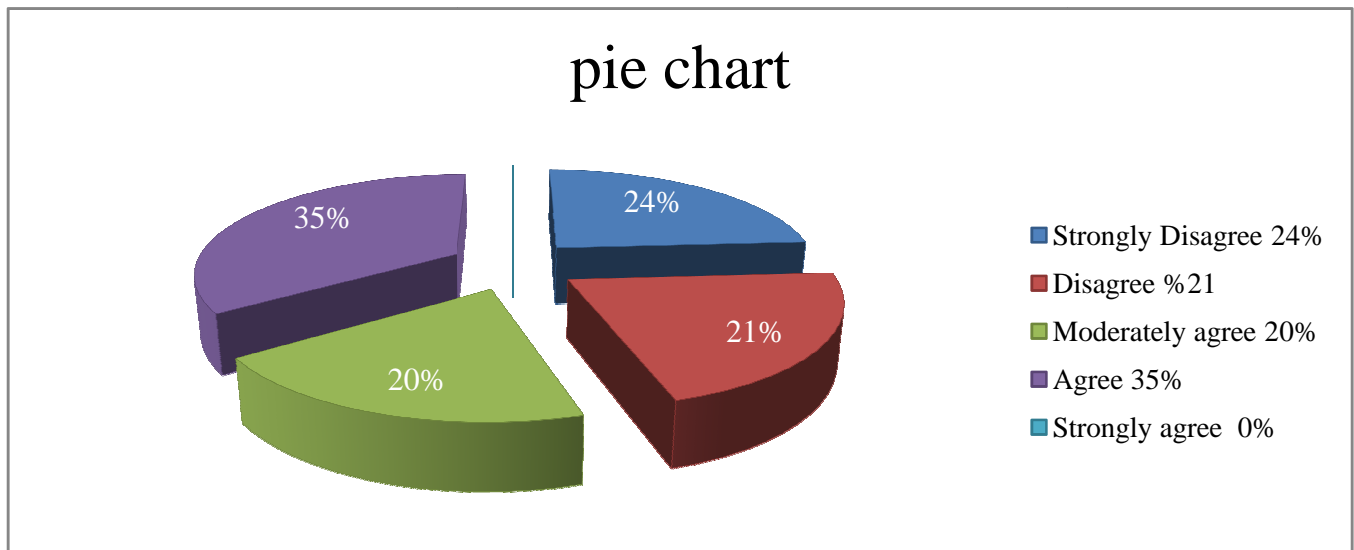
2. Line chart 4.1.2.1.2.result on the opinion of the players on the improvement to managerial factors



Source: Survey questionnaire, 2019

The above line chart shows that, among the respondents 23 (30.7%) replied that they strongly disagree that on opinion of the players on the improvement to managerial factors, while 15(20%) of them said that they only disagree. while, among the respondents, 21(28%) of them indicated that they moderately agree, whereas 9(12%) agree that appointments are based on opinion of the players on the improvement to managerial factors while 7(9%) remained strongly agree. Therefore, it can be concluded that majority of the respondents strongly disagree that the opinion of the players on the improvement to managerial factors

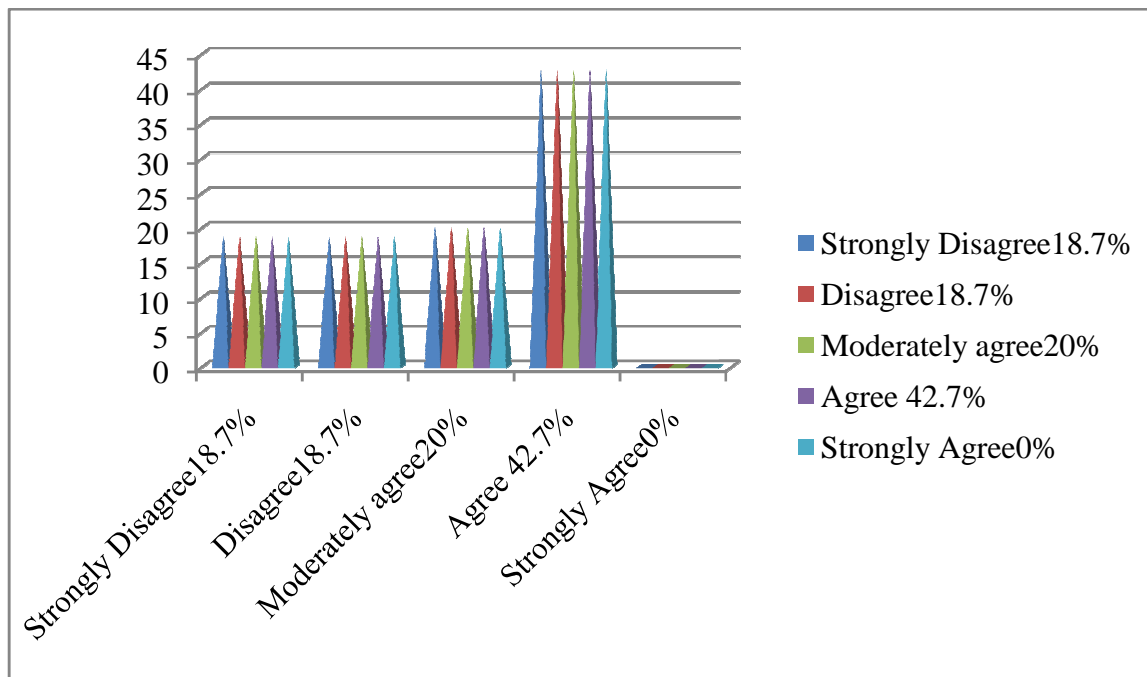
3. Pie chart 4.1.2.1.3.result on encourages the players to comment on his training program and it's to improve performance of clubs.



Source: Survey questionnaire, 2019

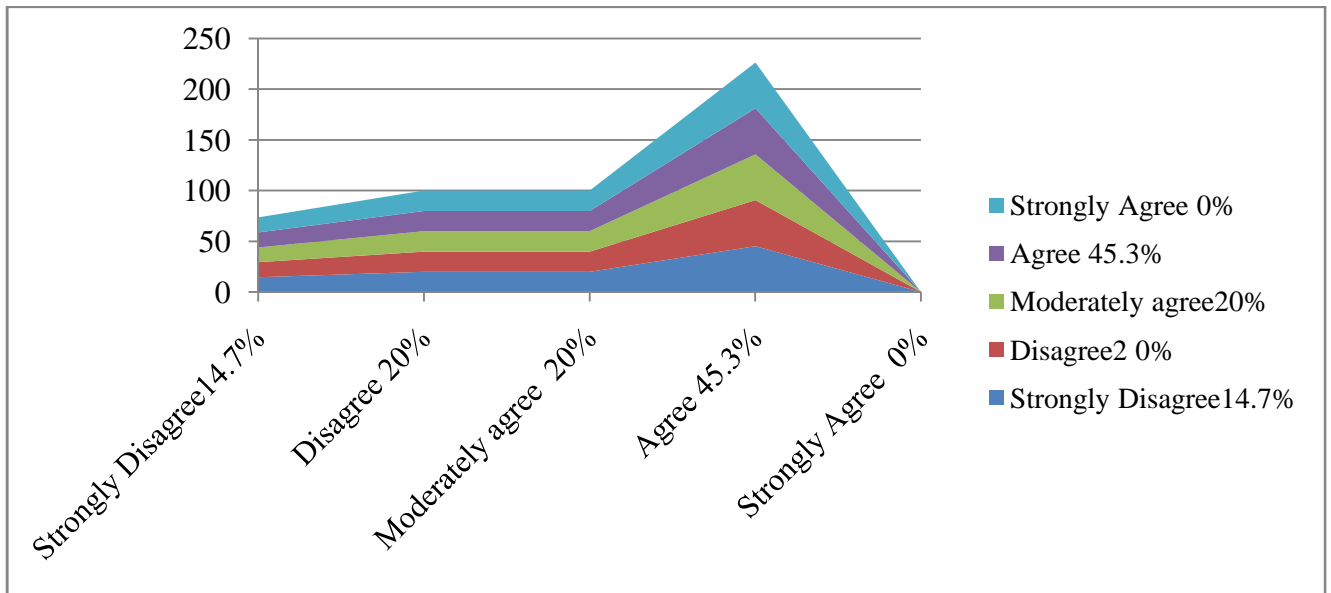
The above pie chart indicates that, among the respondents 18 (24%) replied that they strongly disagree that managers encourages the players to comment on his training program and it's to improve performance of clubs, while 16(21%) of them said that they only disagree. while, among the respondents, 15(20%) of them indicated that they moderately agree, whereas26(35%) agree that appointments are based on managers encourages the players to comment on his training program and it's to improve performance of clubs. Therefore, it can be concluded that majority of the respondents agree that the managers encourages the players to comment on his training program and it's to improve performance of clubs.

4. Bar chart 4.1.2.1.4.result on assessments are always made without the knowledge of the clubs players ‘and employees performance



Above bar chart reveals that from the total number of participant 75, while 14(18.7%) were of the opinion that the assessments are always made without the knowledge of the clubs players ‘and employees performance was strongly disagree, 14(18.7%) of opinion was disagreed, 15 (20%) of opinion was moderately agree and 32(42.7%) of opinion was agreed. The findings indicated that in the most opinions of respondent was agree on the assessments are always made without the knowledge of the clubs players ‘and employees performance.

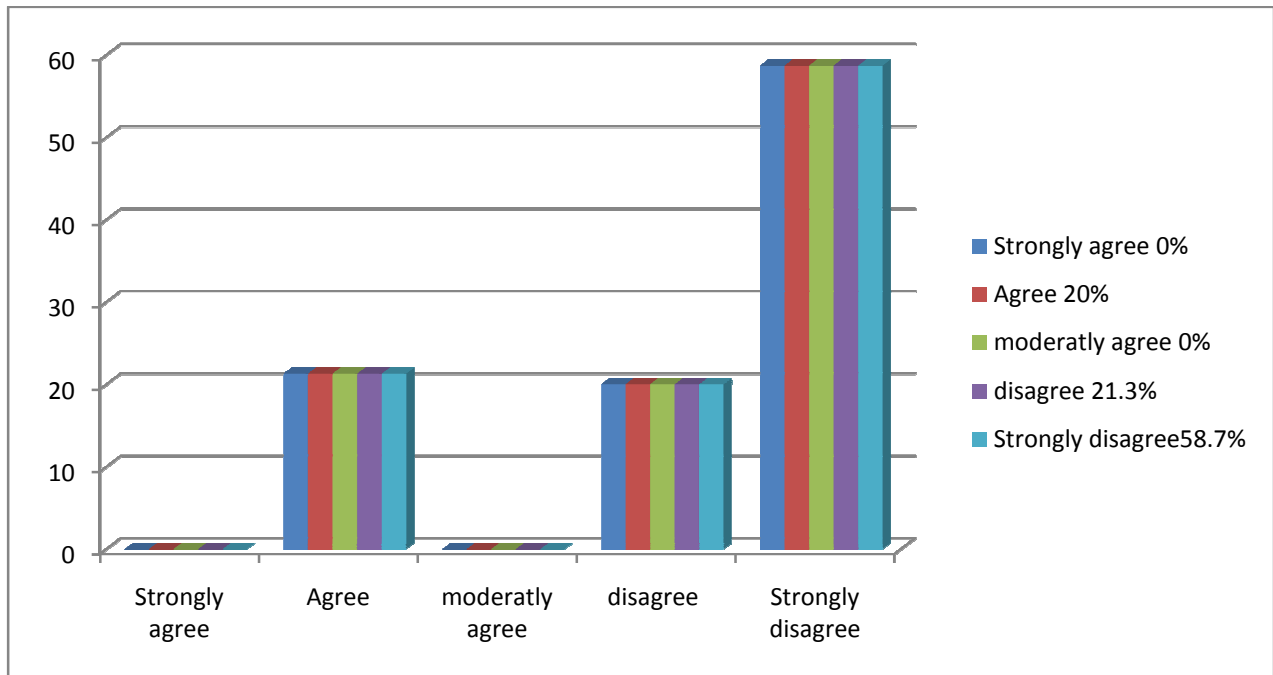
5. Chart 4.1.2.1.5.response on decisions are made by the managers themselves



Source: Survey questionnaire, 2019

The above chart shows that from the total number of participant 75, while 11(14.7%) were of the opinion that the all decisions are made by the managers themselves was strongly disagree, 15 (20.0%) of opinion was disagreed, 15 (20.0%) of opinion was moderately agree, 34(45.3%) of opinion was agreed and 0 (0%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was agreed on the all decisions are made by the managers themselves

6. Bar chart 4.1.2.1.6.result on a good relationship with employees and players



Source: Survey questionnaire, 2019

The above bar chart shows that, among the respondents 44 (58.7%) replied that they strongly disagree that club managers have a good relationship with employees and players, while 15(20%) of them said that they only disagree and 16(21.3%) of opinion was agree. Therefore, it can be concluded that majority of the respondents strongly disagree that the club managers have a good relationship with employees and players

Therefore, the researcher concludes that majority of the players strongly disagree that practice of club management are performed well. Activities include encourages of players, participation of decision making ,assessment system ,good relationship with players & employees as well as the opinion of the players on the improvement to managerial factors.

4.3. Summary of level of challenges of club management

The below table 4.1.1. shows the summary of right items used to identify the level of challenges in club management in terms of the mean and standard deviation scores. The researcher adopted the criteria suggested by Scott (2003) if the distribution of sample is normal or approximately

normal. He suggested that for lickert type scale ranging from 1(Strongly Disagree/ highly dissatisfied) to 5(Strongly Agree/ Highly Satisfied) interpretation should be like following: Mean up to 2.8 = Disagree/dissatisfied; Mean form 2.9 to 3.2 = Neutral (Neither Disagree nor agree)/moderate satisfaction; and Mean above 3.2 = Agree/Satisfied. The analysis is presented next to the table.

#### 4.1.2.2. Football club player respondents response concerning on challenges of club management

No	Item	Scale	Frequency	percentage	Mean	Std. Deviation
1	Shortage of material like balls, cloths, sport equipment, etc.	Strongly Disagree	14	18.7	3.33	1.554
		Disagree	12	16.0		
		Moderately agree	11	14.7		
		Agree	11	14.7		
		Strongly Agree	27	36.0		
		Total	75	100		
2	Shortage of play and training ground	Strongly Disagree	-		4.01	.68
		Disagree	-			
		Moderately agree	17	22.7		
		Agree	40	53.3		
		Strongly Agree	18	24		
		Total	75	100		
3	players does not get sufficient food	Strongly Disagree	25	33.3	2.44	1.35
		Disagree	19	25.3		
		Moderately agree	11	14.7		
		Agree	13	17.3		
		Strongly Agree	7	9.3		
		Total	75	100		
4	The club has identified all sources of income	Strongly Disagree	30	40	2.20	1.26
		Disagree	18	24		
		Moderately agree	14	18.7		
		Agree	8	10.7		
		Strongly Agree	5	6.7		
		Total	75	100		
5	Team review and finalize the budget	Strongly Disagree	36	48	1.99	1.21
		Disagree	19	25.3		
		Moderately agree	9	12		

	and financial processes together.	Agree	7	9.3		
		Strongly Agree	4	5.3		
		Total	<b>75</b>	<b>100</b>		
6	The club structure is standard one	Strongly Disagree	31	41.3	2.27	1.38
		Disagree	18	24		
		Moderately agree	9	12		
		Agree	8	10.7		
		Strongly Agree	9	12		
		Total	<b>75</b>	<b>100</b>		
7	The club have a medical specialist during every training session	Strongly Disagree	32	42.7	2.07	1.04
		Disagree	15	20		
		Moderately agree	12	16		
		Agree	8	10.7		
		Strongly Agree	8	10.7		
		Total	<b>75</b>	<b>100</b>		
8	The club has financial policies for the club (e.g., member fees, meeting fees, sponsorship levels, )	Strongly Disagree	26	34.7	2.28	1.41
		Disagree	27	36		
		Moderately agree	13	17.3		
		Agree	9	12		
		Strongly Agree	-	-		
		Total	<b>75</b>	<b>100</b>		

Source: Survey questionnaire, 2019

Table 4.1.1. Football club player respondents response concerning on challenges of club management

Item 1 the result shows that, among the respondents 14 (18.%) replied that they strongly disagree that shortage of material like balls, cloths, sport equipment, etc. of the clubs, while 12(16%) of them said that they only disagree. while, among the respondents, 11(14.7%) of them indicated that they moderately agree, whereas 11(14.7%) agree and 27(36%) strongly agree that appointments are based on shortage of material like balls, cloths, sport equipment. Therefore, it can be concluded that majority of the respondents strongly agree that the shortage of material like balls, cloths, sport equipment of the clubs.

Item 2 in the above table shows that, among the respondents 17 (22.7%) replied that they are moderately agree that shortage of play and training ground of the clubs, while 40(53.7%) of them said that they only agree. while, among the respondents, 18(24%) of them indicated that they strongly agree, where shortage of play and training ground of the clubs. Therefore, it can be



concluded that majority of the respondents agree that the Shortage of play and training ground of the clubs.

Item 3 in the above table shows that from the total number of participant 75, while 25(33.3%) were of the opinion that the players does not get sufficient food was strongly disagree, 19(25.3%) of opinion was disagreed, 11 (18.7%) of opinion was moderately agree 13 (17.3%) of opinion was agreed and 7 (9.3%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree on the players does not get sufficient food in the three clubs.

Item 4 in the above table reveals that from the total number of participant 75, while 30(40%) were of the opinion that the club has identified all sources of income was strongly disagree, 18(24%) of opinion was disagreed, 14 (18.7%) of opinion was moderately agree 8(10.7%) of opinion was agreed and 5 (6.7%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree on the club has identified all sources of income in the three clubs.

Item 5 in the above table reveals that from the total number of participant 75, while 36(48%) were of the opinion that the club management team review and finalize the budget and financial processes together was strongly disagree, 19(25.3%) of opinion was disagreed, 9(12%) of opinion was moderately agree 7(9.5%) of opinion was agreed and 4 (5.3%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree on the club management team review and finalize the budget and financial processes together in the three clubs

Item 6 in the above table reveals that from the total number of participant 75, while 31(41.3%) were of the opinion that the club structure is standard one was strongly disagree, 18(24%) of opinion was disagreed, 9(12%) of opinion was moderately agree 8(10.7%) of opinion was agreed and 9 (12%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree on the club structure is standard one in the three clubs.

Item 7 in the above table reveals that from the total number of participant 75, while 32(42.7%) were of the opinion that the clubs have a medical specialist during every training session was strongly disagree, 15(20%) of opinion was disagreed, 12(16%) of opinion was moderately agree 8(10.7%) of opinion was agreed and 8 (10.7%) of opinion was strongly agreed. The findings

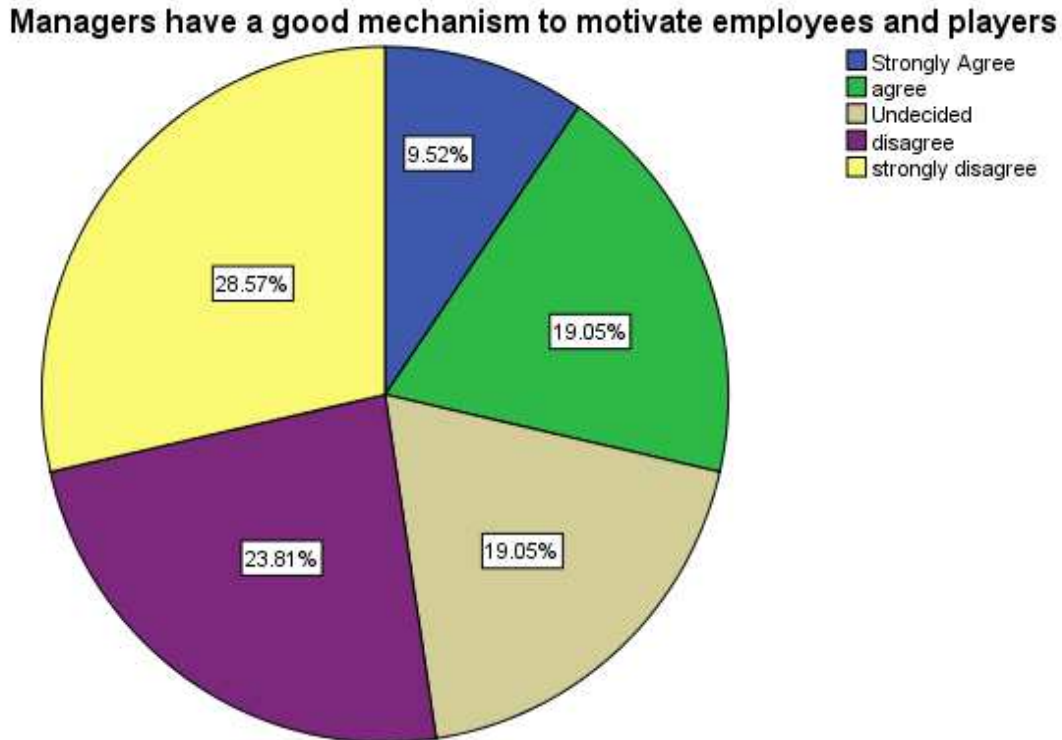
indicated that in the most opinions of respondent was strongly disagree on the clubs have a medical specialist during every training session in the three clubs.

Item 8 in the above table reveals that from the total number of participant 75, while 26(34.7%) were of the opinion that the club has financial policies for the club (e.g., member fees, meeting fees, sponsorship levels, etc.)Was strongly disagree, 27(36%) of opinion was disagreed, 13(17.3%) of opinion was moderately agree 9(12%) of opinion was agreed and (0%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was disagree on the club has financial policies for the club (e.g., member fees, meeting fees, sponsorship levels, etc.) in the three clubs.

Generally, the researcher concluded that based on the result above shows majority of players strongly agree that the challenges of club management in Ethiopian super league football clubs are shortage of material like balls, cloths, sport equipment , shortage of play and training ground ,budget, club structure, medical specialist and financial policies(e.g., member fees, meeting fees, sponsorship levels,)

As shown in the table, above the respondents indicated that they are agree with challenge of club management such as shortage of material like balls, cloths, sport equipment. (M=3.33 & Std.D =1.55), shortage of play and training ground (M= 4.01& Std.D= .68) and players does not get sufficient food (M=2.44 & 1.35). However, as shown by mean and standard deviation, the respondents revealed their dissatisfaction with club has identified all sources of income (M=2.20 & Std.D =1.26), with team review and finalize the budget and financial processes together (M=1.99 & Std.D =1.21), the club structure is standard one (M=2.27 & Std.D =1.38), the club have a medical specialist during every training session(M= 2.07 & Std.D = 1.04), the club has financial policies for the club (e.g., member fees, meeting fees, sponskmorship levels, ) (M= 2.28 & Std.D = 1.41).

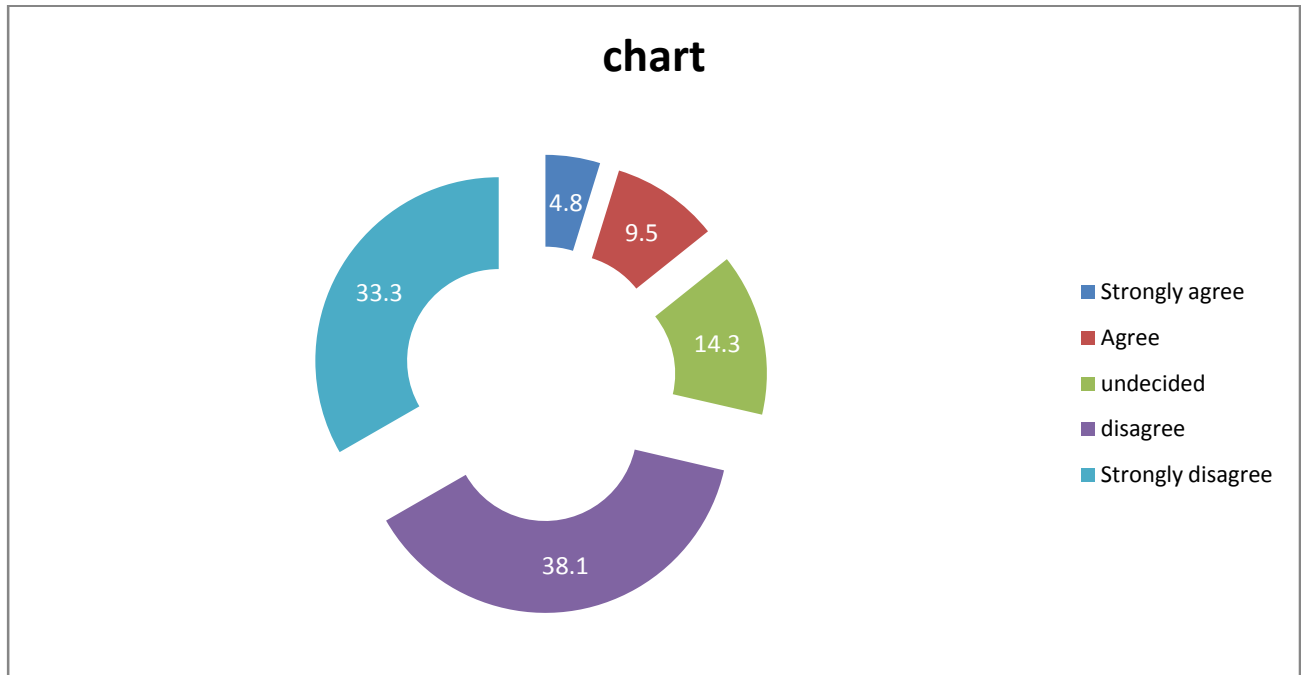
4.1.2.3. Football clubs administrative respondents Response on practice of club management result as follows



Source: Survey questionnaire, 2019

The above pie chart shows that, among the respondents 6(28.6%) replied that they strongly disagree that managers have a good mechanism to motivate employees and players, while 5(23.81%) of them said that they only disagree. Meanwhile, among the respondents, 4(19.05%) of them indicated that they undecided, whereas 4(19.05%) agree that appointments are based on motivation while 2(9.52%) remained strongly agree. Therefore, it can be concluded that majority of the respondents strongly disagree that the managers have a good mechanism to motivate employees and players.

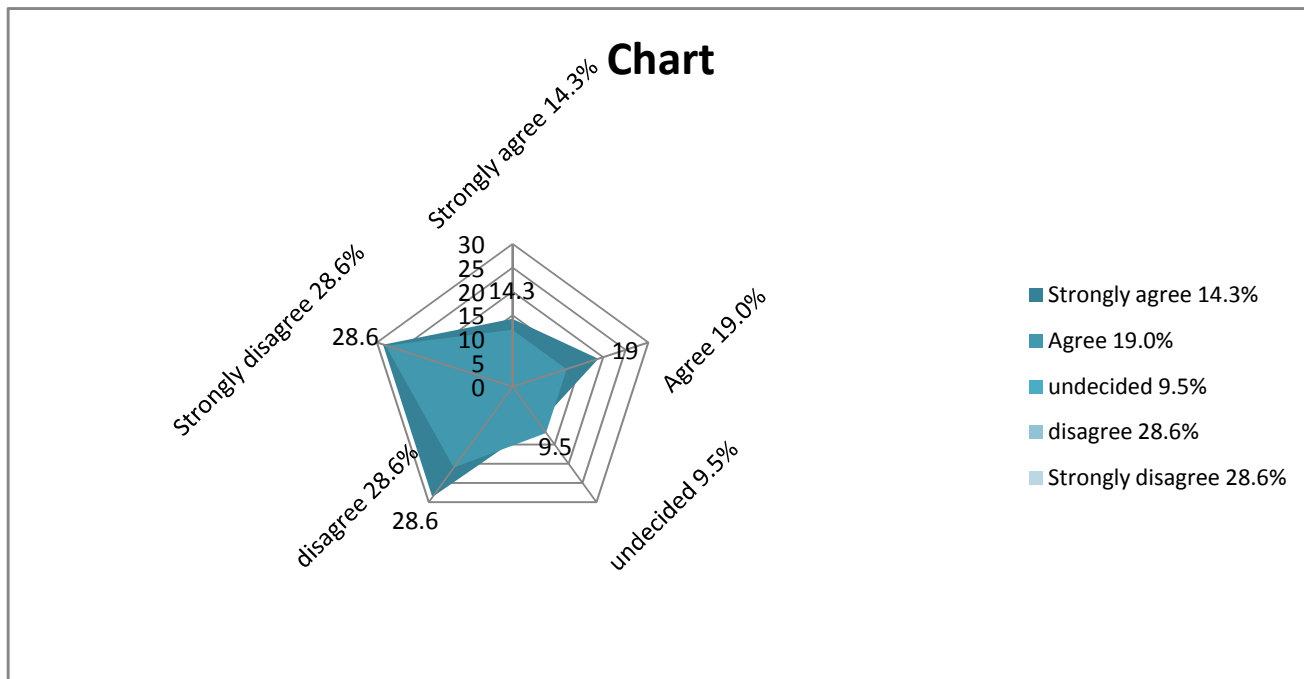
Pie chart 4.1.2.3.2.result on opinion of players on the improvement of managerial factors



Source: Survey questionnaire, 2019

The above chart shows that, among the respondents 7 (33.3%) replied that they strongly disagree that the opinion of the players on the improvement to managerial factors, while 8(38.1%) of them said that they only disagree. while, among the respondents, 3(14.3%) of them indicated that they undecided, whereas2 (9.5%) agree that appointments are based on asks opinion of the players on the improvement to managerial factors while 1(4.8%) remained strongly agree. Therefore, it can be concluded that majority of the administrator's disagree that the opinion of the players on the improvement to managerial factors

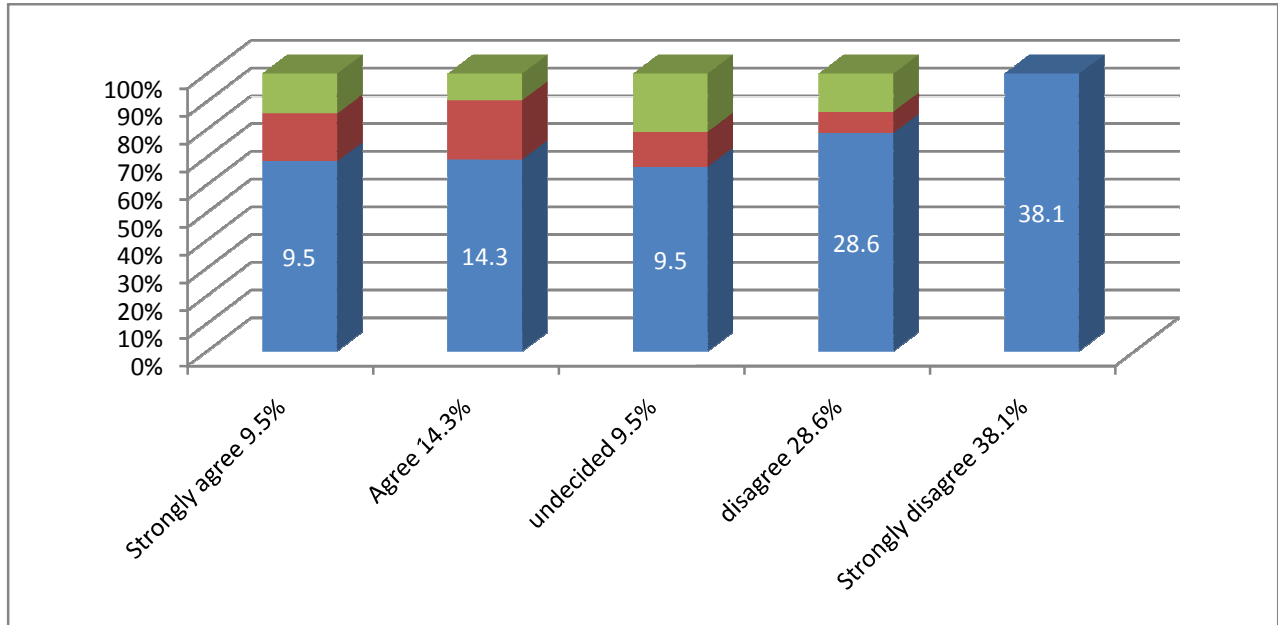
Pie chart 4.1,2.3.3.result on the thinking rate of clubs member want to help/discuss/ each other on the club managerial factors.



Source: Survey questionnaire, 2019

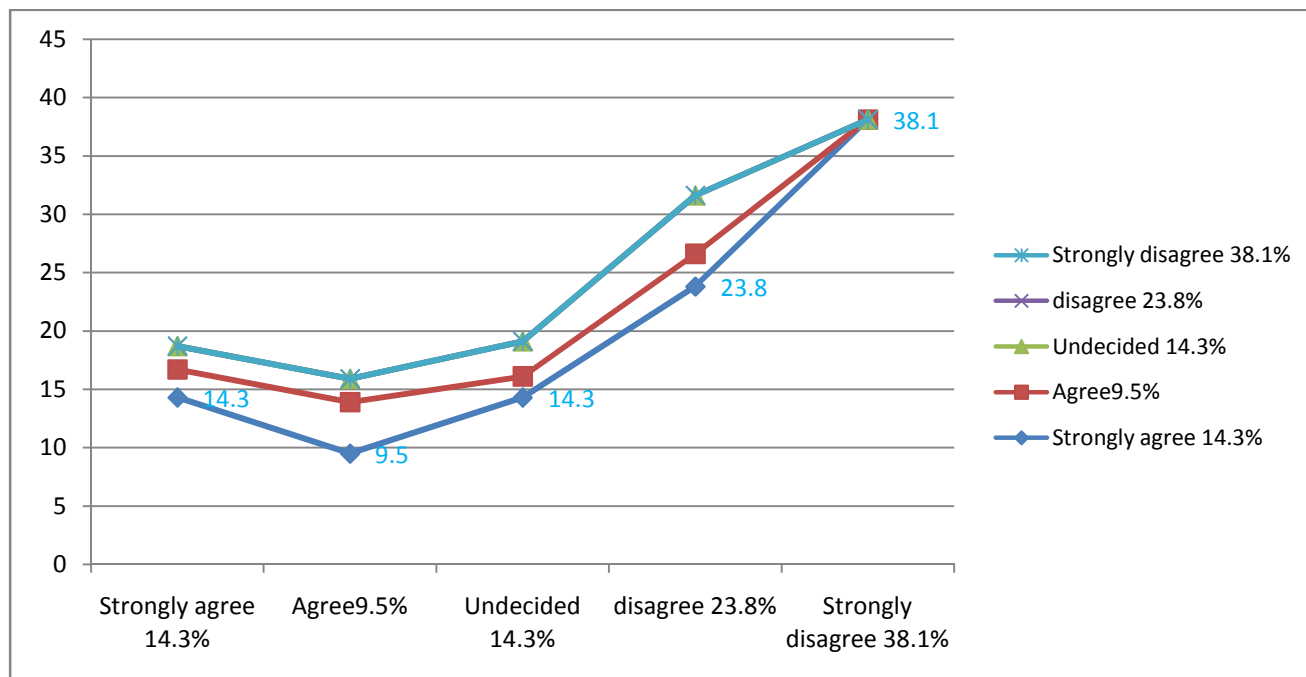
The above chart shows that, among the respondents 8 (28.6%) replied that they strongly disagree that thinking rate of clubs member want to help/discuss/ each other on the club managerial factors , while 8(28.6%) of them said that they only disagree. while, among the respondents, 2(9.5%) of them indicated that they undecided, whereas 4(19.0%) agree that appointments are based on thinking rate of clubs member want to help/discuss/ each other on the club managerial factors. While 3(14.3%) remained strongly agree. Therefore, it can be concluded that majority of the respondents disagree& strongly disagree that the thinking rate of clubs member want to help/discuss/ each other on the club managerial factors.

Bar chart 4.1.2.3.4.result on the good relationship managers with employees and players



Item 4, of bar chart reveals that from the total number of participant 21, while 8(38.1%) were of the managers relationship with employees and players was strongly disagree, 6(28.6%) of opinion was disagreed, 2 (9.5%) of opinion was undecided whereas 3(14.3%) of opinion was agreed and 2(9.5%) of opinion was strongly agree. The findings indicated that in the most opinions of respondent was strongly disagree on the manager’s good relationship with employees and players.

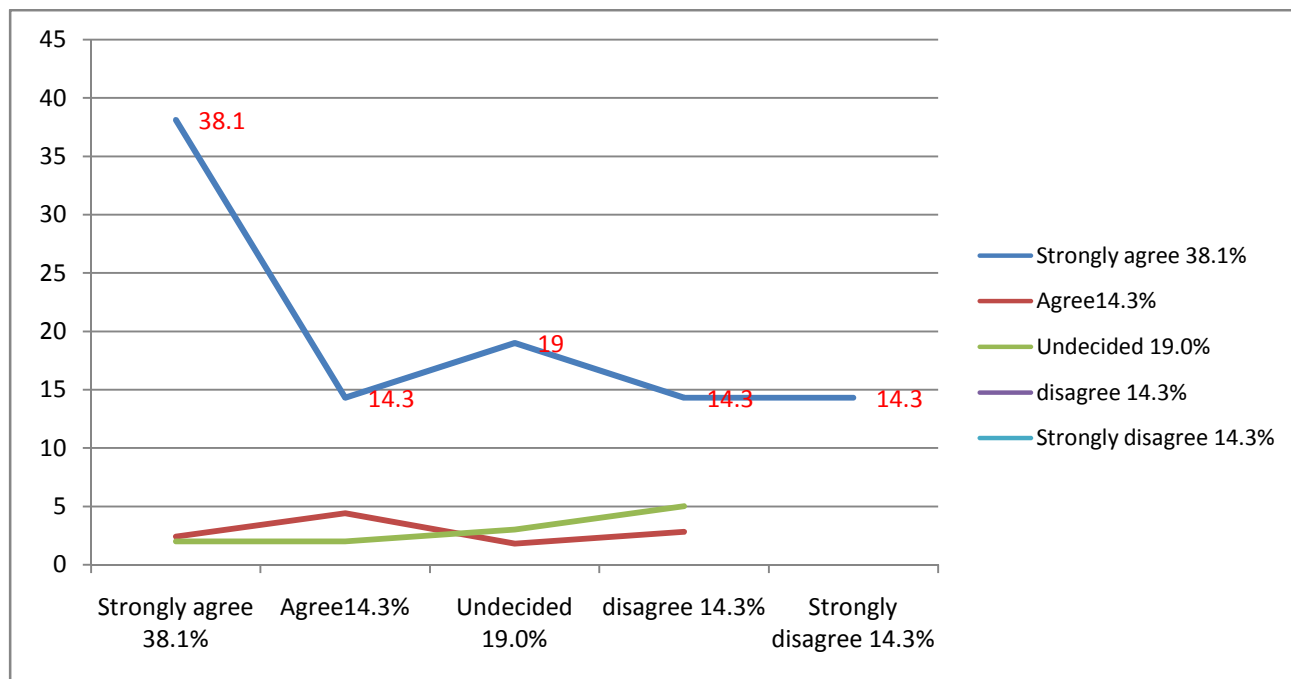
Line chart 4.1.2.3.5.result on stakeholder participated to improve performance of clubs management



Source: Survey questionnaire, 2019

Item 5, of chart reveals that from the total number of participant 21, while 8(38.1%) were of the Stakeholder participated to improve performance of clubs management was strongly disagree, 5(23.8%) of opinion was disagreed, 3 (14.3%) of opinion was undecided, 2(9.5%) of opinion was agreed and 3(14.3%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree on the stakeholder participated to improve performance of clubs management

Line chart 4.1.2.3.6.result on the assessments are always made without the knowledge of the clubs players' performance

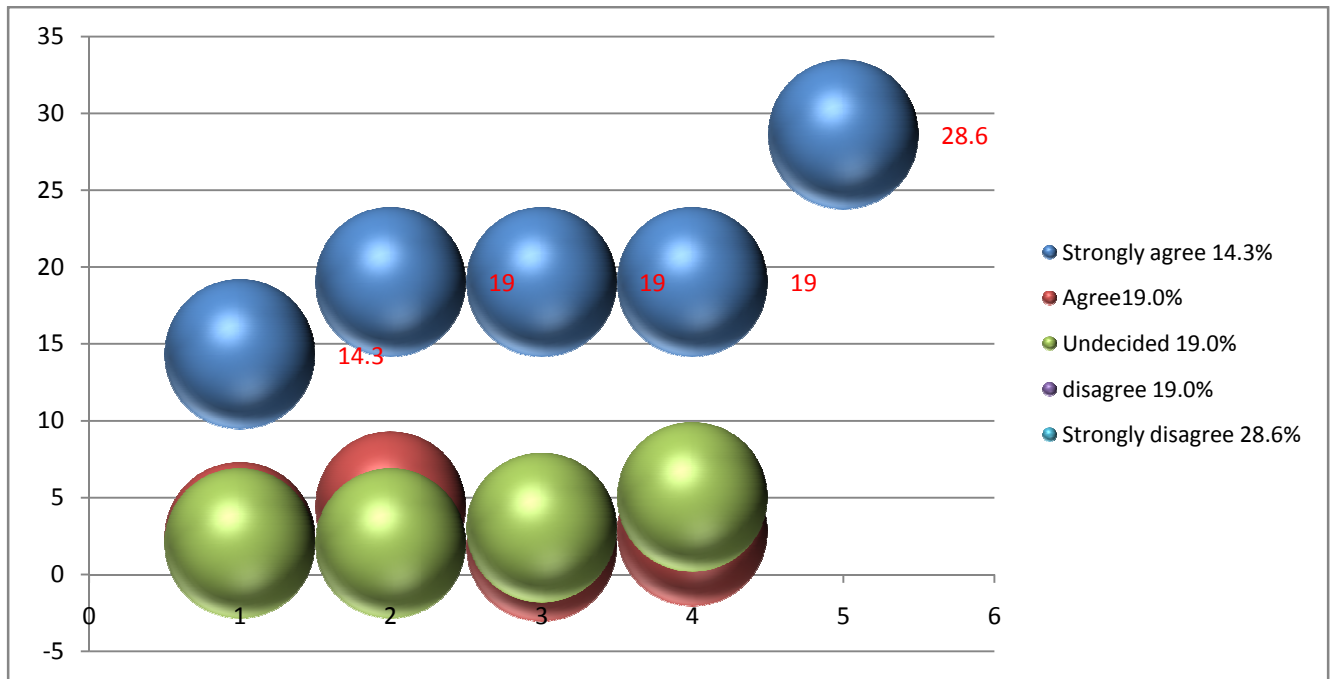


Source: Survey questionnaire, 2019

The above line chart shows that, among the respondents 8 (38. %) replied that they strongly agree that assessments are always made without the knowledge of the clubs players' performance, while 3(14.3%) of them said that they only agree 4 (19.0%) of opinion was undecided, 3(14.3%) of opinion was disagreed and 3(14.3%) of opinion was strongly disagreed. The findings indicated that in the most opinions of respondent was strongly agreed on the assessments are always made without the knowledge of the clubs players' and employees performance



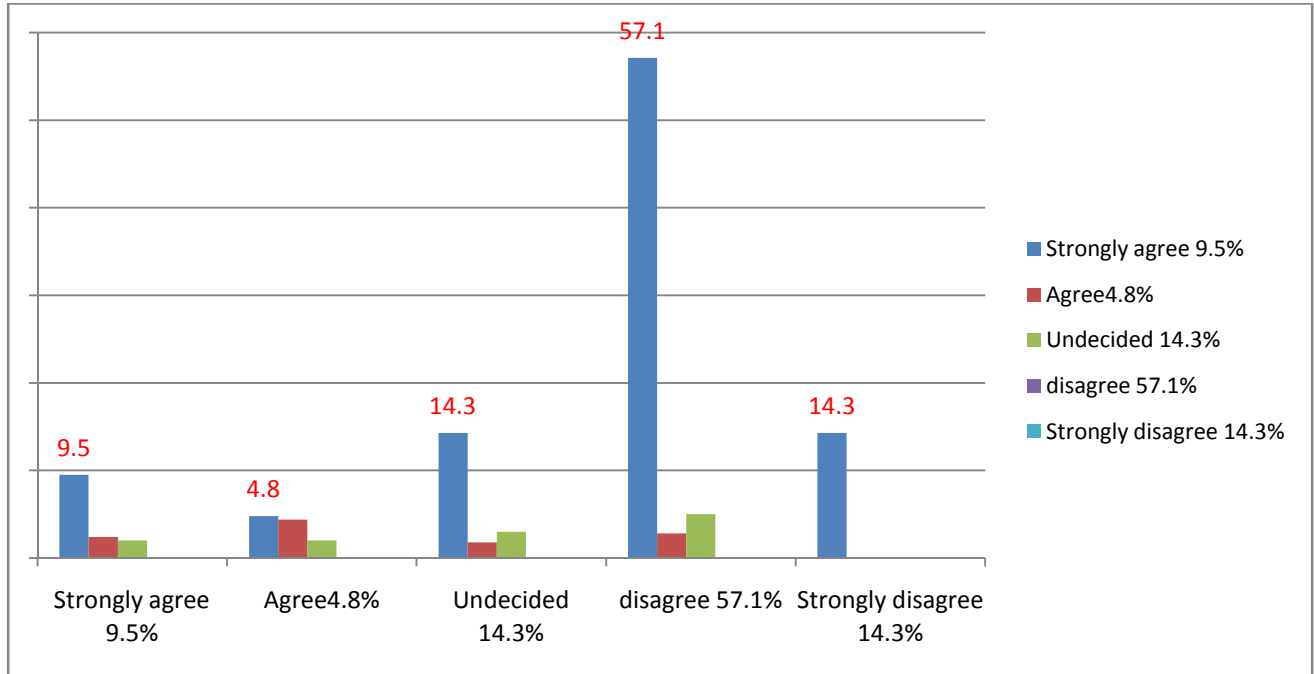
The area chart 4.1.2.3.7. Result on manager has ability to introducing, explaining, demonstrating the desire skill



Source: Survey questionnaire, 2019

Item 7, of chart reveals that from the total number of participant 21, while 6(28.6%) were of the manager have ability to introducing, explaining, demonstrating the desire skill was strongly disagree, 4(19.0%) of opinion was disagreed, 4 (19.0%) of opinion was undecided, 4(19.0%) of opinion was agreed and 3(14.3%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree on the manager have ability to introducing, explaining, demonstrating the desire skill

Bar chart 4.1.2.3.8. Result on administrators encourages the club players to participate during decision making time



Source: Survey questionnaire, 2019

Item 8, of chart reveals that from the total number of participant 21, while 3(14.3%) were of administrators encourages the club players to participate during decision making time was strongly disagree, 12(57.1%) of opinion was disagreed, 3 (14.3%) of opinion was undecided, 1(4.8%) of opinion was agreed and 2(9.5%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree on the administrators encourages the club players to participate during decision making time

Generally, majority of club administrators disagree that the practice of club management managers was performing performance appraisal activities well including provided performance based Activities include encourages of players, participation of decision making, assessment system, manager have ability to introducing, explaining, demonstrating the desire skill, stakeholder participated to improve performance of clubs management, good relationship with players & employees as well as the opinion of the players on the improvement to managerial factors.

**4.1.2.4. Football clubs administrative respondents Response on Challenges of club management result**

No	Item	Scale	frequency	percentage	Mean	Std. Deviation
1	The club has identified all sources of income	Strongly agree	3	14.3	3.48	1.365
		Agree	2	9.5		
		Undecided	3	14.3		
		disagree	8	38.1		
		Strongly disagree	5	23.8		
	Total	21	100			
2	The clubs have financial policies for the club	Strongly agree	3	14.3	3.52	1.504
		Agree	3	14.3		
		undecided	3	14.3		
		disagree	4	19.0		
		Strongly disagree	8	38.1		
	Total	21	100			
3	The club have a medical specialist during every training session	Strongly agree	2	9.5	3.38	1.284
		Agree	4	19.0		
		undecided	3	14.3		
		disagree	8	38.1		
		Strongly disagree	4	19.0		
	Total	21	100			
4	They club have enough sport material	Strongly agree	1	4.8	3.95	1.203
		Agree	2	9.5		
		undecided	3	14.3		
		disagree	6	28.6		
		Strongly disagree	9	42.9		
	Total	21	100			
5	players do not get sufficient food	Strongly agree	4	19.0	3.00	1.449
		Agree	5	23.8		
		undecided	3	14.3		
		disagree	5	23.8		
		Strongly disagree	4	19.0		
	Total	21	100			

						<b>M</b>	<b>SD</b>	
6	The club structure is standard one	Strongly agree		2		9.5	3.62	1.359
		Agree		3		14.3		
		Undecided		3		14.3		
		disagree		6		28.6		
		Strongly disagree		7		33.3		
		<b>Total</b>		<b>21</b>		<b>100</b>		
7	Your club management team review and finalize the budget and financial processes together.	Strongly agree		2		9.5	3.52	1.327
		Agree		3		14.3		
		Undecided		4		19.0		
		disagree		6		28.6		
		Strongly disagree		6		28.6		
		<b>Total</b>		<b>21</b>		<b>100</b>		
8	Appropriateness of team objectives and strategies	Strongly agree		3		14.3	3.57	1.434
		Agree		2		9.5		
		Undecided		3		14.3		
		disagree		6		28.6		
		Strongly disagree		7		33.3		
		<b>Total</b>		<b>21</b>		<b>100</b>		

Source: Survey questionnaire, 2019

Table 4.1.2. Football clubs administrative respondents Response on Challenges of club management

The above item one shows that, among the respondents 5 (23.8. %) replied that they strongly disagree that the club has identified all sources of income while 8(36.1%) of them said that they only disagree. while, among the respondents, 3(14.3%) of them indicated that they undecided, whereas 2(9.5%) agree and 3(14.3%) strongly agree that appointments are based on the club has identified all sources of income. Therefore, it can be concluded that majority of the respondents disagree that the club has identified all sources of income of the clubs.

The above item two shows that, among the respondents 8 (38.1%) replied that they are strongly disagree that the clubs have financial policies, while 4(19.0%) of them said that they only disagree. while, among the respondents, 3(14.3%) undecided whereas 3(14.3%) agree and 3(14.3%) of them indicated that they strongly agree, where the clubs have financial policies of

the clubs. Therefore, it can be concluded that majority of the respondents strongly disagree that the clubs have financial policies.

Item 3, of tables reveals that from the total number of participant 21, while 4(19.0%) were of the opinion that the club have a medical specialist during every training session was strongly disagree, 8(38.1%) of opinion was disagreed, 3(14.3%) of opinion was undecided 4(19.0%) of opinion was agreed and 2 (9.5%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was disagree on the club have a medical specialist during every training session in the three clubs.

Item 4, reveals that from the total number of participant 21, while 9(42.9%) were of the opinion that the club have enough sport material was strongly disagree, 6(28.6%) of opinion was disagreed, 3 (14.3%) of opinion was undecided 2(9.5%) of opinion was agreed and 1 (4.8%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree that the club have enough sport material in the three clubs.

Item 5, of tables reveals that from the total number of participant 21, while 4(19.0%) were of the opinion that the players do not get sufficient food was strongly disagree, 5(23.8%) of opinion was disagreed, 3(14.3%) of opinion was undecided 5(23.8%) of opinion was agreed and 4 (19.0%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was disagree and agreed on the players do not get sufficient food it mean controversial for making decision.

Item 6, .reveals that from the total number of participant 21, while 7(33.3%) were of the opinion that the club structure is standard one was strongly disagree, 6(28.6%) of opinion was disagreed, 3(13.3%) of opinion was undecided 3(14.3%) of opinion was agreed and 2 (9.5%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree on the club structure is standard one in the three clubs.

Item 7reveals that from the total number of participant 21, while 6(28.6%) were of the opinion that the club management team review and finalize the budget and financial processes together was strongly disagree, 6(28.6%) of opinion was disagreed, 4(19.0%) of opinion was undecided 3(14.3%) of opinion was agreed and 2 (9.5%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree and disagree on the club management team review and finalize the budget and financial processes together in the three clubs.

Item 8, reveals that from the total number of participant 21, while 7(33.3%) were of the opinion that the appropriateness of team objectives and strategies for the club was strongly disagree, 6(28.6%) of opinion was disagreed, 3(14.3%) of opinion was undecided 2(9.5%) of opinion was agreed and 3(14.3%) of opinion was strongly agreed. The findings indicated that in the most opinions of respondent was strongly disagree on the appropriateness of team objectives and strategies in the three clubs.

Generally, as shown in the table, above the majority of club administrators agree that the challenges of club management that managers was faced in the Ethiopian super league football clubs factors confirmed that (M=3.48 & Std.D =1.36), shortage of material like balls, cloths, sport equipment , (M=3.52 & Std.D =1.550), shortage of play and training ground , (M=3.38 & Std.D =1.28), appropriateness of team objectives and strategies, (M=3.95 & Std.D =1.20), identified all sources of income of the clubs , (M=3.00 & Std.D =1.44), budget, (M=3.62 & Std.D =1.35), club structure, (M=3.52 & Std.D =1.32), medical specialist and (M=3.57 & Std.D =1.43), financial policies(e.g., member fees, meeting fees, sponsorship levels, etc.)

#### 4.1.3. Inferential statistics data interpretation

##### 4.1.3. Chi-square test of association

In this Pearson Chi-square test of association method the objective is to test whether there is a relationship between two categorical variables or not.

Table 4.1.3.1. Chi-square test of association

Variables	Pearson Chi-square	Df	p-values
Club management problem vs plan to increase its resources	19.315	1	0.000
Club management problem vs club management structure	9.82	1	0.001
Club management problem vs capacity building training	11.172	1	.001
Club management problem vs hires experienced workers	10.001	1	0.002
Club management problem vs financial problem	9.754	1	.004
Club management problem vs contribution of football experts	11.522	1	.001
Club management problem vs equipment in the club	5.074	1	0.003

From table 4.1.3.1..Above we reject the null hypothesis and determine the association based on two conditions:

- If p-value of the variable is less than alpha value( $\alpha$ )=0.05

- If Pearson chi square value is greater than tabulated chi-square value with corresponding degrees of freedom.

For management problem vs, a plan to increase its resources: since the calculated Pearson chi-square for management problem vs, a plan to increase its resources=19.315 is greater than tabulated chi square  $\chi^2_{0.05, 1}=3.84$  and its p-value =0.000 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that club manager's do not have enough road map plans to accomplish their club management activity plan and it indicates that there is association or dependence between club management problem and plan to increase its resources.

Club management problem, vs management structure: since the calculated Pearson chi-square for club management problem vs management structure =9.82 is greater than tabulated chi square  $\chi^2_{0.05, 1}=3.84$  and its p-value =0.001 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that club managers are facing club management structure problem to accomplish their management structure and it indicates that there is association or dependence between club management problem and management structure.

Club management problem vs capacity building training to club staff member: since the calculated Pearson chi-square for management problem vs capacity building training to club staff member =11.172 is greater than tabulated chi square  $\chi^2_{0.05, 1}=3.84$  and its p-value =0.001 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that club managers are facing capacity building training to club staff member problem to accomplish their capacity building training to club staff member and it indicates that there is association or dependence between club management problem and capacity building training to club staff member.

Club management problem vs hires experienced and well-credentialed workers: since the calculated Pearson chi-square for management problem vs hires experienced and well-credentialed workers=10.001 is greater than tabulated chi square  $\chi^2_{0.05, 1}=3.84$  and its p-value =0.002 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that there is club hires experienced to accomplish their club management and it indicates that there is association or dependence between club management problem and hires experienced and well-credentialed workers.

Club management problem vs financial problem: since the calculated Pearson chi-square for Club management problem vs financial problem=9.754 is greater than tabulated chi square  $\chi^2_{0.05, 1}=3.84$  and its p-value =0.004 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows

that club, managers are facing financial problem to accomplish their club management and it indicates that there is association or dependence between club management and finance.

Club management problem vs contribution of football experts: since the calculated Pearson chi-square for club management problem vs contribution of football experts=11.522 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$  and its p-value =0.001 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that the contribution of football experts for club management which is to develop the performance of club management is not good enough. And it indicates that there is association or dependence between club management problem and the contribution of football experts.

Club management problem vs fulfill football equipment in the club: since the calculated Pearson chi-square for club management problem vs fulfill football equipment in the club=5.074 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$  and its p-value =0.003 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that there is material problem to accomplish their club management problem and it indicates that there is association or dependence between club management problem and football equipment.

#### 4.1.3.2 Hosmer and Lemeshow test

The overall model can be tested by Hosmer-Lemeshow test i.e. if the p-values of the Hosmer-Lemeshow test are insignificant at given level of significance; we say that the model is good fit.

$H_0$ : the model is not good fitted

$H_1$ : the model is good fitted

Table 4.1.4. Hosmer and Lemeshow Test			
Step	Chi-square	Df	Sig.
1	11.860	8	.158

In the case of Hosmer-Lemeshow test we say that the model is good fit if p-value is insignificant (p-value is greater than  $\alpha=0.05$ ) and not good fit if p-value is significant (p-values is less than  $\alpha=0.05$ ). Since from this table the p-value=0.158 is greater than  $\alpha=0.05$ , the statistical level of significance and it implies that fail to reject the null hypothesis ( $H_0$ ). So we conclude that the model is a good fit.



### 4.1.3.3. Model Summary

Table 4.1.5. model summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	26.621 <sup>a</sup>	.630	.841

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

From this table Cox and Snell R square is 63% and Nagelkerke R square is 84.1% of the variability is explained by explanatory variable i.e. the model which includes the explanatory variable explained between 63% and 84.1% of variation in club management. Therefore the model is good fit.

### 4.1.3.4. Omnibus Tests of Model Coefficients

Table 4.1.6. Omnibus Tests of model coefficients

		Chi-square	Df	Sig.
Step 1	Step	30.950	7	.000
	Block	30.950	7	.000
	Model	30.950	7	.000

$$H_0: \beta_1 = \beta_2 = \dots = \beta_7 = 0$$

$H_1$ : At least one coefficient is different from zero

From the above table p-value =0.000 is less than  $\alpha=0.05$  statistical level of significance and it implies that we reject the null hypothesis ( $H_0$ ), accept the alternative hypothesis. Therefore, we can conclude that at least one coefficient is significantly different from zero.

#### 4.1.3.5. Variables in the Equation

Table 4.1.7..Final model for Logistic regression

		B	S.E.	Wald	Df	Sig.	Exp(B)	95% C.I.for EXP(B)	
								Lower	Upper
Step 1 <sup>a</sup>	planning resource(1)	-1.408	0.665	4.481	1	0	0.245	0.066	0.901
	experience(1)	1.789	0.93	6.698	1	0.004	5.984	0.966	-7063
	Club Provide cbt(1)	-1.771	0.774	5.232	1	0.022	0.17	0.037	0.776
	financial(1)	-1.368	0.598	5.239	1	0.022	0.255	0.079	0.821
	expert(1)	-2.059	0.893	5.32	1	0.021	0.128	0.022	0.734
	equipment(1)	-0.469	0.581	6.52	1	0.0042	0.626	0.2	0.953
	Club structure(1)	0.816	0.709	4.325	1	0.001	2.262	0.564	0.9081
	Constant	2.298	0.81	8.046	1	0.002	9.955		

#### 4.1.3.6. Parameter estimation

The logistic regression model can be written as: -

$$Y = \ln\left(\frac{P}{1-P}\right) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \varepsilon$$

$$E(Y) = \hat{Y} = \ln\left(\frac{P}{1-P}\right) = 2.298 - 1.408 \text{ planning resource} + 1.789 \text{ experience} - 1.771 \text{ club proved} - 1.368$$

financial - 2.059 expert - .469 equipment + .816 club structure. i.e.  $E(\varepsilon) = 0$

From table 4.2.7. output we have the p-values of 0.000, 0.04, 0.022, 0.022, 0.021, 0.0042 and 0.001 for planning resource, experience, club proved, financial, expert, equipment, club structure of club management problem respectively. Those which have p-value less than the  $\alpha$ -value=0.05 are significant to the model i.e., planning resource, club proved, financial, expert, club structure are significant that indicate there is sufficient evidence to conclude that the factors which are listed above have a significant effect on the club management problem.

Generally, from the table above we determine the significant variables that affect the dependent variables. These significant variables are; planning resource, club proved, financial, experience, expert, equipment and club structure to accomplish the club management. While, the insignificant variables are those, don't affect the dependent variable. Therefore the reduced model by excluding the insignificant variable

#### 4.1.3.7. Wald test

Since Wald test is used to test the statistical significance of individual coefficients ( $\beta$ ) in the model and test the statistic is a chi-square statistic;

To conclude that the given coefficient is significant to the model, we see three things:

- The chi-square (Wald) statistic must be greater than tabulated statistic ( $\chi^2_{0.05,1}$ )
- p-value of coefficients are less than the level of significance=0.05
- when 95% CI for the coefficient does not include one

For planning ( $\beta_1$ ) from the parameter above; the chi-square statistics (Wald) = 4.481 is greater than tabulated chi square  $\chi^2_{0.05,1} = 3.84$ , the p-value for planning ( $\beta_1$ ) is 0.000 is less than 0.05 level of significance and 95% CI (.066, .901) does not include one. Thus based on this result we see that the coefficient planning is significant to the model.

For experience ( $\beta_2$ ) from the parameter above; the chi-square statistics (Wald) = 6.698 is less than  $\chi^2_{0.05,1} = 3.84$ , the p-value for experience  $\beta_2$  is 0.004 is less than 0.05 level of significance

and 95% CI (.789,.966 ) does not include one. Thus based on this result we see that the coefficient experience is significant to the model.

For club provides capacity building training ( $\beta_3$ ) from the parameter above; the chi-square statistics (Wald) =5.232 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$ , the p-value for provides capacity building training  $\beta_3$  is 0.022 is less than 0.05 level of significance and 95% CI (.037, .776) does not include one. Thus based on this result we see that the coefficient capacity building training is significant to the model.

For financial ( $\beta_4$ ) from the parameter above; the chi-square statistics (Wald) =5.239 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$ , the p-value for financial problem  $\beta_4$  is 0.022 is less than 0.05 level of significance and 95% CI (.079,.821) does not include one. Thus based on this result we see that the coefficient financial problem is significant to the model.

For expert, ( $\beta_5$ ) from the parameter above; the chi-square statistics (Wald) =5.320 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$ , the p-value for expert,  $\beta_5$  is 0.021 is less than 0.05 level of significance and 95% CI (.022,.734) does not include one. Thus based on this result we see that the coefficient expert is significant to the model.

For equipment ( $\beta_6$ ) from the parameter above; the chi-square statistics (Wald) =6.52 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$ , the p-value for equipment  $\beta_6$  is 0.0042 is less than 0.05 level of significance and 95% CI (.022,.953) does not include one. Thus based on this result we see that the coefficient expert is significant to the model.

For club structure ( $\beta_7$ ) from the parameter above; the chi-square statistics (Wald) =4.325 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$ , the p-value for club structure  $\beta_7$  is 0.001 is less than 0.05 level of significance and 95% CI (.564,.9081) does not include one. Thus based on this result we see that the coefficient club structure is significant to the model.

#### 4.1.3.8. Correlation Matrix

Table 4.1.8..Correlation of variables in the study

		Constant	Planning resource(1)	experience(1)	Club provide(1)	financial(1)	expert(1)	equipment(1)	Club structure(1)
Step 1	Constant	1.000	-.550	.169	-.775	-.405	-.006	-.054	.029
	Planning resource(1)	-.550	1.000	-.322	.378	.293	.055	-.127	-.169
	experience(1)	.169	-.322	1.000	-.083	-.343	-.675	-.057	-.075
	Club proved(1)	-.775	.378	-.083	1.000	-.038	-.154	-.120	.025
	financial(1)	-.405	.293	-.343	-.038	1.000	.199	.033	-.198
	expert(1)	-.006	.055	-.675	-.154	.199	1.000	-.067	-.218
	equipment(1)	-.054	-.127	-.057	-.120	.033	-.067	1.000	-.032
	Club structure(1)	.029	-.169	-.075	.025	-.198	-.218	-.032	1.000

##### 4.1.3.8.1. Correlation Matrix Interpretation

In order to find the bivariate relationship among study variables and to check for multicollinearity between regressor variables, a bivariate correlation analyses were run.

The results indicate that there is a weak negative correlation between planning resource and club management, There is weak positive correlation between experience and club management, There is strong negative correlation between club provide capacity building training and club management, There is weak negative correlation between expert and club management, There is weak negative correlation between equipment and club management, There is weak negative correlation between financial problem and club management. And there is weak positive correlation between club structure and club management.

## **4.2. Qualitative analysis and interpretation**

### **Theme 4.2.1.Result from the interview**

Key informants were asked for the question “How the managerial factors were affecting the result of the club?” accordingly; all of the participants agreed by three club management system are poor that affecting the result of clubs.

Key informants were asked for the question “What is the strategy of the management of football club (Vision, Mission, and SWOT)?” Accordingly, almost all of the participants have replied that the strategy of the management of football club was poor; especially in Kaffa coffee and Jimma ababuna and Bench maji coffee football clubs.

Key informants were asked for the question “what are the club management challenges in your clubs? ” Accordingly, almost all of the participants have replied that:-

Lack of performance on managers personal to club management, Lack of facility,Lack of technology using,Lack of resources and Lack of community base.( 4.2.1Theme.2019)

The above five points are the major challenges to club management.

Key informants were asked for the question “Could you suggest possible solution, to improve the practice of club management in your club?” Accordingly, almost all of the participants have replied that the practice of club management may improve by;-

Using modern technology ,Using/giving training to executives, personal and also for club supporters and community,Fulfill equipment or materials,Create income generate Increasing public awareness about football science,Planning, following and evaluating what is to be done and what is already done on football in different periods,Building strong link between federal and regional football bureaus,Working more on youth project,Working with different entrepreneurs to make them to invest on football,Building different football court in different areas,Preparing frequent football competitions at clusters level,Employing football experts or sing professionals in the areas where they are needed and Increasing and collecting sport fee paid by the community of city or zone appropriately& timely,Assisting football clubs in materials, in training and in providing different facility needed,Strengthening follow-up and evaluation system,Mobilizing the community to actively participate in football sport and Allocating sufficient budget. ( 4.2.1Theme.2019)

#### **Theme 4.2.2.Result from observation.**

Basic materials and equipment's necessary to carry out daily trainee athletes training session successful are established in short supply. This can be also seen clearly from rating scales used to what extent these equipment's and facilities are available in football clubs.

Observation takes place at Kaffa coffee club, Jimma Ababuna club and Bench maji coffee clubs when clubs trainee is do training and employees working in office. Generally except very and few types of equipment, basic facilities in many clubs are scarce or not available for conducting training and employees working in office

From the observation the following qualitative data were collected and analyzed or summarized as follow;- The three clubs didn't fulfill strategically, suitable and available of clubs standards such as strategic planning, income generate system, cooperative with supporters, sport professionals and community based. From this one conclude that the three football clubs didn't equip to organize professionals with the necessary materials and equipment.( 4.2.2.Theme.2019)

### **4.3. Discussions of the result**

In this study the result shows that of the response the few respondents' response clubs have management structure. The remaining majority indicates that they have not club management structure. This finding was also supported other previous studies by Gomez et. al., 2008; Morgan *et. al.*, 2006 the structure of an organization can be related with its approach or with its environment, meaning that the structure responds to the core undertaking of the organization, or that it is a way to adjust to the exterior needs faced with the aid of the organization. In the case of a professional soccer club, the assignment of forming a competitive team will constitute an indispensable situation guiding its day-to-day activities; nevertheless, the club's environment will also have an impact on defining the tasks and responsibilities inside the organization.

In result of this study more respondents respond that their club can't provide them capacity building training to club staff members. This study supported by Davakos, 2006 one of the principal capabilities that a soccer supervisor must have to preserve key stakeholder relationship, while with the aid of the lack in formal education it is in feasible for football club managers to be profitable in preserving ample effectiveness in triumphing and setting up confident. The researcher believes coaching have to be the separable section in strategic planning for game companies specially football clubs and organizations. Training personnel in modern-day rebellion monetary gives better-quality products for agencies with fewer useful resource and employers and this aspect provides value to each companies and personnel.

The study sought to examine the practice and challenges of football club management in south western Ethiopia super league football clubs. The results of the inferential statistics analysis show that the significant variables that affect the club management. These significant variables are; planning resource, capacity building training, finance, equipment, experience, expert contribution and club structure to accomplish the club management. While, the insignificant variables are those, don't affect the club management. This finding was also supported by other previous studies by Giacobbi et al, 2002.the internal and external organizational club management factors like; lack of proper organizational structure, shortage of resource (finance, materials), inefficient training level, lack of players coach ability and factors like fan identification and supportive team atmosphere. If the clubs fact with problems on these areas, it



should be difficult to establish a team with better football performance and winning the championship.

The study sought to assesses the practice of football club management in south western Ethiopia super league football clubs. The results of the descriptive analysis show that respondents strongly disagree that the administrators encourages the club players to participate during decision making time, the opinion of the players on the improvement to managerial factors, encourages the players to comment on his training program and good relationship with employees and players. The finding suggests that the club management practices were not performing in a good manner. This result supported by Ledingham and Bruning,(2000) agree with public relations exercise is an area which is characterized through what it does rather of what it is. Public relation fundamental intention is growing goodwill and bringing correct emotions towards it about the companies and their products. This aim can be performed by way of setting up a sound “corporate” popularity and heir inviting people to think positively about the activities of their organizations. It is a lengthy and time-consuming manner to change the way of questioning and feeling of people about an company mainly a soccer club, whereas, if the know-how of public members of the family is applied in the company and if public members of the family are understood and managed properly, they can being favorable advantages for organizations. Public members of the family can become the most cost-effective, mechanism of communications if it is managed and handled professionally and truly.

In this study the result in the interview session conducted especially in Kaffa coffee, Jimma ababuna and Bench maji coffee football clubs show that strategy of the management of football club clearly defined Vision, Mission, objectives and SWOT analysis was poor in the three clubs. This fact is also varies from club to club. This result supported by Australian Sports Commission, (2004) suggests that strategic plan is a document that is designed to give the carrying business enterprise some direction over a desired period (for example four years). Strategic planning is, therefore, matriculation of approach to help management in planning to take advantage of long-range organizational goals. In conventional a strategic format contains the following areas:

The vision, mission and values,Key stakeholders,Key end result areas,Long-term goals and rationale,Strategic priorities,Key overall performance indicators,Multi-year summary of strategic priorities and Implementation framework. All team members share common team mission or objective.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Summary

The purpose of this study was to investigate the practice and challenges of football club management in south western Ethiopia super league football clubs. In this study all possible efforts were made to get the most probable answers to the basic questions by making strong review of related literature such as facility and equipment, administrative case, financial resource, contribution of football expert and also about football project. Next to that the crucial or back bone of the study were research methodology basically incorporated research area, research design, source of data, method of data collection, procedures of data collecting and method of data analysis. Whereas chapter four have summarize in this section.

- ❖ To this end, this study has the following specific objectives:
  - To assess the practices of club management in selected south western Ethiopian super league football clubs, particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs.
  - To identify the challenges of football club management in selected south western Ethiopian super league football clubs, particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs.
  - To assess the type of factors are the most challenging factors affecting club management in south western Ethiopian super league football clubs
  - To find out the possible alternative solution to minimize the challenges for club management in selected south western Ethiopian super league football clubs, particularly Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football clubs.
- ❖ This research question would be answer the following basic question in the route of the study
  - What was the most prevalent type of practice affects in club management in south western Ethiopian super league football clubs?
  - What are the major challenges that hinder the effective implementation of club management in south western Ethiopian super league football clubs?

- Which types of factors are the most challenging factors affecting club management in south western Ethiopian super league football clubs?
- What are the possible solutions to minimize the challenges of club management in south western Ethiopian super league football clubs?
- ✚ Cross-sectional research design was employed to investigate the practice and challenges of football club management in south western Ethiopia super league football clubs. Specifically the investigation was aimed at assessing current the practice and challenges of football club management in south western Ethiopia super league football clubs, to describe factors that affect the development of football club management in kaffa coffee ,Jimma ababuna and bench maji coffee ,to generate negotiating ideas for sport federation and other concerned bodies to give attention for the development of football clubs, and to find out basic solutions for the practice and challenges of football club in south western Ethiopia.
- ✚ The relevant literatures were reviewed and data collecting instruments were designed and used to collect information from different sources. Questionnaire was the major instrument of data collection also interview and observation. To increase the clarity of Questionnaires, interview and observation, check the clarity of language and pilot testing has been carried out. After collecting the responses from respondents, necessary amendment and modifications were made before distribution of the actual data gathering.
- ✚ For this study participants determined based upon data collection instrument, for the domain of interview by using purposive sampling techniques 9(100%) of respected sport administrators totally in the interview section 9 respondents participated. On the questionnaire domain by using census and purposive sampling technique 75(78%) players and 21(22%) of administrators participated. On this domain totally 96 participants were included. The data collected through questionnaires was thus, analyzed using frequency count percentage and Chi-square p-values test
- ❖ From the data analysis the major findings obtained are summarized as follows:
  - Characteristics of respondents
  - In terms of age category, it was found that averagely players 26-30 and club administrator's 31-45years old.
  - Regarding to sex distribution, both males and female were represented (participated) the

number of female was less than male, male= 19(90.5%), females=2 (9.5%).

- With reference to educational status Certificate=51, Diploma=20, Degree =22, Master=3
  - ❖ Based on data collecting, those practice and challenges of football club management in south western Ethiopia super league football clubs. Were summarized as follows,
- 36% of players and 33.3% of administrators responded that it is the challenge of financial problem.
- At the same respondent of frequency 36% of players' and 42.9% administrators responded that facility and equipment is challenges to manage football club.
- A higher number of the respondents indicated that challenges of club management in the three clubs management structure were poor. Chi-square for club management problem vs a club management structure =9.82 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$  and its p-value =0.001 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that club managers are facing club management structure problem to accomplish their management structure and it indicates that there is association or dependence between club management and management structure.
- The largest numbers of the respondents were of the opinion that practices of club management in the three clubs capacity building training were partially inadequate. The calculated Pearson chi-square for club management problem vs capacity building training to club staff member =11.172 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$  and its p-value =0.001 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that club staff members are facing capacity building training problem to accomplish their work and it indicates that there is association or dependence between club management problem and capacity building training to club staff member.
- A higher number of the respondents indicated that challenges of club management in the three clubs financial problem was high: since the calculated Pearson chi-square for Club management problem vs financial problem =9.754 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$  and its p-value =0.004 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that club, managers are facing financial problem to accomplish their club management and it indicates that there is association or dependence between club management and finance.

- The largest numbers of the respondents were of the opinion that challenges of club management in the three clubs inadequate of equipment was high: Since the calculated Pearson chi-square for club management problem vs club have fulfill football equipment in the club=5.074 is greater than tabulated chi square  $\chi^2_{0.05,1}=3.84$  and its p-value =0.003 is less than  $\alpha=0.05$ , we reject the null hypothesis. This shows that there is material problem to accomplish their club work and it indicates that there is association or dependence between club management problem and football equipment.
- ❖ Regarding to this for the interview domain, Football experts said that –there are different challenges but basically facility and equipment also administrative problems were frontal raised. Whereas Sport administrators–basically our challenges are facility and equipment and also financial problem.
- During the observation time the researcher as observed that more of facility and equipment’s grouped to unsatisfactory.
- Absence of payment, incentives and different remunerations for players from different clubs.
- Poor performance of football administration in collecting money and related funds from societies in the zone and lack of societal awareness on the football profession. In addition, due to lack of awareness of societies and different stakeholders like investors the clubs are still owned by no one which in turn would result all of the aforementioned factors meaningful.

## 5.2. Conclusion

- ❖ Based on the findings of this study, the following conclusions can be drawn;
  - The existence of challenges as well as shortage of facilities like playing field, goal, nets, portable goals, office and budget contributed to poor or low. In addition to these, low supply of players’ sportswear, football, Practice bibs, Football shoe, Shin guard and professional experts are also another factor which affects to football club management.
  - Among the factors most notable with varying degrees of consequences administrative problems raised who were participated in questionnaire and interview. The study has indicated that administrative problems widely spread out concerning on football club management, especially regarding to concentration, inspiration and follow up of football

club management, so the study indicates under expected or low administrative contribution related to practice of football club management.

- Regarding to financial status it's very low. Especially the interviewee of sport administrators implicated that there is lack of budget allocation concerning on football club management. In regard to financial problem most of the respondents faced a serious financial problem for their club management
- The junior football projects were serves as a bridge to realize young players hope. Thus football projects in three clubs very low.
- In line with the ownership of the clubs, majority of clubs in the zone had no owner which indirectly implies that there is less monitoring and evaluation system, which has to be improved as thesis one of the major determinant factors for the existence and improvement of the clubs. As the study result showed almost all players had no any kind of incentives from the commission or investors and this could potentially endanger the strength and mission of the clubs. Lack of different kinds of incentives and salary to the players are, in fact, among the major reasons to the visible high turnover especially for the elite players.
- Finally, with the help of the tool for data collection, different points were assessed. From the analysis of the data in the result part of the study, the following conclusions were made. The major problems of the challenges for club management in south western Ethiopian super league football clubs. These the assessed problems are; shortage of equipment or material, shortage of management structure, shortage of budget, absence of enough capacity building training access and motivation to staff members, shortage of sport professional expert contribution for club management and planning resource increasing income of clubs are the factors that affect club management

### **5.3 .Recommendations**

- Based on the findings and conclusions drawn, the following recommendations are forwarded to meet the problem under the study.
- From the above conclusion the researchers recommend that materials for football club are mandatory for sustainable club management and successes result. Based on these stakeholders should consider before taking any move forward. And also resource and equipment in the clubs are in a lower level status in which, club board administrative offices or management groups, community, investors and national sport commission and zone sport commission should give emphases to appropriate resource, facilities and equipment for club management.
- Sport managers of football clubs gives priority for the benefit of his organization team through smooth relationship among the team participants, unlimited and administrative body.
- Clubs governing bodies should attempt their best for searching supporters groups from the fans and community.
- Using applicable managerial communication approach to minimize interaction among the stakeholders of the players.
- All sport managers, coaches and players should create strong relationship coordination among them to very strongly their clubs' management.
- Sport managers of football clubs adjust multiple strategies related to provide satisfactory result in managerial perspective.
- Sport managers and other concerned body around the south west Ethiopia super league club are recommended opportunity for the practice of managers to develop his or her skill about the subject through the club management.
- It is recommended that football clubs managers and administrators should be well-found with necessary knowledge and skill, which would enable them to play essential managerial role and functions especially in Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting of club management.
- As we indicated in stage one of the analyses the practice of the club management system is weak. They need to build a strong and efficient management system in their club by:

nominating skilled and knowledgeable Board of directors, Establishing club constitution and polices, developing a clearly defined job description for the employees, Building best club management structure, Setting clearly defined mission and, objectives, Using modern technology ,Fulfill equipment or materials, Create income generate ,Building strong link between federal and regional football bureaus, Employing football experts, Increasing and collecting sport fee paid by the community, Assisting football clubs in materials & facility needed, Strengthening follow-up and evaluation system, Mobilizing the community to actively participate in football sport and Allocating sufficient budget.

- Finally, lack of high grade positions and competitive salary are contributing a lot to the high turnover of sport professionals. Hence, new office structures and positions are essential to keep the flow of human power and to attract new experts in cooperation of the zonal sport commission and the federal sport commission .More and above, woreda and zonal level sport office must establish clear and effective follow-up, monitoring and evaluation procedures, allocate enough budgets which are needed for football club facilitate regular capacity building trainings ,especially more emphasis has to be given to improvement the license for football club management at different levels.

#### **5.4. Recommendation for further research**

- There is need to conduct further studies on practice and challenges that influence the development of clubs management need to be carried out in other super league football clubs in Ethiopia.
- A study should be carried out to assess practice and challenges that influence the development of clubs management in some selected super league football clubs on gatherings that are non-club management, for instance, political conventions that take place in government-owned club management



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## APPENDIX- I

**JIMMA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF SPORT SCIENCE**

### Questions to be full filled by players

The purpose of these questionnaires is to get necessary data on the major practice and challenges that influence the development of clubs management in selected Ethiopian super league clubs, and to suggest possible solutions to the current problem of clubs. Therefore, your response has great value in this research outputs. Thank you in advance for your valuable time and efforts

General Direction:-

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

### Part I: Demographic characteristics of respondents

1. Sex  Male  Female

2. Age  Under 25

36-40

above51

3. Marital Status:

Married

Unmarried

divorced

4. Educational background

Certificate

Diploma

BA /B.Sc.

M.A/ MSc

(Mention if another exists.)

---

### 5. Service of work Experience in playing

.  < 4 Years

5-9 Years

.  10-14 Years

.  15-19 Years

.  above 20 Years

## Part II. Questions related to research questions

Please give us your answer for the following questions and tell us what you feel about the Statements. Tick only one box.

1. Does your club have clearly defined its club mission and objectives?

Yes       No

2. Your club operates through an elected Board of Directors?

Yes    No

3. Does your club have a club management structure?

Yes       No

5. Your club developed and clearly defined job descriptions to employees?

Yes       No

7. Your club established its own constitution and policies that govern the club and its members?

Yes       No

8. Does your club have fulfill football equipment in the club?

Yes       No

9. Does your club have contribution of football experts?

Yes       No

10. Does your club have financial problem?

Yes       No

11 Your club provides capacity building training to club staff members?

Yes    No

12. Your club hires experienced and well-credentialed workers?

Yes    No

13. Does your club have a plan to increase its resources?

Yes    No

14. As your opinion your club structure is standard one? \_\_\_\_\_

15. As your opinion what is the role of football club? \_\_\_\_\_

### Part III. Practice of club management implementation

3.1. Please show the level of your agreement or disagreement and the extent to which the mentioned activities were implemented in your school based on your observation and opinion. Indicate the level of your agreement by putting “√” in the space provided under the rating scales that represent your opinion.

1=strongly disagree

2=Disagree

3=moderately agree

4=agree

5=strongly agree

No.	Implementation/practice	Scales				
		1	2	3	4	5
1.	Administrators encourages the club players to participate during decision making time					
2.	Asks for the opinion of the players on the improvement to managerial factors					
3.	Encourages the players to comment on his training program and it's to improve performance of clubs.					
4.	Assessments are always made without the knowledge of the clubs players 'and employees performance					
5.	All decisions are made by the managers themselves					
6.	Have a good relationship with your employees and players					
7.	Stakeholder participated to improve performance of clubs management					

### 4. Challenges of club management

3.1. Please put “√” mark in the box in the table below from among rates represented by a number scales to indicate the extent to which problem hinders the implementation of practice and challenge of football club management

1=strongly disagree

2=Disagree

3=moderately agree

4=agree

5=strongly agree

No	Availability	Scales				
		1	2	3	4	5
1	Shortage of material like balls, cloths, sport equipment, etc.					
2	Shortage of play and training ground.					
3	players does not get sufficient food					
4	The club has identified all sources of income (e.g., membership fees, fundraised, etc.)					
5	Your club management team review and finalize the budget and financial processes together.					
6	The club structure is standard one					
7	The club has financial policies for the club (e.g., member fees, meeting fees, sponsorship levels, etc.)					
8	The club have a medical specialist during every training session					

**APPENDIX .II**  
**JIMMA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF SPORT SCIENCE**

**Questionnaires to be fulfilled by administrator’s staff**

Dear respondents,

This questionnaire designed to obtain information practice and challenges that influence the development of clubs management in selected Ethiopian super league football clubs, I will appreciate your willingness to participate in this investigation by responding to a questionnaire and supporting me by providing any constructive ideas. I would like to emphasis that your responses are extremely valuable for me and I would immensely appreciate your answering all questions. The information will be kept confidential and be only applied for the study. Yours right information helps to reach the goals of the study. Thank you for investing your time and honesty completing this questionnaire.

**General Direction**

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

**Part I: Demographic characteristics of respondents**

1. Sex  Male  Female
2. Age  Under 25  36-40  above51
3. Marital Status:  Married  Unmarried  divorced
4. Educational background
  - Certificate
  - Diploma/Coaching license
  - BA /B.Sc.
  - M.A/ MSc
  - Ph.D.



5. Service of work Experience

< 4 Years

5-9 Years

10-14 Years

15-19 Years

above 20 Years

Part II. Questions related to research questions

Please give us your answer for the following questions and tell us what you feel about the Statements. Tick only one box.

1. Does your club have clearly defined its club mission and objectives?

Yes  No

2. Your club operates through an elected Board of Directors?

Yes  No

3. Does your club have a club management structure?

Yes  No

5. Your club developed and clearly defined job descriptions to employees?.

Yes  No

7. Your club established its own constitution and policies that govern the club and its members?.

Yes  No

8. Does your club have fulfill football equipment in the club?

Yes  No

9. Does your club have contribution of football experts?

Yes  No

10. Does your club have financial problem?

Yes  No

11 Your club provides capacity building training to club staff members?.

Yes  No

12. Your club hires experienced and well-credentialed workers?.

Yes  No

13. Does your club have a plan to increase its resources?

Yes  No

14. As your opinion your club structure is standard one? \_\_\_\_\_

15. As your opinion what is the role of football club? \_\_\_\_\_

PART- III: Main Questions on the challenges and practice of club management Variables

Direction: The following are some important rating means of the managerial practice and challenges that affect clubs management system

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

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

No	Practice of club management variables	SA	AG	UD	DA	SDA
1	Managers have a good mechanism to motivate employees and players					
2	Asks for the opinion of the players on the improvement to managerial factors					
3	The think rate of clubs member want to help/discuss/ each other on the club managerial factors					
4	Managers have a good relationship with your employees and players					
5	Stakeholder participated to improve performance of clubs management					
6	Assessments are always made without the knowledge of the clubs players’ performance					
7	The manager have ability to introducing, explaining, demonstrating the desire skill					
8	Administrators encourages the club players to participate during decision making time					

	challenges of club management Variables	1	2	3	4	5
1	The club has identified all sources of income (e.g., membership fees, fundraised, etc.)					
2	The club have financial policies for the club (e.g., member fees, meeting fees, sponsorship levels, etc.)					
3	The club have a medical specialist during every training session					
4	They club have enough sport material					
5	players do not get sufficient food					
6	The club structure is standard one.					
7	Your club management team review and finalize the budget and financial processes together.					
8	Appropriateness of team objectives and strategies					

**APPENDEX - III**  
**JIMMA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF SPORT SCIENCE**

**Interviewees guide Questions for club Management/Managers/:**

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

Part one: Demographic characteristics of Questionnaire

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

Part two: main interviewed questions

1. How the managerial factors were affect the result of the club?
2. What are the club management challenges in your clubs?
3. What is the strategy of the management of football club (Vision, Mission, and SWOT)?
4. Could you suggest possible solution, to improve the practice of club management?
5. Is the manager having ability to cooperate with club supporters?

**APPENDEX – IV**  
**JIMMA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF SPORT SCIENCE**

**Observation checklist**

Name of observer .....

Date of observation .....

Club.....

Time of observation ..... starting ..... ending -----Sign

of observer-----

No	Items	Yes	No
1	Does all playing fields are comfortable to apply all techniques and tactics?		
2	Does the number office material enough preferably one for each or one between two?		
3	Do managers use note book during training?		
4	Do the clubs have enough amounts of materials or equipment?		

APPENDIX –I

በጅማዩኒቨርሲቲ

የድህረምረቃ ትምህርት ክፍል

የተፈጥሮሳይንስ ኮሌጅ

የስፖርት ሳይንስ ትምህርት ክፍል

በተጫዋቾች የሚሞላ መጠይቅ

የመጠይቁ ዋና ዓላማ:-

ይህ መጠይቅ የተዘጋጀው በደቡብ ምዕራብ ኢትዮጵያ ዞን በሚገኙ የወንዶች እግርኳስ ክፍተኛ/ሱፐር/ ሊግ ክለብ፣ላይ ተጽዕኖ የሚያሳድሩ የአመራር ምክንያቶችና በተጫዋቾች ውስጥ ያላቸው ችግሮችንና እዲሁም የክለቡን እድገት በማሻሻል ረገድ የሚያበረክተውን አስተዋፅኦ ለመለካት መረጃ ከተጫዋቾች ለማሰባሰብ ነው። በመሆኑም ከስር ለተዘረዘሩት እያንዳንዱ መጠይቆች በጥሞና በማንበብ ለጥያቄዎቹ ትክክለኛውን ምላሽ በመስጠት የበኩላችሁን አስተዋፅኦ እንድታደርጉ ዘንድ ከወዲሁ በትህትና እጠይቃለሁ።

ለትብብራችሁ በቅድሚያ አመሰግናለሁ!!

ማሳሰቢያ

- ሥምዎን በመጠይቁ በማንኛውም ክፍል መፃፍ አይፈቀድም።

ክፍል አንድ:- ግላዊ መረጃ

መመሪያ:ለሚከተሉት ጥያቄዎች ትክክልክ ሆነ“( )” ምልክት በሳጥኑ ውስጥ በማስገባት ለጥያቄዎች ትክክለኛውን መረጃይስጡ።

- 1) የክለቡ ስም \_\_\_\_\_
- 2) ያታወንድ  ሴት
- 3)እድሜከ25 ዓመትበታች  31-35  ከ51 ዓመት በላይ   
25—30  36—40  41-45
- 4) የቤተሰብ ሁኔታ ያገባ  ያላገባ
- 5)የትምህርትደረጃ  
 ሰርተፍኬት   
 ዲፕሎማ   
 ድግሪ

ማስተርስ

. ሌላ ካለ ግለፁ \_\_\_\_\_

ክፍል ሁለት፡የጥናቱን ጥያቄ መሰረት አድርገው የተዘጋጁ መጠይቆች ውድ ለዚህ ጥናት የመረጥኳችሁ የክለሱ ተጫዋቾች ለሚከተሉት መጠይቆች በነፃነትና በኃላፊነት ስሜት የሚሰማዎትን ይሙሉ

2. ክለሱ ለሠራተኞች በግልፅ የታወቀ የሥራ ድርሻ ስያሜ አለው? ሀ.አዎ

ለ.አይደለም

2.የክለሱ የዳይሬክተሮች ቦርድ አባላት መደበኛ የስብሰባ ጊዜ አላቸው ሀ.አዎ

ለ.አይደለም

3.የክለሱ ቦርድ አመራር ከአባላቱ ለሚነሱ ጥያቄዎች አጥጋቢናበምክንያት የተደገፈ ምላሽ ይሰጣል? ሀ.አዎ  ለ.አይደለም

4.ክለሱ ለሰራተኞቹ የአቅም ግንባታ ስልጠናዎችን ይሰጣል? ሀ.አዎ

ለ.አይደለም

5.ክለሱ የዳበረ የሥራ ልምድ ያላቸውን ናሃላፊነት የሚሰማቸውን ሠራተኞች ይቀጥራል? ሀ.አዎ  ለ.አይደለም

6.ክለሱ የማናጅመንት መዋቅር አለው ? ሀ.አዎ  ለ.አይደለም

7.ክለሱ የተማላ የስፖርት ቁሳቁስ አለው ? ሀ.አዎ  ለ.አይደለም

8.ለክለሱ የእግር ካስ ባለሙያዎች አስተዋጾ አለው ? ሀ.አዎ  ለ.አይደለም

9.ክለሳችሁ የገንዘብ/የፋይናንስ/ ችግር አለው ? ሀ.አዎ  ለ.አይደለም

10.ክለሱ የማናጅመንት መዋቅር አለው ? ሀ.አዎ  ለ.አይደለም

11.ክለሱ አቅምንና ሀብትን የማሳደግ እቅድ አለው? ሀ.አዎ  ለ.አይደለም

12. እንደርስዎ አስተያየት የእግርኳስ ክለብ መዋቅር ይዘቱ ደረጃውን የጠበቀ ነው? \_\_\_\_\_

13. እንደርስዎ አስተያየት የእግርኳስ ክለብ ሚናምንድ ነው? \_\_\_\_\_

ክፍል ሦስት:- በክለባችሁ ውስጥ ያለውን የአመራር ችግሮችን ለመለካት የቀረቡ ጥያቄዎች፡፡

መመሪያ:- ከዚህ በታች የተዘረዘሩት መግለጫዎች በክለቡ ላይ ተፅእኖ የሚያሳድር የአስተዳደር ችግሮችን ለመቅረፍና የክለቡን እድገት በማሻሻል ረገድ ውስጥ ያላቸውን ተፅዕኖ መፍትሄ ለመግኘት የቀረቡ ጥያቄዎች ናቸው፡፡

በመሆኑም የያንዳንዱን መግለጫ በሚገባ በማንበብ ምላሽህን ባለአምስት ነጥብ መመዘኛ ላይ ባሉት ክፍት ቦታዎች ላይ የራይት “( )” ምልክት በማስቀመጥ መልስዎን ያመልክቱ፡፡

1= በጣም አልስማማም 2= አልስማማም

3=መወሰን አልችልም 4=እስማማለሁ 5=በጣም እስማማለሁ

ተቁ		1	2	3	4	5
	የክለቡን አመራር አካላት አፈፃፀም መመዘኛ መግለጫዎች					
1	አመረጡ ተጫዋቾችን በውሳኔ መስጠት ሥራ ላይ እንዲሳተፉ ያደርጋል					
2	ተጫዋቾች በትሬኒንግ ፕሮግራሙ በሚታዩ ችግሮች ላይ አስተያየት እንዲሰጡበት መጠየቅና ሁኔታዎችን የማቻቸት ሁኔታ					
3	ተጫዋቾች በስራው ላይ አስተያየት እንዲሰጡ የማበረታት ሁኔታ፡					
4	የተጫዋቾችንና የባለሙያዎችን ብቃት ያለነሱ እውቅና መመዘን መቻል					
5	እያንዳንዱ የክለቡን ውሳኔዎች የሚወሰነው በአመራሩ ብቻ የመሆን ሁኔታ					
6	ከተጫዋቾች እና አስተዳደሮቹ ጋር ያለው የስፖርት አዛማጅ ግንኙነት ደረጃዎች የተሻሉ መሆን					
7	ጉዳዩ ከሚመለከታቸው አካላት ጋር የክለቡን አመራር አቅም ለማሳደግ የተሳትፎ ሁኔታ					
8	ከአመራር እና ከሌሎች ጉዳዩ ከሚመለከታቸው አካላት ጋር የቡድን ግንኙነት					



ተቁ		1	2	3	4	5
	የክለቡን አመራር አካላት የምያጋጥሙ ችግሮች መመዘኛ መግለጫዎች					
1	የስፖርት ቁሳቁስ ዓይነት እጥረት ስለመኖሩ					
2	ተጫዋቾች በቂ ያልሆነ ምግብ ማገኘት					
3	በቂ ያልሆነ የስፖርት ማዘወተሪያ ስፍራ ስለመኖሩ					
4	ክለቦች ሁሉንም የገቢ ምንጮች ይለያል (ለምሳሌ, የአባልነት ክፍያ, ገንዘብ አፈላላጊ, ወዘተ)					
5	የእርስዎ ክበባት አመራር አካላት የበጀት ህደቱን በጋራ እንድፈተሽ ያደርጋሉ					
6	የክለቡ መዋቅር ደረጃውን የጠበቀ መሆኑ					
7	የእርስዎ ክለብ በቡድን ፖሊሲዎች (ለምሳሌ የአባላት ክፍያዎች, የስብሰባ ክፍያዎች, የስፖንሰርሺፕ ደረጃዎች ወ.ዘ.ተ.) የገንዘብ ፖሊሲዎች ስለመኖሩ					
8	በእያንዳንዱ የስልጠና ክፍለጊዜ የክለቡ የሕክምና ባለሙያ ስለመገኘቱ					

APPENDIX -II

በጅማዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ክፍል

የተፈጥሮ ሳይንስ ኮሌጅ

የስፖርት ሳይንስ ትምህርት ክፍል

በአስተዳደር ዘርፍ የሚሞላ መጠይቅ

የመጠይቁ ዋና ዓላማ፡-ውድ የዚህ ጥናት ተሳታፊዎች የዚህ መጠይቅ ዋና ዓላማ በደብብ ምዕራብ ኢትዮጵያ ዞን በሚገኙ የከፍተኛ ሊግ ክለብ ቡድኖችን የመምራት ባህሪ፣የማስተዳደር ዘይቤና ክለቡ ውስጥ ያላቸው ችግሮችንና ከማስተዳደር ችሎታና ክህሎት ጋር ያለውን ዝምድና እንዲሁም ክለቡን እድገት ደረጃ በማሻሻል ረገድ የሚያበረክተውን አስተዋፅኦ ከክለቡ አስተዳደር አመራር አካላት መረጃ በማሰባሰብ ጥናትና ምርምር ለማድረግ በመሆኑ ከላይ የተጠቀሰውን ሀሰብ መነሻ በማድረግ ከዚህበታች ለቀረቡት ጥያቄዎች መመሪያዎችን በጥሞና በማንበብ ለጥያቄዎቹ ትክክለኛውን ምላሽ በመስጠት የበኩላችሁን አስተዋፅኦ ታደርጉ ዘንድ ከወዲሁ በትህትና እጠይቃለሁ፡

ለትብብራችሁ በቅድሚያ አመሰግናለሁ!!

ማሳሰቢያ

- ሥምዎን በመጠይቁ በማንኛውም ክፍል መፃፍ አይፈቀድም፡፡
- ምርጫ ለቀረበላቸው ጥያቄዎች የራይት '( )' ምልክት በመጠቀም ይመልሱ፡፡

ክፍልአንድ፡- ግላዊ መረጃ

መመሪያ፡ለሚከተሉት ጥያቄዎች ትክክል ከሆነ“( )” ምልክት በሳጥኑ ውስጥ በማስገባት ለጥያቄዎች ትክክለኛውን መረጃ ይስጡ፡፡

1.የክለቡስም \_\_\_\_\_

2.ያታ ወንድ  ሴት

3)እድሜ ከ25 ዓመት በታች  31-35  ከ51 ዓመት በላይ

25—30  36—40  41-45

4) የቤተሰብሁኔታ ያገባ  ያላገባ

5)የትምህርት ደረጃ

ሰርተፍኬት

ዲፕሎማ

ድግሪ

ማስተርስ

. ሌላካለግለፁ \_\_\_\_\_

ክፍልሁለት፡ የጥናቱን ጥያቄ መሰረት አድርገው የተዘጋጁ መጠይቆች ውድ ለዚህ ጥናት የመረጡትን የክለሱ አመራሮች ለሚከተሉት መጠይቆች በነፃነትና በኃላፊነት ስሜት የሚሰማዎትን ይሙሉ።

1. ክለሱ ለሠራተኞች በግልፅ የታወቀ የሥራ ድርሻ ስያሜ አለው? ሀ.አዎ  ለ.አይደለም

2. የክለሱ የዳይሬክተሮች ቦርድ አባላት መደበኛ የስብሰባ ጊዜ አላቸው ሀ.አዎ  ለ.አይደለም

3. የክለሱ ቦርድ አመራር ከአባላቱ ለሚነሱ ጥያቄዎች አጥጋቢና በምክንያት የተደገፈ ምላሽ ይሰጣል? ሀ.አዎ  ለ.አይደለም

4. ክለሱ ለሰራተኞቹ የአቅም ግንባታ ስልጠናዎችን ይሰጣል? ሀ.አዎ  ለ.አይደለም

5. ክለሱ የዳበረ የሥራ ልምድ ያላቸውን ናሃላፊነት የሚሰማቸውን ሠራተኞች ይቀጥራል? ሀ.አዎ  ለ.አይደለም

6. ክለሱ የማናጅመንት መዋቅር አለው? ሀ.አዎ  ለ.አይደለም

7. ክለሱ የተማላ የስፖርት ቁሳቁስ አለው? ሀ.አዎ  ለ.አይደለም

8. ለክለሱ የእግር ኳስ ባለሙያዎች አስተዋጾ አለው? ሀ.አዎ  ለ.አይደለም

9. ክለሱ የገንዘብ/የፋይናንስ/ ችግር አለው? ሀ.አዎ  ለ.አይደለም

10. ክለሱ የማናጅመንት መዋቅር አለው? ሀ.አዎ  ለ.አይደለም

11. ክለሱ አቅምንና ሀብትን የማሳደግ እቅድ አለው? ሀ.አዎ  ለ.አይደለም

12. እንደርስዎ አስተያየት የእግር ኳስ ክለብ መዋቅር ይዘቱ ደረጃውን የጠበቀ ነው? \_\_\_\_\_

13. እንደርስዎ አስተያየት የእግር ኳስ ክለብ ሚናምንድ ነው? \_\_\_\_\_

ክፍል ሦስት፡- በክለሳችሁ ውስጥ ያለውን የአመራር ችግሮችን ለመለካት የቀረቡ ጥያቄዎች፡፡

መመሪያ፡- ከዚህ በታች የተዘረዘሩት መግለጫዎች በክለቡ ላይ ተፅእኖ የሚያሳድር የአስተዳደር ችግሮችን ለመቅረፍና የክለቡን እድገት በማሻሻል ረገድ ውስጥ ያላቸውን ተፅዕኖ መፍትሄ ለመግኘት የቀረቡ ጥያቄዎች ናቸው፡፡

በመሆኑም የያንዳንዱን መግለጫ በሚገባ በማንበብ ምላሽህን ባለ አምስት ነጥብ መመዘኛ ላይ ባሉት ክፍት ቦታዎች ላይ የራይት “( )” ምልክት በማስቀመጥ መልስዎን ያመልክቱ፡፡

1= በጣም አልስማማም 2= አልስማማም

3=መወሰን አልችልም 4=እስማማለሁ 5=በጣም እስማማለሁ

ተቁ	በክለቡ ላይ ተጽእኖ የሚያሳድሩ የአተገባበር ችግሮችን ለመለካት	1	2	3	4	5
1	የክለቡ አመራሮች ተጫዋቾችን በመነቃቃት በእቅድ እንድመሩ መድረግ					
2	በክለቡ አፈፃፀም ውስጥ የአመራር ምክንያቶችን ለማሻሻል አስተያየት አስተዋፅኦ አመኖር ሁኔታ					
3	የቡድኑ አባል የክለቡ ችግር ላይ እርስበርስ እንዲረዳዱ / እንዲወያዩ ማድረግ					
4	የክለቡ አመራር ከሠራተኞችዎና ተጫዋቾችዎ ጋር ጥሩ ግንኙነት ያለመሆኑ					
5	ከአመራር እናክሌሎች ጉዳዩ ከሚመለከታቸው አካላት ጋር የቡድን ግንኙነት ያለመሆኑ					
6	የክለቡ አመራር አካላት ሰራተኞችን እና ተጫዋቾችን ያለእነሱ እውቅና ይገመግማሉ					
7	የክለቡ ሥራአስፈፃሚው የክለቡን ተግባር ማስተዋወቅ, ማብራራት, ችሎታ አለው					
8	አመረሩ ተጫዋቾችን በውሳኔ መስጠት ሥራ ላይ እንዲሳተፉ ያደርጋል					

		1	2	3	4	5
	<b>በክለቡ ማስተዳደር ላይ ተጽእኖ የሚያሳድሩ አስተዳደራዊ ችግሮችን ለመለካት</b>					
1	ክለቡም ሁሉንም የገቢ ምንጮች ይለያል (ለምሳሌ, የአባልነት ክፍያ, ገንዘብያዥ, ወዘተ)?					
2	የእርስዎ ክበባት ለቡድን የፋይናንስ ፖሊሲዎች (ለምሳሌ የአባላት ክፍያዎች, የስብሰባ ክፍያዎች, የስፖንሰርሺፕ ደረጃዎች ወ.ዘ.ተ.) የገንዘብ ፖሊሲዎች አሉት					
3	በእያንዳንዱ የስልጠና ክፍለጊዜ ክለቡ የሕክምና ባለሙያ አለው					
4	በቂ የስፖርት ቁሳቁስ ዓይነት ያለመሆኑ					
5	ተጫዋቾች በቂ ያልሆነ ምግብ ማገኘት					
6	የክለቡ መዋቅር ደረጃውን የጠበቀ መሆኑ					
7	የእርስዎ ክበባት አመራር አካላት የበጀት ህደቱን በጋራ እንድራተሽ ያደርጋሉ					
8	የክለቡ አመራሮች ተጫዋቾችን በመነቃቃት በእቅድ እንድመሩ ማድረግ					
9	የአመመሩ ችግር በተጫዋች ብቃት ላይ የምያመጣው ተፅእኖ መኖር					
10	ከቡድኑ ደጋፊዎች ጋር የመተባበር ችሎታ ያለው ሥራ አስኪያጅ ነው					

APPENDIX-III

ጅማዩኒቨርሲቲ

የድህረምረቃትምህርት ክፍል

የተፈጥሮሳይንስ ኮሌጅ

የስፖርት ሳይንስ ትምህርት ክፍል

የክለቡ ሥራ አስኪያጅ (Managers) የተዘጋጀ ቃለ መጠይቅ

የዚህ ቃለ መጠይቅ ዓላማ የደቡብ ምዕራብ ዞን የኢትዮጵያ ከፍተኛ ሊግ እግር ኳስ ማስተዳደር ላይ ተፅእኖ በሚያሳድሩት ችግሮች መፍትሄ ሊሆን ይችላል በማለት የሚደረግ ጥናትና ምርምር ሲሆን በዚህ ጥናትና ምርምር ላይ በመሳተፍ ለጥያቄዎቹ ትክክለኛውን ምላሽ በመስጠት የበኩላችሁን አስተዋፅኦ ታደርጉ ዘንድ ከወዲሁ በትህትና እጠይቃለሁ፡፡

ለትብብራችሁ በቅድሚያ አመሰግናለሁ!!

ክፍል አንድ:- የመላሾች ግላዊ መረጃ

- ዕድሜ \_\_\_\_\_
- ፆታ \_\_\_\_\_
- የጋብቻ ሁኔታ \_\_\_\_\_
- የትምህርት ደረጃ \_\_\_\_\_
- የሥራ አገልግሎት ልምድ \_\_\_\_\_

ክፍል ሁለት:- ዋና ቃለ መጠይቆች

- 1) የአስተዳደራዊ ምክንያቶች በክለቡ ውጤት ላይ ምን ተጽዕኖ አሳድረዋል?
- 2) ክለቡን የምያጋጥሙ አስተዳደራዊ ችግሮች ምንድናቸው ?
- 3) የሚመለከተቸው ባለድርሻ አካላት ክለቡን የመደገፍ ሁኔታ ምን ይመስል?
- 4) የእግርኳስ ክለብ አመራር (ራዕይ, ተልዕኮ, እና SWOT) ስትራቴጂ ምንድን ነው?
- 5) የሥራ አስፈጻሚው ከክለቡ ደጋፊዎች ጋር የመተባበር ችሎታ አለው?

### 3.8.1. Interview Conducted with kaffa coffee football club administrators



Fig 3.2. Photo by the researcher at interview session with Kaffa coffee football club administrator bodies.

**3.8.2. Interview conducted with Jimma ababuna football club administrators photo**



**With former club managers**



**With present club managers**



**With club team leaders**

**Fig 3.3. Photo by the researcher at interview session with Jimma ababuna football club administrator bodies**



### 3.8.3. Interview conducted with Bench maji coffee football club administrators photo



Fig 3.4. Photo by the researcher at interview session with Benich maji coffee football club administrator bodies.

### 3.5. Pilot study respondent photo



3.5. Fig Pilot study respondent photo