

JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE



**ORGANIZATIONAL AND MANAGEMENTAL FACTOR AFFECTING
FOOTBALL IN SOME SELECTED SOUTH WEST OROMIYA LEAGUES.**

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August 2020
Jimma, Ethiopia

ORGANIZATIONAL AND MANAGEMENTAL FACTOR AFFECTING FOOTBALL IN SOME SELECTED SOUTH WEST OROMIYA LEAGUES.

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A Research Report Submitted to Department of Sport Science, School of Graduate Studies, Jimma University in Partial Fulfillment of the Requirement for the Degree of Master of Science in Sport Science (Sport management).

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APPROVAL SHEET
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STATEMENT OF THE AUTHOR

I, the undersigned, declare that this thesis entitled " organizational and management factor affecting football in some selected south west oromia leagues " is my work and is not submitted to any institution elsewhere for the award of any academic degree, diploma or certificate. This thesis has been submitted in partial fulfillment of the requirements for MSc. degree at Jimma University, college of Natural Science and is deposited at the university library to be made available to borrowers under the rules of the library.

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BIOGRAPHICAL SKETCH

The author Saba Negash was born on July 1983 EC in Jimma town, oromiya Regional State. She attended her elementary education in Dulfere elementary school and seto semero secondary school respectively. After completing high school education, and Preparatory Education, she joined Mizan Tepy University and graduated with BSC in Sport science in 2006 EC. She had been serving at Asendabo Preparatory School for four years and then she joined Jimma University in 2011 EC to pursue her Master of sport management program as a regular student

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ABBREVIATIONS/ACRONYMS

FIFA:	Federation International de Football Association
UEFA:	Union of European Football Associations
CAF:	Confederation of African Football
F-MARC:	FIFA Medical Assessment and Research Center
IESE:	Institute of Higher Business Studies
ERTHEO:	Deduction and Sport Programs

Abstract

In Ethiopia critical background of football player's (at national, regional, zonal and woredas level competitions) have limited performance to compete against other nations and in the countries competitions. There is no clear evidence on extent to which the performance of players has been limited from certain standard. Various studies have been not conducted in detail on the organizational and management factors affect football in different parts of Ethiopia for different football teams. The main objective of this study was to identify possible internal and external factors that affect the performance of some selected football clubs in south western Oromia leagues; with specific references to Shenen gibe, Limu Genet, Nopa and Gore football clubs Survey was conducted on a total of 84 respondents (72 players, 4 coaches, 4 assistant coaches and 4 managers). The respondents were selected based on simple random sampling technique. Both primary and secondary data sources were used in the analysis. Data were analyzed using SPSS software version 20. The results of the analyzed data were interpreted using descriptive statistics (frequency and percentages) on the basis of qualitative and quantitative methods. The finding of the study revealed that there is a shortage of training facilities and equipment's, poor performance of the club management in coordinating the activities, absence and shortage of training facilities and related equipment's, poor engagement of governing body in coordinating the activities for intense working spirit in the team, low quality and quantity of nutritional facilities, lack of planned training programs in accordance with physical condition. Inadequate training duration, poor motive and knowledge of the coaches, weak team organizing ability of the management, limited source of finance and lack of financial support strategy. Therefore, this study suggests that the need of government body to motivate coaches and players, reconsidering of existing management structure in a manner of increasing transparency, accountability and responsibility among the managers, the players and the coaches. Significant attention should be given to the importance of medical, psychological and nutritional facilities. Designing new ways of financial sources for the club by increasing participation of the fans, society and other stakeholders deemed important for better performance south western oromia football leagues.

Key words: Organization, Management, Football, Performance, Western Oromia

CHAPTER ONE

1.INTRODUCTION

This chapter presented an overview of the entire study. It includes background of the study, statement of the problem, objective of the study, research questions, significance of the study, delimitations of the study and organization of the study.

1.1. Background of the Study

Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives. Organization is an instrument for achieving organizational goals (Bucher *and* Krote, 2000). The interest in studying organizational structure resides in the relationship between organizational design and other organizational phenomena, like performance, distribution of power, or control systems. While there is plenty of literature on organizational structure studying different types of organizations, little is written in books and journals on the specific field of sport organizations (Mintzberg, 1979).

Organization is the entity that allows for a group of two or more people to work together more effectively than they might work alone in order to achieve the desired goal. Throughout many countries of the world, sport is rapidly growing and increasingly diverse industry, increased amount of income, a heightened awareness of the relationship between an active life style and good health and a greater number of opportunities to participate in sport have all contributed to this growth. Sport organizations are, then an integral and pervasive parts of the sport industry sport organization is a social entity involved in sport industry. It is a goal directed with a consciously structured activity system and a relatively identifiable boundary (Slack, 1997).

A sport organization is a social entity involved in the sport industry; it is goal-directed, with a consciously structured activity system and a relatively identifiable boundary Though their peculiarities can be attributed to the context in which they operate, it is still a broad definition,

allowing many different types of organizations involved in the world of sports to be considered sport organizations: public, private and voluntary organizations; for-profit and non-profit organizations; organizations producing sporting goods, delivering sport activities, creating competitive sport opportunities, and broadcasting sport events; as well as many other organizations connected in one way or another to the sport industry. Therefore, the first question arising when studying sport organizations refers to which type of sport organization are we talking about and what different types can be characterized under this broad concept of sport organizations (Slack, 1997).

Football clubs are sport organizations, which need to have goals achieved with a consciously structured activity. A football club which has well organized by human resource, finance, material, and others organizational factors has a capability to bring observable change on team performance. In addition, any organization of football clubs do not function efficiently without some elements those hold them together and give directions so that they can achieve the goal for which they exist (Bucher, 2002).

Football is one of the industries in which the concept of brand and brand loyalty are fundamental. In football industry, not only the football club, but also individual footballers, the coach, and the league that the football club performs can be considered as brands. The football players, the coach, the uniforms, the stadiums, and brand associations such as functional or social benefits provided by the football club are important for a football supporter to develop loyalty towards the football club. Managing these tools effectively brings a strong brand image to the football clubs. Brand image is an important factor that affects brand loyalty, therefore the football clubs should decrease the effect of physical and humane factors that can negatively affect the brand image of the clubs, or the clubs should develop these factors to improve the clubs' brand images (Bauer *et al.* 2005).

Management is the glue that bonds the various units and provides the control, communication, motivation, nurturing and leader ship needed to achieve design goals. To accomplish this function, a structure is needed that provide an efficient (i.e. the amount of resources used to achieve an organization goal) and effective (the degree to which the organization state goal) way

of operating and carrying out the various duties and responsibilities existing within the organization. In addition to the above-mentioned factors, there also exist certain internal factors that can shape a football team's success, e.g. institutional support, team identification, player-coach ability (Giacobbi, *et.al*, 2002) as well as certain external factors like fan identification.

Soccer is the most popular sport in the world. An estimated 100 million registered players exist worldwide in men's youth and veteran competitions with many millions more playing non-organized football. Soccer growth in popularity over the past 20 years has seen a similar increase for research conducted in all fields of sport science (Reilly & Gilbourne, 2003). Soccer has developed at the elite, level much research regarding match performance and training has been conducted (Bangsbo, j., Mohr,M. and krustup, 2006). In recent years, several professional football schools were established for the education of young players around the world especially in European countries (Stroyer *et al.*, 2004) that indicates the growing soccer among youth in the world. The focus on youth soccer and the emphasis on identifying and developing young talent at an early age have grown dramatically over recent years (Stratton, *et al.*, 2004).

Soccer specific activities such as tackling, heading, passing, shooting, controlling the ball, maintaining balance and holding body position when under defensive pressure. Jointly comprise the physical demands of the sport (Stolen *et al.*, 2005). The number of challenges in modern football has postulated to be greater than previously report, because it is generally accepted that the game is continues becoming faster and more athletically challenging than before (Al-Hazza *et al.*,2001), supportive team atmosphere (Giacobbi *et.al*, 2002) are among others outside the level of competitiveness have managed to be important elements to determine the success or failure of an organization.

Accordingly, there are teams considered successful by the fact of having a solid program, and being considered as protagonists by virtue of consistently qualifying for the playoffs, possessing strong institutional and fan support. Coaches are also involved in such consideration, since they play an important role in team performance. However, this role can result in a positive or negative influence on players (schuman, *et.al*, 2005). Successful coaches are characterized by influencing positive behavior; thus, tend to improve coach-athlete relationships.

Hence, this research has conducted to assess what organizational and management factors affects southwest oromia football leagues and tries to point out significant solution for the present issues that expected to enhance team performance.

1.2. Statement of the Problem

Ethiopia is one of the few nations in Africa to establish modern sport system. This was known for the reputable achievement in Africa by its huge contribution for the inception and development of continental sport organization particularly CAF founded in 1957 by collective effort of Ethiopia, Egypt and Sudan. The performance of east African football teams in the continental competition has been low in comparison to other regions in Africa (Peñas, Carlos 2012). This statement includes our country Ethiopia in critical background of our football player's (at national, regional, zonal and woredas level competitions) limited performance to compute against other nations and in inner country competition.

There is an important consideration to keep in mind when evaluating a football club organization work done within a season to determine if that organization achieves (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 organization. Whereas, organizational effectiveness that relate with accomplish the design goal in football clubs should be affected by internal and external organizational factors. Now in Ethiopia from time to time football clubs have displayed encouraging enlargement and expansion in number through the country. According to this south west oromiya leagues including to Shenen gibe, Limu Genet, Nopa and Gore football team have get the chance to participate in the oromia League Even though, there has a good beginning of change, while measured their effectiveness most of them have unsatisfactory results.

Therefore, establishment of a team with better management and football performance winning the champion ship for any clubs require the analysis and evaluation of internal and external organizational factors that influence their work effectiveness throughout a year. In addition, after

the results of the evolution, the teams need to design essential strategy to improve the existed problems and to organize as much as possible the necessary organizational assets. For these reasons that, this study aimed to assess organizational and management factors affect football performance of some selected south west Oromia league. Various studies have been conducted on organizational and management factors affect football performance in different parts of Ethiopia. Whereas there is limited or no related studies on Oromia league football clubs in south western oromia.

To this end research attempt to assess the organizational and management factor affect football performance of some selected south west Oromia league football clubs located in south western oromia and try to point out significant solution for the preset issues.

1.3 Research questions

To achieve the intended objective of the study the following research questions designed,

1. How does the football performance of the clubs affected by organizational and management factors?
2. What are the current organizational and management factors influencing the performance of the football clubs?
3. What are the possible solutions should be taken to minimize the current organizational and management factors that affect the performance of the clubs?

1.4.Objective of the study

1.4.1.General objective

- To asses and examine organizational and management factors affect football in some selected football leagues in south western Oromia

1.4.2.Specific objectives

- To examine the current status of football club's management in selected south western oromia leagues.

- To identify the possible factors that affect the performance of some selected football clubs in south western Oromia; with specific references to Shenen gibe, Limu Genet, Nopa and Gore football leagues.
- To suggest the possible alternative solution for the identified challenges.

1.5. Significance of the Study

The result of this study was important for the Jimma and Ilubabor zone sport office team and managements and also it is important for players coaches and also for the management of the leagues to get information on organizational and management factors that affect football in south western oromia with specific reference to shenengibe, Limu Genet, bilonopa and Gore football clubs. The result of this study will be important to create awareness on all organizational and managerial factors which affect the performance of the oromia league by all the members and serve as standing point for further study in the field.

1.6. Delimitation of the Study

The study was delimited to south west oromiya with specific reference to Shenen gibe, Limu Genet, Nopa and Gore football leagues. In addition, it was delimited to organizational and management factors affect football performance the oromiya football leagues

1.7. Limitation of the study

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

- Financial shortage
- Time
- distantness/ remoteness of study area
- challenges due to COVID-19 to collect the data

1.8.Organization of the study

This study organized in to five chapters, chapter one contains about the back ground of the study, statement of the problem, objective of the study, significance of the study, delimitation of the study, organization of the study. Chapter two deals about review of related literature. The study design and methodology used were stated and described in chapter three. Chapter four will be about the data analysis and interpretation and at the last part of the study conclusion and recommendation will be presented in chapter five.

1.9.Definition of the key words: -

Management: The practice of organization and coordination of the activities of an enterprise in accordance with certain policies and the achievement of clearly defined objectives(Sawyer, *et al.*, 2015)

Sport: This is the physical activity done for exercise and pleasure, usually in a special area and according to fixed rules.

Football performance: - Function of physical and mental characteristics of football players.

Factor: - One of the several things that influence the other.

Organizational factor: - Refers to a team's ownership and management.

Manager: - Responsible for managing and organizing clubs.

Tactics: - Modification or adaptation of play within a team system.

Training: - Learning to practice and to correct one's mistakes

CHAPTER TWO

2.Review of Related Literatures

The top management unit of football, requires professional teams to continually improve the management standard, achieve organizational levels that will increase economic and financial opportunities, bring more discipline and rationality to football accounting, and achieve effective management and organizational skills through income generated by football. These demands from UEFA brings a systematic approach to organize existing sports facilities in the framework of today's business principles with organizational structure of football, management styles, sportive, financial, legal and sportive substructure, in other words institutional management to the agenda. Today's businesses include applications such as Total Quality Management, Core Capability, and Benefits from Outsourcing, Change Engineering, Benchmarking, Downsizing and Stage Reduction, Matrix Organization Structure and Project Management (UEFA, 2018).

Management is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management also includes recording and storing facts and information for later use or for others within the organization. Management functions are not limited to managers and supervisors. Every member of the organization has some management and reporting functions as part of their job" (Knowledge Management Terms, 2009).

A manager's job uniquely describes the functions of management, which are most commonly cited as planning, organizing, leading, and controlling, although some managers' jobs identify additional functions. The process of management is defined by the functions of management, which are distinct from accounting, finance, marketing, and other business functions. " These functions provide a useful way of classifying information about management, and most basic management texts since the 1950s have been organized around a functional framework." (Cengage, 2006).

Most organizations have three levels of management: first-line, middle, and top managers. While first-line managers are responsible for the day-to-day supervision of non-managerial employees, middle managers are responsible for developing and utilizing organizational resources efficiently and effectively, and top managers have cross departmental responsibility. There are three main kinds of managerial skills which include conceptual, human, and technical. Organizations divide managers into departments according to their job responsibilities because of the need to develop and build technical skills. "Top managers must establish appropriate goals for the entire organization and verify that department managers are utilizing resources to achieve those goals." (George, 2009). Many organizations have changed the way they operate so that they can increase efficiency and effectiveness. To reduce costs, managers have restructured and downsized operations and outsourced activities. To increase efficiency and effectiveness, organizations are also utilizing self-managed teams and empowering their workforces. "Managers are increasingly utilizing it to achieve these objectives" (George, 2009).

Management is the art of leading an enterprise by combining the resources it possesses (human, physical, financial, informational) in order to attain the objectives in conditions of maximum output. The management system ensures the exercise of the management functions and relations within the organization, being defined as the totality of the decisional, organizational, informational, motivational elements in the organization, by means of which the totality of the management processes and relations are exercised, in view of obtaining the highest efficiency possible. The management system comprises several components (subsystems), as follows: the organizational, informational, decisional subsystems, the subsystem of management methods and techniques, and other management elements. The functional areas identified by (Hahn, 2007).

Planning: It determines what should be done and how to do it in order to attain the organizational objectives;

Organization: Identifying the necessary activities and deciding on the formal structure of the working units and the authority through which these objectives will be reached;

Hiring: The process of selecting, training and maintaining the personnel necessary to keep the organization operational;

Leading: Setting the objectives, taking decisions, disseminating the decisions and instructions to the employees;

Coordination: Ensuring the interaction between the various parts of the organization, so that work is carried out in a consistent manner;

Reporting: A process allowing managers to find out what is going on in the organization through the information in recordings, reports, research or inspections;

Budgeting: The systematic planning of financial resources use and control.

Managers currently have a very complex profession, requiring efficiency in a wide range of activities. It may be clearly seen in making the inventory of all the managerial skills at the basis of managerial improvement used in the Managerial competence center of IESE Barcelona, the initiator of the Healthy Management Program. The experts in this prestigious school of business administration groups managerial skills as follows: -strategic skills facilitates the generation of economic value for the firm by superior adaptation to the environment: vision upon the business, customer orientation, decision taking, and resource management; -organizational skills facilitates the development of employee ability and cooperation: communication, team work, team management, coaching, negotiation, organization, socialization; -personal efficiency skills self-knowledge, initiative, motivation, learning, self-control, self-criticism, time management, optimism, creativity, integrity, stress management, emotional management emotional intelligence (M., Petronel , M., Florentina, 2013).

An organization's structure is the manner in which the workforce of the organization is organized into specific job roles and responsibilities to undertake work to accomplish the organization's mission. UEFA (2018) another way of looking at organization structure is to think about the total of work that is done by the organization and then to envisage that this work must be divided up among the workforce in some manner. One common method by which the total of work is divided up is according to business function. In a manufacturing company, for example, business functions might include Production, Marketing, Sales, Administration, Maintenance, Human Resources, etc. Then people are employed at various levels to ensure each function is

carried out. Varieties of organizational forms a team sport can choose among a variety of organizational forms.

The first decision is to create a league. Teams form leagues in part because players, coaches and owners enjoy contesting for a championship, but the primary factor determining the form of professional leagues is its financial consequence. Leagues create the opportunity to market a game as both the contest itself and one of a series that leads to a championship. Because the quest for a championship generates fan interest, league matches leading to a championship are covered more extensively by the media, which thereby provide free promotion. Leagues also reduce transactions costs by enabling teams to coordinate scheduling, rather than relying on a series of bilateral agreements.

Studies of the demand for team sports, such as the article in this issue by Jeffrey Borland and Robert Macdonald, show that attendance depends, among other things, on the significance of the contest with respect to a championship. A team that has dropped out of contention for a championship generally will draw poorly, but it is likely to sell more tickets if it is playing a team that is 4 at or near the top of the standings than if it is playing another weak team, even though the outcome of the latter game is more uncertain. Once teams decide to adopt a league structure, the members face additional decisions about how the league will be organized and governed. Leagues are not completely free to determine their structure. Teams and leagues are also constrained by government policies, such as antitrust and labor laws, and by non-governmental governing bodies in each sport. The role of policy is discussed throughout this article, and the role of governing bodies is discussed in the section on governance. The analysis to follow focuses on autonomous leagues as the unit of analysis, although it applies to governing bodies when they organize leagues. For example, the International Federation of Football Associations (FIFA) organizes soccer's World Cup, which is contested by national All-Star teams, and the Union of European Football Associations (UEFA), a subordinate body to FIFA, organizes the European Champions League, involving the top professional teams during the previous season from the major national leagues in Europe (David A. Shearer 2008).

The most important variables for measuring performance in team sports such as football is, physical condition and technical and tactical performance. However, because of the complexity of the game of football it is difficult to ascertain the relative importance of each of these variables. The aim of the present study was to develop a standardized test battery to evaluate physical performance in football players. The F-MARC test battery was designed to closely relate to the football player's normal activity and comprised a functional, structured training session of approximately 2.5 hours. It included a “quality rating” of the warm-up procedure, tests of flexibility, football skills, power, speed, and endurance (Balsom, 1994). The players finished with a cool-down. A total of 588 football players underwent the F-MARC test battery. Mean values for performance on each test are presented for groups of differing age and skill levels. The test battery proved to be a feasible instrument to assess both physical performance and football skills (Balsom, 1994).

Performance of football teams varies constantly due to the dynamic nature of this sport, whilst the typical performance and its spread can be represented by profiles combining different performance-related variables based on data from multiple matches. The current study aims to use a profiling technique to evaluate and compare match performance of football teams in the UEFA Champions League incorporating three situational variables (i.e. strength of team and opponent, match outcome and match location) (Carlos Lago-Peñas, 2015).

Organizational structure is simply defined as the total of ways in which it divides its effort into distinct tasks and achieves coordination among them (Mintzberg, 1979). State as an organizational structure is the framework that outlines how tasks are divided, grouped and coordinated within an organization. Every football organization has a structure that outlines the tasks to be performed by individuals and teams. Finding the right structure for an organization involves juggling requirements to formalize procedures while fostering innovation and creativity. The right structure means one in which owners and managers can exert adequate control over employee activities without unduly affecting people's motivation and attitudes to work. It also provides clear reporting and communication lines while trying to reduce unnecessary and costly layers of management. An organization's structure is important because it defines where staff and volunteers fit in with each other in terms of work tasks, decision-making procedures, the

need for collaboration, levels of responsibility and reporting mechanisms. In other words, the structure of an organization provides a roadmap for how positions within an organization are related and what tasks are performed by individuals and work teams within an organization (Robbins *et al*, 2004).

2.1.Organizational structure of sport (Football team)

The substructure of sports clubs (player training units) are structured qualitatively in the manner required by contemporary football. Contemporary Football Clubs, with a strong social identity, are transformed into a form that trains elite athletes with scientific methods in the most sports branches in which they operate and markets these athletes effectively. In terms of football dynamics, the creation of a competitive and productive substructure (facility, training and organization) is becoming one of the main process elements for youth development activities (Fahlén, *et al*, 2005).

The discussion associated with the structural characteristics of sport organizations has considered various kinds of organizations among those existing in the world of sports, but most of them can be classified as dedicated to the promotion and development of sports, e.g., federations, national associations, leagues, clubs or local sport departments. All of these sport organizations are associated with sport activity and, though differing in their goals and means, they all have in common the higher mission of promoting and developing sports in society. The differences we identify between them suggest a possible classification of them into three types: governing bodies, sporting event organizations and sport-providing entities. The first refers to those sport organizations administering and regulating sports, focusing on its development at all levels, guaranteeing the rules of both the game and the competition; the second refers to those sport organizations responsible for the production of a competition system aimed at satisfying and articulating the needs of professional sports; and the third includes those organizations producing and delivering recreational or competitive sport programs at a local or community level. The following table summarizes the main characteristics of these three types of sport organizations involved in the promotion and development of sports (Fahlén, 2005).

The articles reviewed include discussions about these three types of sport organizations, although the frequency with which each type has been studied differs significantly. Most of the research discussing sport organizations structure refers to governing bodies (80%). These organizations are part of the international structure of sport governance, which means that their goals and structure are similar across countries, hence allowing the possibility of generalizing research findings. In contrast, little research exists on sport-providing entities (19%) (Sport organizations delivering sport programs), and almost none on sporting event organizations (1%) sport organizations producing competition events.

Sport governing bodies are sport organizations whose primary goal is to promote and develop sports at all levels in a given territory and sport discipline. This entails control and supervision of a sport, guaranteeing periodical competition at a national and international level, amateur and professional, and from grassroots to senior categories. It moreover encompasses the administration of the sport and definition of the rules of the game, as well as protection of the values of sports promoted by the Olympic Movement. Research related to this type of sport organizations tends to discuss the challenges faced by the need to professionalize both entities and their outcomes. Another type of sport organization is the one whose main activity is associated with the production of sport spectacles (e.g., leagues, circuits, tours). The operations and activities of these organizations are subordinated to the venue and rules of sport governing bodies, as well as of professional teams. The main activity of these sport organizations is to design a competition system articulating the interests of all the actors in order to create an attractive sport event. Sport events present a major source for developing commercial activity, giving these sport organizations the opportunity of exploiting the relationship between the sports sector and the entertainment sector through commercial activities such as ticketing, broadcasting rights, licensing, merchandising, publicity, and sponsorship.

In the articles reviewed related to this type of sport organization, the discussion of the structural IESE Business School-University of Navarra characteristics of sport organizations may refer to the structure of the competition as well as to the structure of the community of actors involved in the competition (Slack & Cousens, 2005). The third type of sport organization in the classification is the one we call the sport-providing entity, whose main activity is to design and deliver sport programs for a given community such as clubs, local sport programs, fitness-

centers, and university sport programs. These are private, not-for-profit associations, dedicated to the provision of recreational sport activities at a local level. The research related to organizational structures of this type of sport organizations have focused on two dimensions of structure, namely the administrative system (De Knop et al., 2004) and the membership system. The discussion on sport organizations structure has centered on these three types of sport organizations, which differ not only in their goals, level of operation and main activity, but also in names and type of entities representing them in each country. Nevertheless, these three ideal types allow us to compare the research under study by looking into the different scenarios within which the discussion on sport organizations structure has taken place for these three different ways to promote and develop sports. Sport governing bodies can refer to a national or an international level, but the fact that both of these levels are part of the international structure of promotion and development of sports means that all sport governing bodies are connected to the International Olympic Committee's norms and regulations. The bond between sport governing bodies at a national level and the international structure of promotion and development of sports gives the opportunity to generalize or replicate results. Whereas governing bodies from different countries may display a large number of similarities, sport-providing entities and sporting event producers depend on the basic unit of promotion and development of sports defined at a national level (De Knop et al., 2004).

The three types of sport organizations may exist within the sport system of any country; however, the differences in the basic unit promoting sport activity and the extent to which some sports are more popular in one country than another, help explain the differences between countries in relation to the type of sport organizations defining the sport system at a national level. As previously mentioned, similarities are nevertheless found at the level of sport governing bodies. The generalizing opportunities of similarities may explain the overrepresentation of research of this type of sport organization, but it may also suggest the need to understand and elucidate the results and effectiveness among different sport systems throughout the world (T., and L. Cousens., 2005).

Organizational structure refers to how structural elements are arranged to create the governing body. There are several structural elements to be considered, including complexity, formalization, centralization, specialization, and standardization. No two governing bodies are

exactly the same, because the organizational design reflects the organization's mission and environment (Slack and Parent, 2006). These will be discussed as follow:

- **Complexity:** - Complexity is the extent to which a sport organization is horizontally, vertically, or spatially (geographically) differentiated. Sport organizations are horizontally differentiated when work is broken down in to narrowly defined tasks, when professionals or trained specialists are employed, and when the organization is departmentalized. Vertical differentiation refers to the number of levels in the organization and is represented by the "hierarchy of authority." A tall structure is characterized by (a) greater levels of hierarchy and (b) relatively narrow span of control. Conversely, a flat structure is characterized by (a) fewer levels of hierarchy and (b) relatively wide span of control. Spatial differentiation may be vertical or horizontal. Vertical spatial differentiation occurs when different levels of the organization are dispersed geographically. Horizontal spatial differentiation is when the different functions (or departments) of the organization take place in different locations (Slack & Parent, 2005).

- **Specialization:** - Specialization the concept that refers to the extent to which roles are differentiated according to a particular task or purpose and is related to increased differentiation of the organization. Specialization also implies increased organization complexity so tasks means that there are more roles and position to manage, and a more comprehensive system for coordinating between different tasks and role must be introduced (Slack:1997). Specialization of roles also means that persons with diverse values and competencies occupy various positions within the organization. This can create different approaches to organizational practice, for instance between a person within a football club from football background and a person trained in business administration and economics. Specialization means increased complexity within organization, there are several advantages. Specialization implies that people become more skillful in their operation, since the task is frequently repeated. The chance of developing more efficient way of operating is also improved and the specific skills of individuals are used in the most efficient way.

- **Standardization:** - Standardization refers to the development of procedures that are used repeatedly to handle selected tasks. As sport organizations have become more complex, new oversight systems that specify roles, plan work, and monitor activities have been introduced. Specifically, standardization refers to the extent to which work activities in different areas are

performed in a uniform manner and the extent to which such uniformities are documented. Uniformity may be analyzed in terms of technical procedures, administrative procedures, workplace arrangements, equipment and tools, among others.

2.1. Structural model of Sport organization

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

2.1.1. Simple Structure

The simple structure has a low degree of departmentalization and formalization, wide span of control and would most likely have decision centralized to few people. There would be no need for departments, as most decision and administrative task would be performed by the owner manger and all other staff. The majority of procedures would be executed according to a simple set of rules and the owner/ manager would have all staff reporting direct to him or her. The advantages of structure in this case are obvious: decision can be made quickly; it ensures a flexible work force to cater for seasonal needs and busy period and accountability clearly reset with the owner/manager (Slack, 1997).

2.1.1. Bureaucratic Structure

The bureaucratic structure attempts to standardize the operation of an organization in order to maximize coordination and control of staff and activities. If relies on high levels of formalization, the use of departments to group people into discrete work team that deal with specific function or task, highly centralized decision making and a clear chain or command. An organization such a state or provincial government department of sport would be structured along these lines. Obviously, as an organization expand in size, increase the number of locations it delivers services, or diversifies its range of activities, the more likely it is to reflect some elements of bureaucratize. (Slack, 1997).

2.1.2. The matrix organization structure

The matrix organizational structure reflects the organization of groups of the people in to departments according to function and product. For example, an elite institute for sport might

group specialist such as sport psychologist, biomechanics, skill acquisition coaches and exercise physiologists in to discrete team. At the sometime, individual in these teams might be involved in providing services to a range of different sporting groups or athletes, effectively creating two bosses for them. This breaks the unity of command principle but allows an organization to group specialists together to maximize sharing of expertise while facilitating their involvement in a number of project or service delivery areas. The argument for this arrangement is that it is better to have the specialists to work as a team than to appoint individuals to work in isolation to provide a range of services, it does increase the potential for function in regard to managing the demands from bosses, which in turn may lead to an increase in stress.

2.1.3. Team structure

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

2.1.4. Organizational Strategy

As Cited in Slack, (1997) State that, an organizational strategy to the game plan developed by a sport team. Before a team enters the field, an effective coach looks at the team's strength and weakness and also these of its competitors. The coach carefully studies the two teams past success, failures and behavior on the field with the obvious objectives to win the game with minimal risk and personal injuries to the players. Thus, a coach may not use the entire team's best player if it is not warranted (they may keep in reserve for future games or to maintain an element of surprise). The key goal is to win the game, and the game plan itself might be modified to recognize the emerging realities.

Das goes on, however, to point out that while any team has a game plan for each game and each opponent, an organization strategy is more long term and must detail with a number of issue internal, and external to the organization. In addition as he suggest that organizational strategy as the determination of the basic long term goals and objective of an enterprise and the adaption of course of action and the allocation of resources necessary for carrying out these goal. Australian Sports Commission in 2004 suggests that strategic plan is a document that is designed to give the sporting organization some direction over a desired period (for example four years).

Strategic planning is the formulation of strategy to assist management in planning to take advantage of long-range organizational goals. In general, a strategic plan incorporates the following areas: -

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

All sport organizations formulate strategies: - they may be deliberate or emergent. Deliberate strategies are intended course of action that becomes realized. In contrast, emergent strategies those that are realized but not necessarily intended. In is of course, Possible that deliberate strategies, as they become realized may become in part emergent strategies in time get formalized as deliberate. In summary, strategy may then be planned and deliberate, it may emerge as a stream of significant decision or it may be some combination of both. In any of these situation organizations decision makers base their choice of strategy on their perception of the opportunities and threats in the environment, and the internal strengths and weakness of their organization.

2.1.5. Environment

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

- A. General environment:** - It includes those sectors which, though they may not have a direct impact on the operations of sport organization can influence the sport industry in general ways that ultimately have a 16 impact on the organization. The general environment of sport organization included as: -

- ♣ **Economic factors;** the general economic conditions in which a sport organization operates.
- ♣ **Political Situation:** - The prevailing political situations, the extent to which political power is concentrated, the ideology of the party in power Are all factors which can influence a sport organization?
- ♣ **Socio-culture:** - Socio-culture factors that influence a sport organization include the class structure of the social system, the culture in which the sport organization exists, traditions of the area in which the organizations is situated

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

As the author of this study trust, success of football clubs as an organization should be influenced on task environmental factors like group members cohesion and fan identification. As Caron (1982) State that group cohesion is a dynamic process which is reflected in the tendency for a group to stick together and remain united in the pursuit of goal and objective. It is the elusive ingredient that changes a disorganized collection of individuals into a team. According to William (1985) team cohesion in an organization makes: -

- To have personal contact between team members that facilitates interaction.
- To understands a team member themselves as a unit and as different from others outside the crew.
- To accepts team members themselves as having similar attitudes, aspirations, commitment and abilities.
- Individuals should understand, accept and enthusiastically undertake their role in the team and be aware and conform to team norms (acceptable behaviors).

Fan identification is also an important factor of numerous affective, cognitive, and behavioral reactions in sport context identification with a sports team involves the spectators' attachment to

a sport team. In this sense, sport team can generate high level of identification among customer, compared with other service. According to the Dietz. et al., (2020) there are three types of sport fan. First type is that some sports fan like to attain sporting event not only to witness an event, but also to be part of the group and to be included in the overall atmosphere of the game. The others two type of fans are fans which are attending to enjoy the excitement of athletic competition. As fan identification and belongingness with a team increase, the collective self-concept or group esteem tends to be higher among groups with strong attainment to a team.

Mintzberg (cited in Palm, 2005) defined management as the coordinated and integrated process of utilizing organizations resources (e.g. human, financial, physical technical) to achieve specific objective that is for improving football team performance through the function of planning, organizing, leading and controlling. Resource-based logic suggests that organization should look inward, discover their own valuable, rare and costly to imitate resources. The resource-based view is considered an influential theoretical view understanding how competitive advantage is achieved and might be sustained over time.

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

Existing literature on strategy offers a kaleidoscope of insights, perspectives and assumptions. Besides the more well-known classification of schools of thought in strategic management, (Fiegenbaum *et al.* 1996). Provided a classification of strategic management thinking, based on the assumptions that are leading in daily corporate behavior, these assumptions are divided in two dimensions: - a 'spatial orientation' and a 'time orientation'. Concerning the time orientation, two basic explanations of the performance heterogeneity of organization have been proposed, as the strategic management field of inquiry evolved. One is based primarily up on

economic tradition, emphasizing the importance of external factors in determining organizational success. The second explanation of performance heterogeneity builds on a variety of research traditions in organization theory and focuses on internal attributes or 'resources' of organization. This second approach has come to be known as the resource-based view of the organization (Barney, 1991). The resource-based view is largely based on a behavioral and sociological paradigm and considers organizational factors as the determinants of success.

Organization resources include all tangible and intangible assets that enable the firm to conceive of, develop and implement strategies that improve its efficiency and effectiveness.

These organization resources have been conveniently in to three categories (Barney, 1991).

- Financial resources: - The financial means to which the organization has direct access, e.g. equity capital, debt capital, retained earnings.
- Physical resources: - The physical technology used in an organization, and equipment
- Human resource: - The combination of knowledge, skills, creativity and capacities with which the individual employees perform their tasks is refers as human resource in the organization.

Football as a sport product can be defined as a service activity that provides benefits to its spectators, attendees, and the sponsors. Football as a product has tangible and intangible features as each sport products do have. The tangible features of football include the football itself, the footballers, the coaches, the football team itself, the rival football teams, and the league such as Turkey Super League and La Liga. On the other hand, the intangible features of football include the feeling of victory and pride, the excitement and pleasure reviving from being champion or winning the match. The tangible and intangible features of football are the most important components that affect the brand value of a football club (Brooks, 1994).

Arbitration composes the most important corner of the golden triangle of football. Referee functions as a bridge both between a spectator and a footballer, and between opponent teams, and on the other hand, he does the evaluation of a play within the predetermined scope. The role of a referee is very important for a good, exciting, fair, lopsided or disorganized, eventful, disputable football match (Orta, et al., 2002). Football clubs are sport organizations, they need to have goals achieved with a consciously structured activity. A football club which has well

organized by resource human, finance, material, and others organizational factors has a capability to bring observable change on team performance. In addition, any organization of football clubs do not function efficiently without some elements those hold them together and give directions so that they can achieve the goal for which they exist (Bucher, et al 2002).

2.2.The organizational structure of the professional football club

The structure of an organization defines the relationship between various parts of that organization and rationalizes frames and coordinates the technical and human resources for the purpose of meeting organizational goals and objectives. Structure also defines and distributes the roles and functions of individual employees within an organization. How these employees are organized and the individual roles and functions they are given will directly impact upon the attainment of objectives and ultimately the organization's performance. Whilst evidence shows that there is no 'ideal model' when it comes to the structure of an organization, but a structure which allows individual objectives and goals to be met must be developed. The structure must reflect the tasks, responsibilities and decision-making scope to be undertaken by each employee or staff member and it should also show the line authority relationships that exist (Morgan *et. al.*, 2006).

Sport is a field where there are some big differences in organizing across continents, nations, and of course across different sports, and as such the description of organizing must be contextual. Despite the obvious differences that exist across clubs and nations, some researchers like presupposes that there are some common features that make football clubs similar insofar as organization structure is concerned. Football clubs in plain term can be considered as sport-providing entities, either at a recreational or professional level (Gomez and Opazo, 2006). However, football clubs that promote and develop sport at a professional level do not only provide sport activities, but moreover have the duty to form a team able to represent the club in official competitions, aiming for sporting success that will fulfill the expectations of members, fans, and all the actors who consider themselves involved in the club's activity (Gomez *et. al.*, 2008). The core activity of a football club is to design and develop a competitive team that participates in official competitions and achieves the sporting success expected by its members

and fans. The structures of these organizations are therefore created in order to respond to this essential task. Today, however, sporting success is not only 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 organizations have to design new strategies and objectives in order to adapt to a sector that has been challenged by professionalization and commercialization; processes which affected sports in general, but especially the most popular ones and those with the greatest media coverage. These processes and their consequences have led sports to be considered as a business, an industry or economic sector, capable of generating value for all actors partaking in it (Gomez *et. al.*, 2008).

The structure of an organization can be associated with its strategy or with its environment, meaning that the structure responds to the core task of the organization, or that it is a way to adjust to the external demands faced by the organization. In the case of a professional football club, the task of forming a competitive team will constitute an essential condition guiding its everyday activities; nevertheless, the club's environment will also have an impact on defining the tasks and responsibilities within the organization. Hence, the formation of a competitive team aims to satisfy the expectations of members and fans, as well as other actors operating in the club's external environment. Although the degree of professionalization or commercialization differs between the various organizations, both processes have greatly affected sport organizations. Professionalization and commercialization have been felt most intensely by those professional sports organizations which enjoy high media coverage and an important and substantial fan base, which can be considered the case of professional football in Spain, Australia, England and other European countries (Morgan *et. al.*, 2006).

Under such circumstances, professional football clubs face a number of challenges in maintaining both on field and off field performance. Because the clubs cannot simply create winning teams without adequate financial resources, they must rely more upon organizational capabilities to remain successful. A critical dimension of such capabilities is the creation of an appropriate organizational structure. The paper written by Gammelsæter (2006) demonstrated that football club structure is distinct and described that in terms of age and size, the dynamics and complexity of environments, the idea of production, and coordination mechanisms, football clubs differ from all other known types of organizations. Gammelsæter (2006) also suggested in

the conclusion of the aforementioned study paper it is likely that the same will hold for other team sport clubs that experience fierce competition, since the distinction of football clubs most likely emanates from the structure of the game(s) itself and the appeal that it has on its fans.

FIFA’s document (2011) on football club structure and management recommended the following club structure and administration for professional football clubs (Fig. 1) and emphasized that the relationship between the chairman and the club manager is a paramount importance. It also described that football club management requires people (with required skills, expertise and experience), Structure, Clarity of roles, and Management procedures

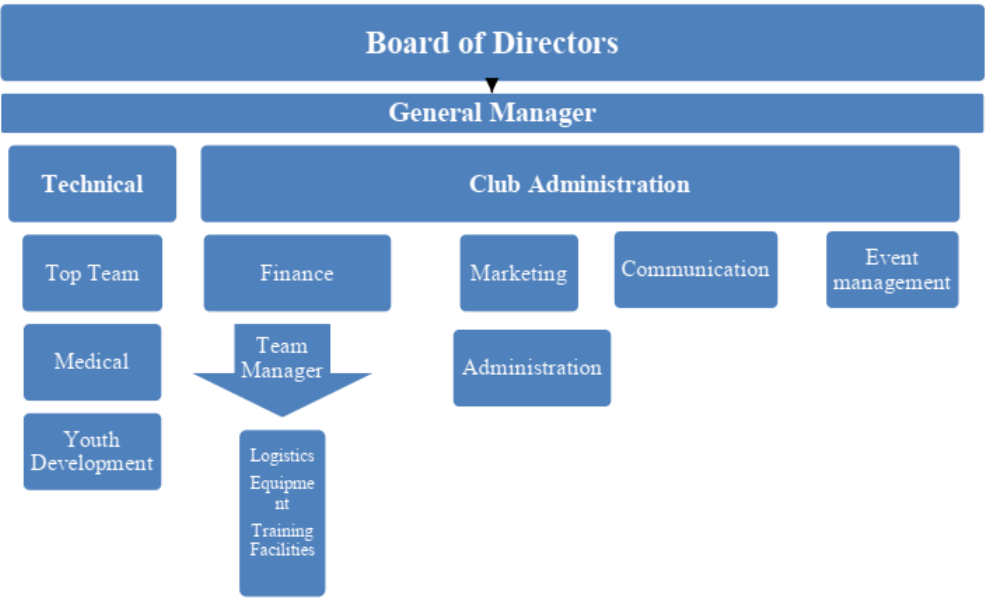


Figure 1 FIFA’s recommended club structure and administration of professional football club

CHAPTER THREE

3. Material and Method

3.1. Description of the Study Area

This study was conducted on south western oromia leagues. The selected football clubs were located in Jimma, and Ilubabor zones. The zones are located in South-western part of Oromia National Regional State, Ethiopia. Geographically the zones are located in about 365-620 km away from Addis Ababa in south west direction.

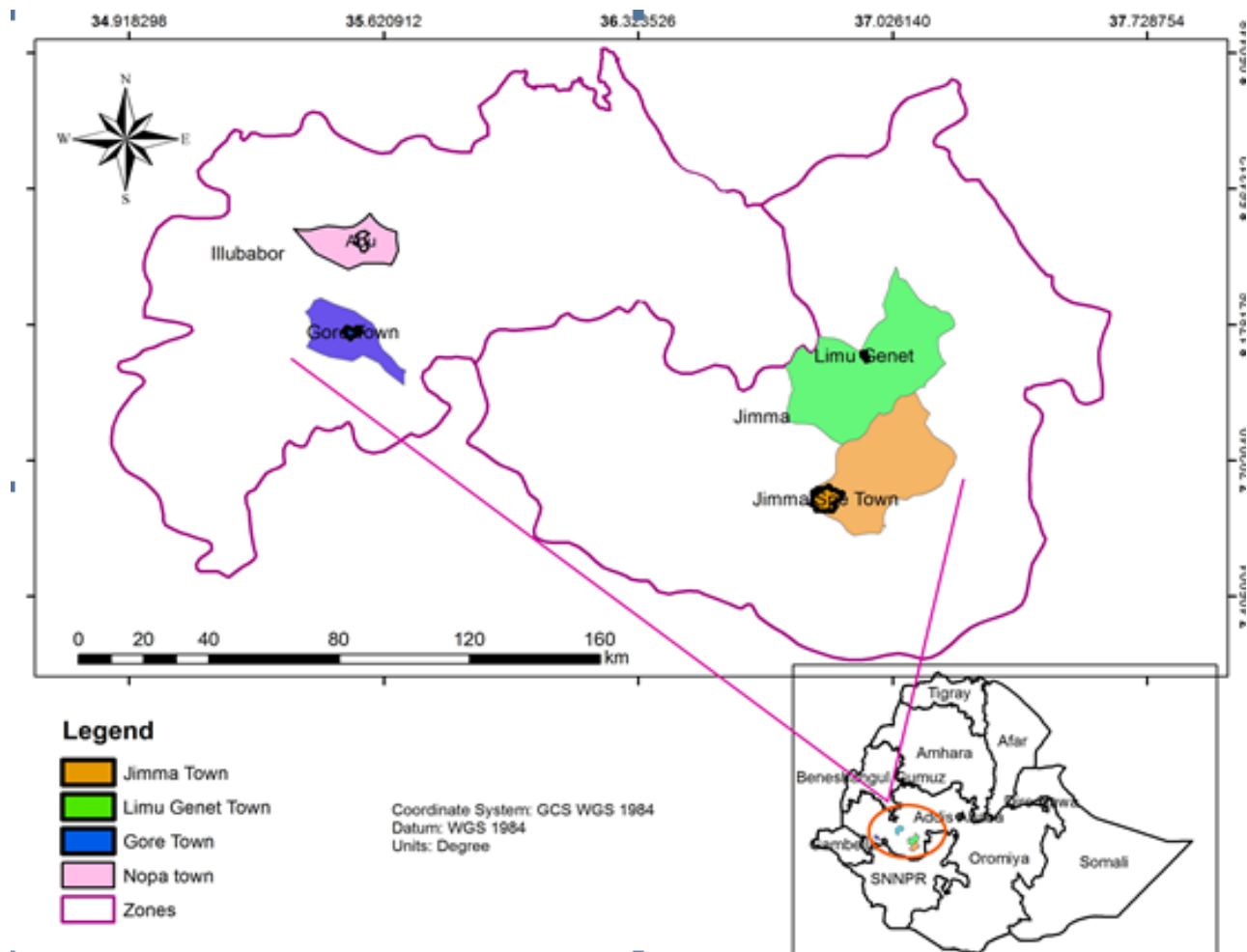


Figure 2 Location maps of the study areas

3.2. Research Design

For achieving research objectives, the researcher used descriptive survey study involving both qualitative and quantitative data to assess factors that affect the development of football clubs in the study area. The adopted research method was descriptive survey research design which permits description of situation as it exists.

3.3. Data source and population

The study used both primary and secondary sources of data. Primary data sources for the study were coaches and players of the teams in the leagues. While secondary data sources of the study were woreda and zona sport affair offices. Thus, the population was 100 football players, 8 coaches and 4 club managers yielding a total sample population of size 112 individuals.

3.4. Target population and sample size

In oromiya leagues there are 43 clubs and this clubs categorized in to 7. However due to difficulty to asses and address all of this clubs the researcher selected group A from the 7 categories and under group A there are 4 clubs namely Shenen-Gibe, Limu Genet, Bilo Nopha and Gore football club.

Among the existing 4 football clubs in in south western oromia leagues the researcher selected all 4 clubs using purposive sampling method. The mentioned teams were selected as target population for the study. Target population of the study has 4 male football teams named as Shenen-Gibe, Limu Genet, Bilo Nopha and Gore football clubs and detail of the teams was given by table below.

Table 1: Target population of the study

S.N	Name of the project	Location (District/town)	Number of players	Number of coaches and assistant coaches	Number of managers	Total
1	Shenen Gibe	Jimma town	25	2	1	28
2	Limu Genet	Limu Genet/ Limu Kosa	25	2	1	28
3	Bilo Nopa	Bilonopa/Nopha	25	2	1	28
4	Gore	Halu/Gore	25	2	1	28
	Total		100	8	4	112

3.5. Sample size and Sampling techniques

Among the existing 112 individuals of the population, samples were drawn as, all 8 of coaches and assistant coaches, 72 players and 4 managers of the four clubs were included in the sample using simple random sampling technique favoring their direct participation in the overall process based on their consent. Sample size was determined using formula: Krejcie and Morgan (1970):

$$\text{SIZE} = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

Where:

S (size) = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Table 2 Number of respondents based on their position/occupation in the club

Occupation	Frequency	Percent
Player	72	85.7
Coach	4	4.8
Assistant coach	4	4.8
Sport club manager	4	4.8
Total	84	100.0

3.6. Method of Data Collection

In order to collect data necessary for the study two main techniques were employed. These are questionnaire and interview and secondary data sources. A questionnaire was used to collect relevant information from players, coaches. Accordingly, open and close - ended questionnaire were prepared and distributed to sample respondents of players, club managers and coaches.

Interview was used to collect the necessary data from the zonal and woreda Sport office regarding the overall conditions of the existing football leagues in developing elite players. Accordingly, both structured and unstructured interview questions were designed and conducted with the club management.

3.7. Method of Data Analysis and Interpretation

The data collected through questionnaire was organized in the form of tables, graphs and figures. The organized data was presented, and analyzed quantitatively by the methods of descriptive statistics such as percentage. The analyzed data was then discussed and interpreted with the data obtained by the other methods of data gathering used and the existing literature review. Finally, conclusions and recommendations were drawn from the interpreted data. Data gathered through the questionnaire was subjected to frequency counts. In other words, the subjects' responses for each individual question were added together to find the highest frequency of occurrence (i.e. the number of times that a particular response occurs). These responses to the questions, which are quantified, are then presented in percentage forms. This analysis is presented in tabular form and bar chart form. The researcher uses tables containing a variable and, in some cases, combines two or more variables in a single graph.

CHAPTER FOUR

4. Result and discussion

This part of the research is concerned with presentation, analysis and interpretation of the respondents' response to the questions presented to them. Besides, the presented data was analyzed and interpreted with the existing literature review and given in detail in this chapter.

4.1. Finding of the study

In this part of the study major variable were analyzed and interpreted on the base of collected data about demographic characteristic of the respondents, the function of management, the internal resource, the training level, coaching experience, the cohesion of the team and the supporters of the team.

4.1.1. Demographic and occupational characteristics of respondents

Table 3 Demographic characteristics of respondents

Characteristics		frequency	percentage
Age			
1	15-18	11	13.1
	19-30	57	67.9
	31-40	10	11.9
	41-50	6	7.1
Sex			
2	M	84	100
	F	0	0
Occupation			
3	Players	72	85.7
	Coach	4	4.8
	Assistant coach	4	4.8
	Manager	4	4.8
Educational background of sport club managers and coaches			
4	Ma/MSC	0	0
	BA	22	26.2
	Diploma	42	50.0
	Certificate coaching license	3	3.6
	Secondary school	17	20.2
	Primer school	0	0

Accordingly, table 3 mentioned 13.1% of the respondents were between the ages of 15-18 years, 67.9% between 19-30 years old and 11.9% of respondents are 31-40 years and the remaining 7.1% lies in the age group of 41-50 years old. 100% of the sampled respondents are male. Regarding the occupation of the respondents 85.7% players, 4.8 % coach, 4.8 % assistance coach and 4.8 % are club managers. Data on educational background of the respondents revealed that BA 26.2%, diploma 50.0%, certificate /coaching license 3.6%, secondary school 20.2%. 75% of coaches and assistant coaches have more than 6 years of services whereas, all sport club managers have more than 20 years of experience. Based on the above analyzed result indicated that majority of respondents have responsible age, educational background and years of service.

Table 4 service year of respondents by occupation

occupations	service year					Total
	less than 2 year	2-5 year	6-10 year	11-20	more than 20 year	
Player	20	29	22	0	0	71
Coach	0	0	1	2	1	4
Assistant coach	0	0	1	3	0	4
Sport club manager	0	0	0	0	4	4
Total	20	29	24	5	5	83
Percent	24.10	34.94	28.92	6.02	6.02	100

4.1.2. Availability of training facilities

Table 5 level of satisfaction of respondents on availability of training facilities in south western Oromia football leagues

	Item	Level of satisfactions			
		highly satisfied	satisfied	not satisfied	none
1	Satisfaction with the materials available in the club	11.9	27.4	60.7	0
2	Level of satisfaction on the equipment available in the club (ball, cone, shoes, etc.).	10.7	28.6	60.7	0
3	Extent of satisfaction with the training kit provided to the clubs	7.1	34.5	58.4	0
4	Medical experts and facilities (rate)	5.6	35.7	57.5	1.2
5	Level of satisfaction for the Training manuals, videos etc. available in the club.	2.4	23.8	66.7	7.1

According to the respondents the club has no formal income source and support in providing training materials and is mainly supported by club members, by coaches and the community. These were observed by the respondents that the majority of the respondents (50%) agreed that

the clubs were supported by the community, 31% and 19% of them agreed that the clubs are supported by club members and coaches respectively.

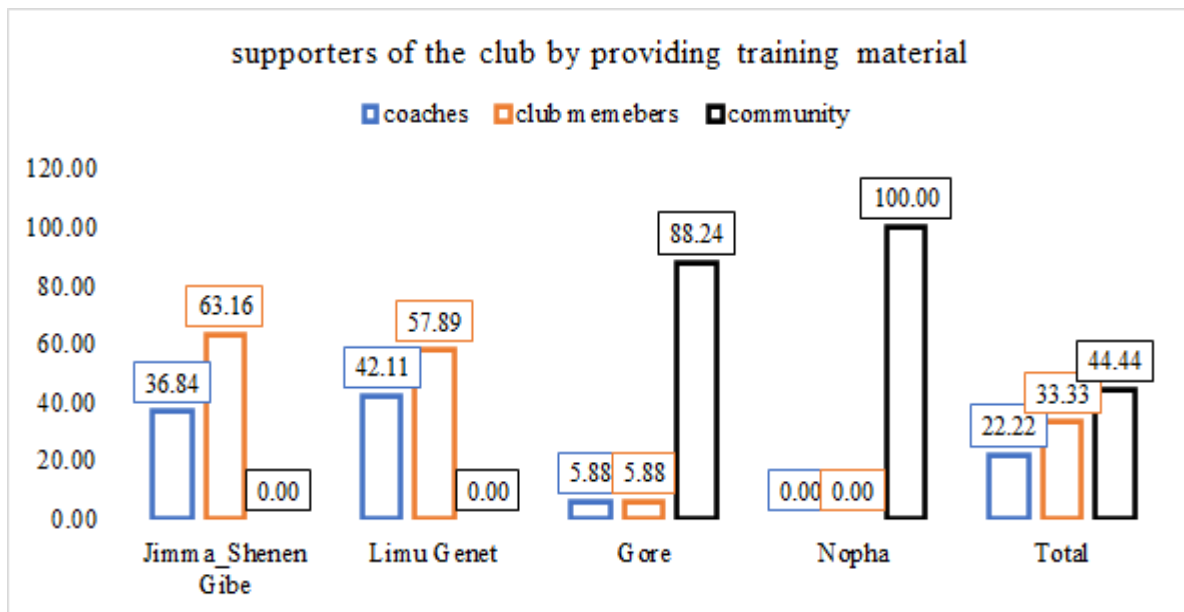


Figure 3 Graph showing supporters of the south western oromia leagues

Level of satisfaction of the respondents regarding the training facilities and equipment's of the projects in 4 south western Oromia leagues is responded that 11.9% of them were highly satisfied, 27.4% satisfied and 60.7% were not satisfied. This implies that the training facilities and equipment's in the football clubs of the leagues is not satisfactory according to the majority of players (60.7%) for both coaches and players. More than half of the respondents (coaches and players), shown not satisfactory level for equipment's available in the club (ball, cone, shoes, etc.), for the training kits provided to the clubs, for medical experts and facilities (rate) and the training manuals, videos etc. available in the club.

Table 6 Response per club on availability of training materials

Item	level of satisfaction	respondents per club				
		Jimma-Shenen Gibe	Limu-Genet	Gore	Nopha	Total
Are you satisfied with the materials available in the club	highly satisfied	0	0	10	0	10
	Satisfied	0	0	6	17	23
	not satisfied	19	19	1	0	39
Level of satisfaction on the equipment available in the club (ball, cone, shoe, etc.)	highly satisfied	0	0	9	0	9
	Satisfied	0	0	7	17	24
	not satisfied	19	19	0	0	38
To what extent do you satisfied with the training kit provided to you	highly satisfied	0	0	5	1	6
	Satisfied	2	0	11	16	29
	not satisfied	17	19	0	0	36
Medical experts and facilities(rate)	highly satisfied	0	0	3	0	3
	Satisfied	2	0	12	16	30
	not satisfied	16	19	2	1	38
	None	1	0	0	0	1
Your level of satisfaction for the Training manuals, videos etc. available in the club.	highly satisfied	0	0	1	1	2
	Satisfied	9	0	3	8	20
	not satisfied	10	19	10	5	44
	None	0	0	3	3	6

4.1.3. Training schedule

Table 7 below illustrates responses related to amount and content of the club training program. According to 98.6% of respondents, all the clubs have training schedule (item1). 54.2% of the respondents indicate that the amount of weekly training days is three (shenen-gibe and Limu genet), and 45.8% (Gore and Nopha) indicated as 4 days per week (item2). This reflects that three days may not enough to develop good sport quality on the players, whereas 4 and above days seems better. According to the information 77.8 % of the respondents scale up association of training duration in the club is 2-3 hours per day, whereas the remaining 22.2% of them scale up as it is 1-2 hours (Item3). The training for 1-2 hours a day is not enough for physical and technical preparation of the player in the team. Jimma shenen-Gibe, Nopha and limu football clubs have 2-3hrs of training per day, whereas Gore football clubs have only 1-2hrs of training per day. 73.3% of the respondents were satisfied by the training program (item 4). Extent of planning training program with physical condition (item 5) needs improvement in most of the

clubs in which 43.7% of respondents rate it as very good, 12.7% as good and 43.7% rate it as poor. Therefore, these require improvement for mutual benefit of the team.

Beside the interview presented, most of sampled respondent indicated that time allocated for each training session is not enough to prepare and improve the physical strength, psychological preparation of the player in coach sampled clubs therefore it is necessary to increase the training session, provide continuous feed back to the players during training for the benefit of their performance.

Table 7 Training schedules

No,	Item	Response	Percentage of respondents
1	Is there training schedule in the club?	Yes	98.6
		No	1.4
2	Number of training days in a week	3 Days	54.2
		4 and above days	45.8
3	Number of training hours per days?	1 To2 Hrs	22.2
		2 To 3 Hrs	77.8
4	To what extent you satisfied with the training program	Highly Satisfied	21.1
		Satisfied	52.1
		Not Satisfied	26.8
5	To what Extent does training program planned with physical condition	Very Good	43.7
		Good	12.7
		Poor	43.7
6	Are you satisfied with coach behavior during the training?	Highly Satisfied	71.8
		Satisfied	28.2
7	Is your coach gives feedback of your performance /training?	Every Time	57.7
		Some Times	21.1
		Very Often	21.1

4.1.4. Food and accommodation facility

Table 8 food and accommodation facility

	level of satisfaction	Frequency	Percent
Are you satisfied with items provided to you?	Highly Satisfied	2	2.8
	Satisfied	10	14.1
	Not Satisfied	58	81.7
	None	1	1.4
Are you satisfied with the food quality and quantity provided to you?	Highly Satisfied	1	1.4
	Satisfied	14	19.7
	Not Satisfied	55	77.5
	None	1	1.4
Are you satisfied with the accommodation during computation /training program?	Highly Satisfied	0	0
	Satisfied	31	43.7
	Not Satisfied	40	56.3
	None	0	0

Regarding nutritional facility provision (food quality and quantity provided) of the club for the players 77.5% of the respondents were not satisfied, 19.7% of them responded as satisfied, 1.4% highly satisfied and the remaining 1.4% of them shows that there is no provision of such items. When compared to the 4 clubs Shenen gibe, Limu genet and Nopha football clubs are relatively poor in provision of enough amounts of quality food items for the players. Whereas, >75% of the respondents in Gore football club are relatively satisfied with food quality and quantity provided to them compared to other clubs.

4.1.5. The organizational structure of the clubs and club management

Table 9 organizational structure of the clubs and club management

Item	Yes		No		description
	Frequ ency	%	frequ ency	%	
Does your club have clearly defined mission and objectives?	73	100	0	0	
Does your club operate through an elected Board of Directors?	39	56.5	30	43.5	
Does your club have a club management structure?	33	46.5	38	53.5	
Did the coach guided by plan?	71	100	0	0	

Concerning clearly defined mission and objectives of the club all clubs (100%) have clearly defined mission and objectives, this fact has no variation from club to club. Some of the clubs operates through elected board of directors (50%) Jimma shenen gibe and Limu Genet clubs, whereas half of them operates through less formal club management structures (Gore and Nopha clubs) as indicated in the table 9; 39.3% of them respond that the clubs have formal club management, whereas the remaining 51% of the respondents rate the management as less formal club management.

Most of the football leagues in the study area were financially gets less support from government, and most of the financial support is from the club members as indicated in the figure 3. According to data obtained from respondents all the coaches in south western Oromia league are guided by plan (100%) for every activity based on the clearly defined mission and objective the club.

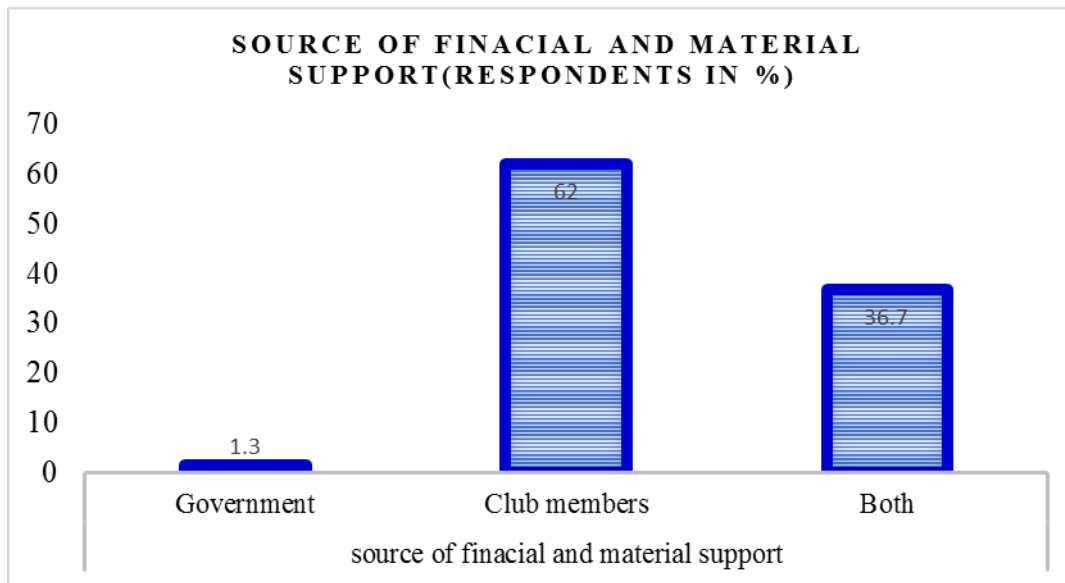


Figure 4 source of financial support for the clubs

4.1.6. Player, coach and fans roles and relations

Table 10 Responses on the relationship environment

No	Item	Excellent		Very good		Good		Satisfactory	
		freq	%	freq	%	freq	%	freq	%
1	The relationship between management and coaches	30	41.7	35	48.6	0	0	7	9.7
2	The relationship between coaches and players	48	66.7	24	33.3	0	0	0	0
3	How do you rate the coach knowledge/know how about the subject matter?	50	68.5	23	31.5	0	0	0	0
4	How do you rate the communication skills of the coach in the team?	46	63	25	34.2	0	0	2	2.7
5	How do you rate the coach have driven to mobilize the people as strong supporters?	12	16.2	45	60.8	0	0	17	23
6	To what extent does the team given enough opportunity to improve personal performance?	18	23.4	54	70.1	0	0	5	6.5
7	To what Extent does the team member take responsibility for any loss or poor performance?	19	22.9	60	72.3	0	0	4	4.8

Concerning the football leagues of south western Oromia, respondents responded that relationship between management and coaches is excellent by 41.7%, very good by 48.6% and satisfactory by 9.7% (Item 1). This shown that the managers and coaches have above satisfactory relationship as stated by majority of the respondents (90.3%). The result shown in item 2 revealed that relationship between coaches and players was responded excellent by 66.7% respondents and very good by 33.3% respondents. This implies that all (100%) the respondents rated the degree of relationship between coaches and players as very good and above. Thus, one can conclude that the relationship between coaches and players of the existing teams of south western oromia leagues have no problem.

The players rated extent of the coach’s knowledge/know how about the subject matter, (Item 3) as excellent by 68.5% respondents, very good by 31.5% respondents). Communication skills of the coach in the team (item 4) are rated as excellent by 63%, very good by 34.5% and satisfactory by 2.7%. Regarding the coach motive to mobilize the people as strong supporters (Item 5) the players rated it as excellent by 16.2%, very good by 60.8% and satisfactory by 23% of them which shows more than 78% the coaches have very good motive to mobilize the people as strong supporters of the teams and the club. More than 75% percent of the team responds that they were given enough opportunity to improve personal performance (item 6). Extent of the team member in taking responsibility for any loss or poor performance (item 7) is rated as 23.4% excellent, 70.1% very good and 6.5% satisfactory.

Table 11 Response of respondents about fans participation in the clubs

N o	Item	Excellent		Very good		Good		Satisfactory	
		Fre q	%	Freq	%	freq	%	freq	%
8	To what extent does the community participate on the club improvement?	4	4.8	56	67.5	0	0	23	27.7

9	To what extent do the fans interested to think about the team?	13	16.9	54	70.1	0	0	10	13
10	To what Extent do the fans support the team morally?	33	42.9	22	28.6	19	24.7	3	3.9
11	To what Extent do the fans support the team financial?	14	18.2	50	64.9	0	0	13	16.9

The extent of community participation on the club improvement (item 8) shows that more than 67.5% very good and above by most of the clubs. The interest of the fans in thinking about the team is also very good (>70%) and they are providing moral (rated as 42.9% respond as excellent, 28.6% very good, 24.7% good, 3.9% no support) and financial (18.2% excellent, 64.9% very good, 16.9% satisfactory) support to the team.

4.1.7. Club management environment

Table 12 Response on the club management environment

No	Item	Excellent		Very good		Good		Satisfactory	
		Freq	%	freq	%	freq	%	freq	%
1	The strength of the club's management in coordinating activities	10	12.5	10	12.5	34	42.5	30	37.5
2	The transparency in selecting the management teams	7	9.9	53	74.6	11	15.5	0	0
3	The accountability of the management body to the club	11	15.5	51	71.8	8	11.3	1	1.4

Concerning the organizational structure of the football projects in south western Oromia leagues, the strength of the organization in coordinating the activities of their respective teams is responded (by coaches and players players) as excellent by 12.5%, very good by 12.5%, good by 42.5% and satisfactory by 37.5% of the respondents (item 1). This implies that the majority of the respondents (60%) responded that the football leagues in south western Oromia have below

the average level of strength in coordinating their respective team activities. This may affect the success of the organization in the development process of elite players.

Item 2 of the same table shows that the transparency of the football leagues in selecting the management team is responded as very good and above by more than 74.6% respondents by both players and coaches. This implies that the transparency level of the organizations is at a satisfactory level according to majority of the respondents. Item 3 of the same table revealed that accountability level of the organizations has no big problem (>71.8%).

Table 13 Role of governing body and the club finance

N	Item	Excellent		Very good		Good		Satisfactory	
		Freq	%	freq	%	freq	%	freq	%
1	To what extent does the governing body demonstrate intense working sprite in team?	0	0	3	25	4	33.3	5	41.66
2	To what Extent does governing body work for the benefit of the team?	0	0	3	25	4	33.3	5	41.66
3	How do you rate governing body analyze the major problem in the team for realistic solution?	0	0	2	16.6	4	33.3	6	50
4	To what extent does the governing body promote consistently its public relationship?	0	0	3	25	4	25	6	50
5	How do you rate the club financial support?	4	4.9	17	20.7	51	62.2	10	12.2
6	How do you rate the club financial strategy to stabilize the capacity?	3	3.6	20	24.1	57	68.7	3	3.6

According to the coaches and the club management the extent of influence by governing body towards demonstrating intense working sprit in the team and role of governing body in working for the benefit of the team is very poor below average level which is very good 25%, good 33.4%, satisfactory 41.6% (Item 1 and 2). The governing body has also the weakest side in analyzing the major problems of the club for realistic solution which is rated by respondents as

very good by 16.6%, good by 33.3% and satisfactory by 50% of the concerned respondents (item 3). Regarding financial support of the club (item5) more than 50% of the respondents revealed that there is no enough financial support for the clubs (62.2% good, 12.2% satisfactory) in most of the clubs, which emanates from poor financial strategy of the football leagues and poor communication with the concerned bodies.

4.2. Discussion

In the present study organizational and management factor that affect the performance of selected football leagues were identified and evaluated. The purpose of the study was to assess and examine organizational and management factors that affect the performance of football some selected football leagues in south western Oromia. Issues related to availability of training facilities, training schedule, food and accommodation, organizational structure of the clubs and club management, player, coach and fans roles and relations and general club management environment were assessed.

4.2.1. Availability of training facilities

Lack of formal income source and poor support in providing training materials is observed in the clubs which results in poor level of satisfaction of the respondents, at the same time shortage of the training facilities and equipment's were currently putting the clubs under poor performance. Whereas, Laws of the Game 2010/2011 FIFA suggest that basic equipment or kit players are required to wear includes a shirt, shorts, socks, footwear and adequate shin guards and other necessary kits should be provide for players. Perez-Cutino, Francisco. (2008) also suggested in his study that the club management has to create formal and innovative approaches to increase revenues for football clubs since good business sense encourage football teams to fulfill the necessary training facilities for better performance.

4.2.2. Training schedule

Almost all the clubs have training schedule, the amount of weekly training days is three in two of the leagues (Gore and Nopha) and Shenen-Gibe and Limu players participated 4 days per week on training. Showing that clubs have not enough training days per week to develop good sport quality. Training duration in the club is 2-3 and 1-2 hours per day in most of the clubs which is

not enough for physical and technical preparation and extent of planning training program with players physical condition is also rated as relatively poor. Whereas, according to suggestions by the ERTHEO education and sports (2018) for elite soccer training, on average, professional soccer teams should practice for 4–6 hours a day for 5 days a week. If a player wants to become a professional football player, he should aim to practice for about the same number of hours per week.

The analysis of current trends has shown that while it is vital to address the target in order to reach the highest level of football, basic football training principles must not be neglected. Football plays an important educational role through the process of training players. Football training should not only offer the opportunity to develop the skills necessary for the game itself, but should take a holistic approach, also developing the player's personal and social skills. Robert L., Koger., (2009) also describes that where a coach needs to work with a small group of players, players need to be supervised and assisted at coaching and training sessions wherever possible since, a good coach can always assist a player.

4.2.3. Food and accommodation facility

Nutritional facility provision in terms of food quality and quantity provided to the players, provision of accommodations during competition /training program were rated unsatisfactory by most of the respondents. However, the goal is training to play professionally and therefore train at an intense level for more standard hours per week; the coach has to follow a much stricter diet plan to his players to make sure they eat the proper amount of protein, carbohydrates, and fats to optimize the performance of the players. According to the ERTHEO education and sports (2018) at high performance football academies, meals/foods are designed to optimize the performance on the soccer field.

4.2.4. The organizational structure of the clubs and club management

According to the findings all the clubs have clearly defined missions and objectives and some of the clubs operate through an elected board of directors whereas some of them have no elected board of directors. Almost two of the clubs have formal club management; the remaining two of them rate their management as less formal club management. Poor financial and material support

from the government is observed and mostly the financial source of the club is from the club members. Gammelsæter (2006) presupposes that there are some common features that make football clubs similar insofar as great role of organization structure is concerned for better management and team performance. FIFA's document (2011) on football club structure and management recommended existence of formal club structure having board of directors, general manager, technical team structure and club administration team structure with hierarchies following club structure and administration for professional football clubs and emphasized that the relationship between the chairman and the club manager is a paramount importance. It also described that football club management requires people (with required skills, expertise and experience), structure, clarity of roles, and management procedures.

4.2.5. Player, coach and fans roles and relations

In football leagues of south western Oromia, managers and coaches have above satisfactory relationship as stated by majority of the respondents. All of the respondents rated the degree of relationship between coaches and players as very good and above. Excellent coach knowledge/know how about the subject matter is also observed. Coach and player relation have important implications in terms of communication and mental preparation. Cote and Sedgwick (2003) also found that both coaches and players perceived that establishing a positive environment was an essential aspect of a coach-player relationship. Jowett, S. & Chaundy, V. (2004) on his study found that player's performance suffered when the relationship between a coach and a player broke down and the goals and communications became unclear. Furthermore, Williams Jean., *et al.* (2003) concluded that, for a coach-player relationship to be effective there needs to be a compatible relationship needs to be evident. Coaches have been considered as one of the key pillars of any team's development and formulation and no one can overlook their significant role in player performance, therefore, it is quintessential for the coaches to have strong knowledge and clear plan in place so that the training and duties of coaches can be tailored to the development of football (Rouhani et al., 2013).

The team was given enough opportunity to improve personal performance. Willingness of the community to participate on the club improvement is also very good, majority of the fans are also interested to think about the team and there was excellent willingness for moral and

financial support to the team by fans. Fans are the most important part to the team because they're the reason why the players, staff, and coaches organized as a team. They give the players confidence. It's crucial that clubs manage to organize fans and maintain high their engagement, to ensure fans will continue to support the team and attend football events. Keogh, Clare, et al. (2019) also stated that the paramount importance of establishing strong fan club relationship and soccer fan-engagement for the success of the football clubs. Coackley (2009) and Yusoff, Nur hafizah & penang, (2015) also stated that the sport encompassed two large aspects, that is, the players and the supporters. The sport cannot develop if there is no participation from its supporters. The sport is able to survive because of the direct and indirect support from its audience.

4.2.6. Club management environment

The strength of club's management in coordinating activities is rated as poor by most of the respondents, whereas there was very good transparency in selecting management teams, and there was no big problem regarding the accountability of management teams to the club. Thus, one can understand that the organizational structures of the football leagues in southwestern Oromia have no problem related to transparency and accountability to the teams; rather they have a problem in coordinating activities in organized manner for the success of the club. According to UEFA, 2018 the management unit of football, requires professional teams to frequently improve the management standard, achieve organizational levels that will increase economic and financial opportunities, bring more discipline and rationality to football accounting, and achieve effective management and organizational skills through income generated by football. Developing systematic approaches to organize existing players and sport facilities in the framework of strong principles with organizational structure of football is important. Kulikova, L. & Lyzhova, Anna (2016) also reported the club's board, consisting of the elected or appointed board members, in accordance with the constitution, has a responsibility to the club and its members. Each board member is expected to perform specific roles and act with the club's best interests at heart.

In south western oromia football leagues, role of governing body in demonstrating intense working sprite in the team, in analyzing the major problems of the club for realistic solution is

rated as poor. There is also not enough financial support for the clubs which emanates from poor financial strategy of the football leagues and poor communication with the concerned bodies. Whereas according to the statement of Ethiopian sport policy (2006) the government supports by finance the sport associations while the main objective is to encourage them and create a conducive situation that would facilitate the gradual autonomy of sport by doing away with government subsidy. Furthermore, the policy clearly states that Club has the right to generate its own finance by means of different fund-raising program, sport commercial and permanent and occasional sporting agency. Bada, Abdulrahman Bello & Magaji, Ahmed. (2017) also recommended the need for quick response from government and private sectors in improving quality of football fields, dressing rooms and training camp used in playing games, providing incentives for team members etc.

CHAPTER FIVE

5. Summery, Conclusions and Recommendations

5.1. Summary

The research finally analyses the data collected through questioner's interview and field observation from respondents. Along which the absolute number, frequency and percentage of respondents have been used to indicate the characteristics of the study population; percentage also used to show the magnitude of each score process. The purpose of this study was to assess and examine organizational and management factors affect football performance of selected football leagues in south western Oromia. To do so, samples are selected from football players, coaches and managers of four south western Oromia leagues namely; Jimma shenengibe, Limu-genet, Gore and Nopha football clubs. The required data is then selected from the sample respondents using questionnaire and interview. The collected data is then analyzed and interpreted with the review of literature. Accordingly, the summary of the major findings of the study are given below:

- The majority of respondents have responsible age, educational background and years of service.
- The football leagues in southwestern oromia has no formal income source and support in providing training materials and the clubs are mainly supported by club members, coaches and the community: 50% of respondents agreed that the clubs were supported by the community, 31% and 19% of them agreed that the clubs are supported by the club members and the coaches respectively.
- The training facilities and equipment's in the football clubs of the leagues is not satisfactory according to the majority of players (60.7%) for both coaches and players.
- Majority of respondent 77.8 % scale up association of training duration in the club is 2-3 hours per day, whereas the remaining 22.2% of the respondents scale up as it is 1-2 hours, which is not enough for physical and technical preparation of the player in the team.
- The facilities related to manuals and videos, medical, psychological and guidance services in the four clubs in south western Oromia leagues are rated unsatisfactory by the majority of the respondents and the services related to psychological and nutrition are rated unsatisfactory by almost all respondents.

- Extent of planning training program with physical condition is also poor as revealed by needs improvement in most of the clubs in which 43.7% of respondents rate it as very good, 12.7% as good and 43.7% rate it as poor.
- According to 77.5% of the respondent's nutritional facility provision (food quality and quantity provided) of the club for the players is not satisfactory. Shenen gibe, Limu genet and Nopha football clubs are poor in provision of enough amounts of quality food items for the players.
- All the clubs in south western oromia leagues have clearly defined mission and objectives. 50% of them operate by elected board of directors and the remaining operates through less formal club management structure.
- Most of the football leagues in the study area were financially gets less support from government, the financial support 62% from the club member's, 38% from both the government and the club members.
- Extent of the coach knowledge/know how about the subject matter is promising as it rated excellent by 68.5% of the players and very good by 31.5% of them. Rate Communication skills of the coach is also interesting are rated as excellent by 63%, very good by 34.5% and satisfactory by 2.7%.
- 78% the coaches have very good motive to mobilize the people as strong supporters of the teams and the club. The players were also given enough opportunity to improve personal performance and the majority of team member have no problem in taking responsibility for any loss or poor of the team
- Extent of influence by governing body towards demonstrating intense working sprit in the team and role of governing body in working for the benefit of the team is very poor; the governing body has also the weakest side in analyzing the major problems of the club for realistic solution.
- The respondents responded that the relationship between management and coaches is excellent (41.7%), very good (35%), satisfactory (9.7%) and respondents. This shows that the managers and coaches have above satisfactory relationship according to the majority of the respondents (90.3%).

- The relationship between coaches and players is responded excellent by 66.7% and very good by 33.3% respondents. This implies that there is no problem of relationship between coaches and players.
- Majority of the respondent (60%) revealed that the strength of the club's management in coordinating activities is below the average level.
- the major problems of all the clubs/leagues includes
 - ✓ Problem of training infrastructure
 - ✓ Lack of resource
 - ✓ Scarcity of the knowledge of the football training objectives
 - ✓ Lack of cooperation among the concerned bodies
 - ✓ Lack of scientific method of training

5.2. Conclusion

Based on the result of analysis the organizational and management factors affect football performance of selected football leagues in south western Oromia are:

- Absence and shortage of training facilities and equipment's in the football clubs of the leagues
- Poor performance of the club management in coordinating the activities
- Having no encouraging experience of governing body to create influence in working spirit, for the ultimate benefit of the players of the team,
 - problems of governing body towards demonstrating intense working sprit in the team and poor engagement governing body in working for the benefit of the team
 - The governing body has also the weakest side in analyzing the major problems of the club for realistic solution.
 - Weakness in analyzing the problem of the team as well as promoting consistent public relation.
- low quality and quantity of nutritional facility provision (limitation in food quality and quantity provided) for players during training and competition
- lack of planned training programs in accordance with physical condition
- Having no motivating experience of the coach in the club on planning guidance team performance and essential elements of communication.

- Inadequate training duration schedule of the coach in the club to bring better performance of the team with physiological, physical and technical and tactical skill of the players.
- Having poor motive and knowledge of the coach in the club.
- Weak team organizing ability of the management to unite the players toward set goal and lack of accountability as well as.
- Limited source of finance and lack of further financial support strategy to compensate inadequate equipment.
- Football coaches play a significant role to promote' success in the performance of the players through effective, planning, guiding, preparing and controlling the team in its day to day activity and motivate players with their sill, ability and their activity in the training season as well as game match. Furthermore, sport manager must have more knowledge about the game, however, the coach and managers of south western oromia football leagues having weak experience on planning, guidance for good team performance.
- Even though, almost all of the clubs have training schedule, there is a limitation regarding number of training hours per week and on delivery adequate training based on their physical performance by the coach in the club. To bring better performance of the team with physical and technical-tactical skill of the players appropriate coaching methods following standard requirement is important.
- Weak experience of the governing body to create intensive working sprite, working for the ultimate benefit of the players, by analyzing the problem of the team to promote consistent public relation.
- Weak management trend of the coaches in order to mobilize fans as supporter and have insufficient knowledge about the principle of coaching, communication skill, in guiding performance of the team.
- Medium level of understanding of the coach about the importance of fans participation as moral supporters and level of interest toward the club.
- Weak support of the government body to the clubs.

5.3. Recommendation

Based on the summary of the major findings of the study and conclusions drawn the following recommendations are forwarded:

- The government body is expected to motivate the coaches and the players by implementing other motivational mechanisms because a satisfied coach and players has a greater impact the success of a team.
- The management bodies of the football projects in south western Oromia league are expected to reconsider their existing structure in a manner of increasing transparency, accountability and responsibility among the managers, the players and the coaches.
- The management bodies of football projects at different levels are expected to give significant attention to the importance of medical, psychological and nutritional facilities and need to fulfill them realizing that these facilities are the crucial resources in the development process of strong team.
- The management bodies of the football leagues are expected to design ways of producing financial sources for the football teams by increasing the participation of the society and the different stakeholders to take part in the process of developing strong teams and strong players for the woredas, the region, and the national team of Ethiopia. human

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Appendix

APPENDIX A

JIMMA UNIVERSITY

**COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE
Post Graduate program in sport management
Questionnaire for respondents,**

Dear respondents,

I would like to express my deepest appreciation for your generous time, open and prompt responses.

This question is designed purely for academic purpose. I am conducting M.Sc. thesis at Jimma University on the title of organizational and managerial factor that affects the football performance in some selected south western oromia leagues.

Your voluntary participation and truthful responses have great value, on the one hand, for the successful completion of my study and, on the other hand, for valuable recommendations for policy makers, to find solution for the problem prevailing. In the study while only aggregate results will be used, your individual responses will be mentioned confidential.

Questionnaire to Be Filled by Players

Dear players,

The objective of these questionnaires is to collect data on organizational and managerial factors that affect football performance. So, your genuine participation in providing objective data is very helpful to both the successful completion of the study and addressing the problems under investigations.

Part I: Demographic Information

General Instructions

- A. No need of Writings your name;
- B. Use circle mark to show your response for close ended questions;
- C. Give short answer for the open-ended questions on the space provided and
- D. Thank you in advance for your honest cooperation!!

1. **Name of your league** (team) -----

2. **Sex:** A, male Female

3. **Age:**

A/ 18-30 Years

B/ 31-40 Years

C/ 41-50 Years

D/ above 50 Years

4. **Occupation**

A/ Players

B/ Coach

C/ Assistant coach

D/ Sport club managers

5. **Educational back ground**

A/ MA/MSc

B/ BA/BSc

C/ Diploma

D/ Certificate/Coaching license

E/high school (9-12)

F/ junior (5-8)

G/elementary (1-4)

H/ Illiterate

6. **Service years**

A/ 2-5 years

B/ 6-10 years

C/ 11-20 years

D/ More than 20 years

Part two: - Main question on the different /variables/ for players

I. Availability of training facilities

1. Are you satisfied with the materials available in the club?

A/highly satisfied B/ satisfied c/Not satisfied

2. Your level of satisfaction for the equipment available in the club like /Ball, Cone, Shoe.../?

A/ highly satisfied B/ satisfied C/ Not satisfied D/none

3. What extent your satisfies with the training kit given to you
A/ highly satisfied B/ satisfied C/ Not satisfied D/none
4. Which body supports the club by providing training materials?
A/government B/coaches C/ club members d/ community
5. Medical experts and facilities(rate)
A highly satisfied B/ satisfactory C/poor D/none
6. Your level of satisfaction for the Training manuals, videos etc. available in the club .
A. highly satisfied B/ satisfactory C/poor D/none

II. Training schedule

7. Is there training schedule in the club?
A/yes B/No
8. Number of training days in a week?
A/ One day B/ Two days C/ Three days D/ Four days and above
9. Number of training hours per days?
A/1-2 hours B/2-3 hours C/3-4 hours D/4 and above
10. To what extent satisfied with the training program
A/ highly satisfied B/ satisfied C/ Not satisfied D/none
11. To what Extent does training program planned with physical condition?
A. very good B/good C/poor D/not done
12. Are you satisfied with coach behavior?
A/ highly satisfied B/ satisfied C/ Not satisfied D/none
13. Is your coach gives feedback of your performance /training?
A. every time B/sometime C/very often D/not at all

III. Food and accommodation facility

14. Are you satisfied with items providing to you?
A/ highly satisfied B/ satisfied C/ Not satisfied D/none
15. Are you satisfied with the food quality and quantity provided to you?
A/ highly satisfied B/ satisfied C/ Not satisfied D/none
16. Are you satisfied with the accommodation during computation /training program?
A/ highly satisfied B/ satisfied C/ Not satisfied D/none

IV. The organizational structure of the clubs and club management

17. Does your club have clearly defined mission and objectives?
A) Yes B) No
18. Does your club operate through an elected Board of Directors?
A) Yes B) No
19. If your answer is “No” to the 16th question, what is your opinion to the following statement?
“the club operates through
A) Formal club management arrangement B) informal club management arrangement
C) less formal club management arrangement D) no club management arrangement
E) Unsure
20. Does your club have a club management structure?
1) Yes 2) No
21. If your answer is “Yes” to the 18th question, please specify your club management structure from top to lower levels.
-
-
22. The strength of the clubs in coordinating activities
A) Excellent B) Very good C) good d/Satisfactory e) poor
23. The transparency in selecting the management teams
A) Excellent B) Very good C) good d/Satisfactory e) poor
24. The accountability of the management body to the club
A) Excellent B) Very good C) Satisfactory D) None
25. To what extent does the governing body demonstrate intense working sprite in team?
A) Excellent B) Very good C) Satisfactory D) None
26. To what Extent does governing body work for the benefit of the team?
A) Excellent B) Very good C) Satisfactory D) None
27. How do you rate governing body analyze the major problem in the team for realistic solution?
A) Excellent B) Very good C) Satisfactory D) None
28. To what extent does the governing body promote consistently its public relationship?
A) Excellent B) Very good C) Satisfactory D) None
29. How do you rate the club financial support?
A) Excellent B) Very good C) Satisfactory D) None

30. How do you rate the club financial strategy to stabilize the capacity?
 A) Excellent B) Very good C) Satisfactory D) None
31. By whom should the club be supported financial and materials?
 A/ Government B/ Club members C/ Both
32. How do you rate the coach have driven to mobilize the people as strong supporters?
 A) Excellent B) Very good C) Satisfactory D) None
33. How do you rate the communication skills of the coach in the team?
 A) Excellent B) Very good C) Satisfactory D) None
34. How do you rate the coach knowledge/know how about the subject matter?
 A) Excellent B) Very good C) Satisfactory D) None
35. Does the coach guided by plan?
 A/ Yes B/ No
36. The relationship between management and coaches
 A) Excellent B) Very good C) Satisfactory D) None
37. The relationship between coaches and players
 A) Excellent B) Very good C) Satisfactory D) None
38. To what extent does the team give enough opportunity to improve personal performance?
 A) Excellent B) Very good C) Satisfactory D) None
39. To what Extent does the team member take responsibility for any loss or poor performance?
 A) Excellent B) Very good C) Satisfactory D) None
40. To what extent does the community participate on the club improvement?
 A) Excellent B) Very good C) Satisfactory D) None
41. To what extent do the fans interested to think about the team?
 A) Excellent B) Very good C) Satisfactory D) None
42. To what Extent do the fans support the team morally?
 A) Excellent B) Very good C) Satisfactory D) None
43. To what Extent do the fans support the team financial?
 A) Excellent B) Very good C) Satisfactory D) None
44. What are the strongest and the weakness of the club on your opinion?
-
-

45. What is your comment for improvement of club performance?

46. What are the major problems of the club/league?

A. Problem of training infrastructure

B. Lack of resource

A. Scarcity of the knowledge of the football training objectives

B. Lack of cooperation among the concerned bodies

C. Lack of scientific method of training

If another specify _____

47. Does your administration have good relationship with the club?

48. Do you think this support was sufficient?

49. Do you have strategy/plan to stabilize the club?

50. Do you think the club needs the community support?

51. What do you think to do on this area so?

52. What is your employment agreement with your club?

A) Permanent B) Contract C) Part-time

53. What is your satisfaction as a coach/manager/ of the team?

A/ highly satisfied B/ satisfied C/ Not satisfied D/none

54. If your satisfaction is low, please mention the possible reasons for having low satisfaction

a) _____

b) _____

c) _____

Appendix B:

Photos showing the survey and players in the training field

