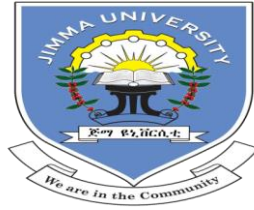**JIMMA UNIVERSITY**

SPORT ACADEMY

THE STATUS OF CLUB MANAGEMENT IN OROMIAN   LEAGUES IN SOME SELECTED FOOTBALL CLUBS

BY: - TSEGAYE MEKONEN SONESA

THESIS PAPER SUBMITTED TO JIMMA UNIVERSITY SPORT ACADEMY FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF SCIENCE IN SPORT MANAGEMENT

JUNE, 2021

JIMMA, ETHIOPIA

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JIMMA UNIVERSITY

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THE STATUS OF CLUB MANAGEMENT IN OROMIAN   LEAGUE CLUBS IN SOME SELECTED FOOTBALL CLUBS

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Acknowledgments

Abstract

The main objective of this study was to investigate management status at oromian league in some selected clubs. Mixed research method was used with quantitative and qualitative approaches. In this approach quantitative data were collected from 113 sample respondents. The collected data were analyzed by triangulation design via descriptive statistics to give meaningful conclusions for the result of this study. On the basis of the analysis made of this study the findings of this study were identified. Lack of and a Need for standard club management and services, communication system , good marketing and financial control system, and Need good and standardized facilities in the sport clubs of oromian   leagues in some selected football clubs was results of this study However The recommendation of this study were, need to build a strong and efficient management system in their club, Identify all sources of income and fundraising and Sponsorship mechanisms such as Membership fees and others, separates the success of any sports club or organization is the effective and responsible management of financial resources, through mobilizing the community and the concerned stakeholders.

Key words: status, oromian leagues, managements

Dedication

I dedicate this manuscript to all my family, especially to my wife Anbase Tamiru, and my son Robel Tsegaye and to all my friends for treating and supported me in different issues.

Declaration

I declare that this thesis is my original work and has not been presented for any other degree in any university and that all sources of materials used for the study have been duly acknowledged.

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Tsegaye Mekonen sonesa

Signature _____

Date _____

Acronyms And Abbreviations

AFL Professional Australian Football League

AIDS Acquired immune deficiency syndrome

CEO   Chief Executive Officer

CT   communication tools

FA   Football Association

FB   Facebook

FC   football club

FIFA   Federation of International Football Associations

Gov.   Governments

HIV   Human immune virus

IR   interview Response

Mgmt.   management

TV   Tele Vision

UK   United Kingdom

WoM Word of mouth

CHAPTER ONE

1.1 Background of the study

Management is a process that involves individuals and groups working to achieve the organizational goals through the Processes of management: Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting. Management includes overall methods of leadership used by managers. The way you handle various situations will depend on your management knowledge and skills (Andrewet al., 2011). Club management is a continuum of constant building and honing of skills and competencies. The General Manager of clubs today is responsible for three major areas: operations, assets/investments, and club culture, working in partnership with their respective Boards and members. (https://cscm.org › club-careers)

Good management and governance of sports organizations are key elements that will enable sports organizations to develop and prosper in a very competitive and challenging environment. Sport is widely recognized as a sector with immense economic value. Over and above, the economic potential is the socio-political benefits of sports for reconciliation and as a carrier for positive messages on issues such as anti-corruption and HIV/AIDS for the youth and society as a whole. While Ethiopia is well known as a sporting nation, this success is not reflected in the football sector, which has been particularly prone to squabbling and corruption (Andrewet al., 2011).

The success of any football team is due, without any doubt, to its good management approach. The sport managements have seen the development of world class player who form part of one of the top teams in the world football. (yibeltal,2014).

Also, football team can be efficient competitive and they're by successful in international football competition only when it is possible to produce more and more elite players and efficient professionals. When clubs improve their status depending on the supply of their youth football academy this also has a direct impact on the development of national league competitions standard. Clubs that produce quality players who are suitable and fit with the modern football, and competent in international level. (yibeltal,2014)

Corruption in sports is not new. There are concerns in the world about the lack of transparency and accountability in sports and the resultant social and economic impact. The risk of corruption

has increased dramatically as commercial influences growth. The vast sums of money which this industry attracts and the high public profile of key participants in sport make it particularly prone to financial misappropriation and other managerial issues. In many developing countries, football is the foremost participation and spectator sport. Rich and poor alike can play the game as it requires little equipment and can be played anywhere. Sadly, football in Africa has suffered through the years from corruption and mismanagement resulting in the countries' failure to make any significant impact in regional, continental or global competitions. (Gray and Kaufmann 1998)

As an example, corruption and negligence in the management of football in Kenya robs Kenya's youth of valuable and sorely needed opportunities and hampers socio-economic growth in the last decade, Ethiopia's football administration has drawn significant negative global interest as a result of poor management, governance and corruption. Public wrangles for power, peer pressure, and widespread mismanagement have typified football in Ethiopia, leaving many industrious players and the public disillusioned. Thus, the aim of this study is to assess the status of current club management in some premier league clubs in Ethiopia and recommend ways of creating effective football organizations through good management and governance. (Anshel, 2001).

A football team can be efficient competitive and they're by successful in international football competition only when it is possible to produce more and more elite players and efficient professionals. Although Football is one of the most popular games in the world. This game is not simply played by the teams for entertainment only; it's played in the world because of its biggest role in terms of once economy, politics, social advantage and the like. When clubs improve their status depending on the supply of their youth football academy this also has a direct impact on the development of national league competitions standard. Clubs that produce quality of players who those are suitable and fit with the modern football, and competent in international level. And this game has arguably been a global sport since the first men's world cup competition was contested in 1930 (Andrewet al., 2011). Football is the most popular sport in the world besides its remarkable social and economic impacts it has also significant role in recreation, health promotion and community building (Balogh&Tóth, 2001; Mező, 2008, 2000).

Some clubs are quite affluent due to recreational play income and relatively high fees—such as golf clubs. Some survive quite healthily through income from bars or other social activities, e.g.,

bowling clubs or tennis clubs. One of the most difficult areas of sport to fund is that of youth sport, especially developing talent, due to the necessity to look to many members to provide the large part of the funds to support the development of future excellence in a few. (Mönks& Mason, 1997)

The club base is very often made up of a group of parents, friends or experienced performers who administer the club for the benefit of the participants, which they will probably be themselves. There may be support from the local authority, local sports council or other agency. There will be some requirement to affiliate to the local sports council, join the national body to participate fully in the widest range of sports opportunities, and while this may bring some benefits—technical advice, coaching support, competitive outlets—there will also be some cost implications. The typical model for sports clubs in the UK has very much tended to be single sport, while sports not necessarily independent (especially in facility use), e.g. many athletics clubs and swimming clubs, use a variety of facilities for their training. (Balogh&Tóth, 2001; Mező, 2008, 2000).

This model is not typical of much of western Europe, where community-based multi-sports clubs are much more common. Throughout Holland, Scandinavia, Spain, Germany and France, clubs such as hockey, football and rugby share changing and social facilities as well as playing fields, and there may also be allied indoor facilities for basketball, volleyball, handball, etc. This type of multi-sport club is rare in the UK and is much envied by a number of clubs who would see such an amalgamation as quite healthy. It should be noted that there have been some, mostly unsuccessful, attempts at amalgamation in the UK on a local basis, but it would appear that differing histories, social traditions and expectations have caused some practical problems in drawing clubs together effectively. This is a model, however, favoured by many and it is quite likely to be pursued in the future, especially as economic demands place additional difficulties on clubs. Current lottery funding arrangements tend to favour such logical facility developments, which are often beyond the means of one club on its own.

The multi-sport club does appeal in the sense of combining all resources—not just physical or social, but also in terms of personnel and joint fundraising efforts, etc. The difficulties arise when any funds raised have to be disbursed and significant debate can take place as to how this should be done, pitting one sport against another or one group against another. The voluntary nature of

sports clubs in the UK has been their strength for many years but looking at the fast-changing sporting scene, both domestically and internationally, one has to debate whether the small club units functioning on a voluntary basis can continue to support the development of sport at a time when individual performers can aspire to be paid tens of thousands of pounds for one appearance. (Mönks& Mason, 1997)

This dichotomy of individual wealth set against club (and indeed governing body) poverty seems to identify an issue which will cause significant problems for sports in the next ten years at least. The professionalization of athletics and rugby union among others will necessitate serious reconsideration of how such sports are administered at local and national level. The scale of the finance available will mean substantial changes in the operation of the volunteer as opposed to the paid administrator at all levels of sport. (http://www.uefa.com.,)

Individuals or teams, paid thousands of pounds, even up to hundreds of thousands of pounds, will not easily coexist with spare-time volunteers in delivery terms. The response time required by paid top performers is short and rightly demands appropriate efficiency from the sport's administration. This debate will evolve and develop but it seems likely to be performer and finance-led rather than dictated by the sport administrators or lower-level participants. For example, the greater funds available have already meant that individuals have been attracted to larger clubs through financial inducements and this trend will continue, further endangering the smaller clubs by removing the cream of the players and encouraging the player to look for (at the very least) substantial expenses packages. It will not seem much of a reward to hard-working volunteers in the local rugby club if everyone they encourage and develop through the early stages (in a voluntary capacity) departs as soon as they show any serious promise, to look for substantial sums of money in a more lucrative club setting. (http://www.hrpub.org)

The movement towards buying success even at club level must be a major disincentive to volunteers in the other 'feeder' clubs. According to UEFA , [cited 2018 April 5] available from http://www.uefa.com., 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. In our age, Atak asserts that businesses are accepted as living organisms. Businesses that are aware of this change today have begun to prefer to transition from a result-oriented work system to process management, closely following customer expectations in order to exist in the future as well. Continuous control and improvement of the process and long-lasting and stable determination of the error-free results are necessary. Çetin, Akın and Erol emphasize that if management does not establish systems to improve processes, it will fail in the end results. (Yibeltal,2014)

The process is a sequence of related activities and operations that start with an input and produce a needed output by adding value. Some organizational principles that still maintain their validity in the Management Process Approaches, which is one of the classical management approaches in organizational design, are basically used as follows: According to Robbins, Stephen and Judge argue that Division of labor and Specialization, Division of departments, Order Command Structure, Hierarchical Structure, Control Field, Balance of Authority and Responsibility, Centralization, Number of Stages. A direction of these principles towards the objectives determined within a certain order is possible with the system approach. Doğan highlights the system is conceptually defined as an organized and indivisible, consisting of two or more parts or sub-systems that are dependent on each other, with a certain limit in terms of their operating characteristics, distinguished from other systems, or related to the external environment from subsystems.(Doğan)

The information needs also differ in different branches of the organization due to their different activities, working styles and differences in their structures, and as a result the information systems of different qualities in organizations are classified according to organizational structure or administrative level, functions, operations or activities, decision support, architectural structure, support areas. Management of businesses with functional (vertical) structures causes communication problems between departments and unnecessary competition. (Serdar Samur,

Assistant Prof. Dr., Head of Sports Management, Physical Education and Sports School, Gelişim University, Avcılar, İstanbul, Turkey)

1.2 Statement of the problem

In any sporting situation, public, private or voluntary, there is a need to establish a strategy for ongoing management and future development of the organization and the individuals within it. Sadly, the lack of strategic direction is often the downfall of the organization and, while mission statements and visions may be seen as fancy management jargon, they are beneficial to the function of a successful organization (Barry, B. (1982). If we do not know where we are going, how are we going to get there, and how will we know if we have got there? This is essential in facing up to change, which seems constant in the sporting situation. It is also essential if good customer service is going to be achieved, income targets met and facilities or services provided in an efficient and effective manner (Wouter Jan van Muiswinkel , 2013)

Crust and Lawrence (2006), researchers in York St. John University College, reviewed leadership and coaching research in an attempt to assess the implications for football management under the title 'A Review of Leadership in Sport: Implications for Football Management.' And, they agreed with Weinberg and Gould (2003) who stated that, 'Determining what makes effective sports leadership is clearly not a simple process' by examining the theories and research findings from the coaching and leadership literature, it is possible to formulate a composite view of an effective football manager. This composite view of an effective football manager can be formulated from different approaches. (The Pfeiffer Library Volume 16, 2nd Edition. Copyright © 1998 Jossey-Bass/Pfeiffer)

From trait approaches, there seems to be evidence of certain traits and skills that are not so much pre-requisites for success, but rather potentially useful characteristics. These appear to include traits such as adaptability, self-confidence, and persistence; as well as skills such as intelligence, creativity and knowledge of the group (Crust and Lawrence, 2006). Although forwarding mental toughness and courage as two important components might be regarded as premature given limited research attention, it is likely that the ability to tolerate stress, rebound from adversity and to seek out new practices rather than remaining 'rooted in the past' will be important factors.

From the behavioral perspective, it is evident that consideration (including communication and building rapport) and initiating structure (processes, and goals) are important parts of what leaders do. Sports specific research suggests that providing clear instructions and contingent positive reinforcement are also key behaviors. From the interactional approaches, the importance of flexibility is clearly enforced: a football manager cannot expect to rely solely on one dominant style of leadership, but must be adaptable enough, and perceptive enough, to vary his leadership approach based upon situational and group variables. It is important for the manager to be aware of the interaction preferences of his/her players in order to provide satisfactory experiences and optimize player performance. They stated that, according to the studies of Chelladurai and Carron (1978), if a manager adapts his or her behavior to comply with the players' preferred behavior, the individual may be more readily inclined to repay the manager through an elevated performance (Crust and Lawrence, 2006).

Furthermore, the manager's ability to cultivate a shared mental model among players and coaching staff is likely to be important in regards to team coordination processes and performance. Despite a focus upon theory and research, it is clear that variables outside of the managers' direct control such as finance, injury, and refereeing decisions will inevitably impact upon the degree of success an individual experience. Also, it is recognized that there will be some football managers (by way of traits, behaviors or interactions) who do not conform to the proposed composite view but who are effective. Their paper indicated that new innovative and reflective manager training courses are clearly required to allow individuals to manage their responsibilities as effectively as possible and facilitate critical interventions by mentioning the training program available to all football managers at Warwick Business School in the UK (certificate in Applied Management) (Crust and Lawrence, 2006).

This new qualification is unique in European football and contains training in marketing, media relations, sports psychology, branding, and influencing skills(http://www.hrpub.org). It is well known that several research papers had been prepared with regard to problems of management & other miscellaneous issues on managing different organizations other than football clubs. As football club management is relatively a recent discipline, it is not an easy task to find a research paper on football club management, especially countries like Ethiopia. There are different factors

that affect the efficiency of a football club. Among those determining factors, management takes the first place in handling and mobilizing every resource in the clubs (Dniel,2014).

In order to utilize the available resource efficiently, clubs must give a great priority to good management and governance. That is why a great attention is granted by this paper to the study of the existing managerial problems, analyzing them and giving alternative solutions to the management A fore mentioned problems of some leagues football clubs in oromia. However, the researcher gives emphasis on some vital points; more specifically on football club management and how they are organized. Because, the researcher believes that the club management has a paramount impact on some league football clubs in oromia, additionally, the problem is increased by the facts that a lot of money spent in the name of sport but the money is not applied for the purpose of sport but, not occasionally they use it for the personal gain Transfer training opportunities gained from NGO or government to other body that couldn't concern them, hiring employer by using nepotism and corruption

even with the noted changes in the sports sector and the lack of good managements and status in oromian football leagues, there are no studies conducted to identify the causes and status of the poor managements performance of the clubs. It is not clear how the various football clubs manage their status in Oromian FC Leagues. This research, therefore, intended to study the status of current management in some premier league football clubs in oromia. this paper plans to answer the following questions.

1.3. Research Questions

1. Is there structure of management exist in the selected club?

2. How was the communication system in the club?

3. Does clubs have financial management system?

4. Does clubs have properly provided the supply of facilities?

1.5. Objective of the study

The objective of the study consists of two major items. These are general objective and specific ones

1.5.1. General objective

The general objective of the study is to investigate the status of club management in oromian leagues in some selected clubs

1.5.2. Specific objectives

To assess the status of current club management in some league clubs in oromia in some selected football clubs in Oromia

1.   To examine the club's management structure.
2.   To establish the communication systems of the clubs.
3.   To identify the club's financial management system.
4.   To assess the properly supply of the facilities of the clubs.

1.6 Significance of the study

As we know sport management is the backbone to the development of football game. The absence of a sound management will get a devastating effect on the day-to-day performance of football clubs in oromia. Thus, this study will be playing its role in enlightening existing managerial problems with regard to football development. In addition, it will provide a starting ground for assessment of factors affecting the clubs in rendering high quality management. Furthermore, it may contribute to strategy designing on ways to solve the management of football clubs in Oromian leagues in some selected clubs. This study hopefully will serve as a basic resource material in future studies of football management in Oromia.

1.7 Delimitation of the study

This study will assess the status of club management in oromian   league football clubs selected clubs. Therefore, the study will be restricted within the target area and selected sample respondents. Due to time and resource constraints, not all Oromia leagues   selected for the study. If I take all it reduces the accuracy of the determination of the assesses of club status in Oromia leagues. It conducted at ilubabor and jimma zones.because the samples of this study are found in those zones .Uka FC, Bilo Nopa FC and Gore F.C, are found in Ilubabor zone and limmu gannet F.C,Jimma shana Gibe F.C,are found in Jimma zone   finally this study is limited to football players ,coaches,managers,finance officer, working with football clubs in year 2021/2013

1.8 Limitation of the study

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

- ✓ financial shortage
- ✓ Resource material
- ✓ Unwilling of informants to give their response
- ✓ current situations of the country
- ✓ Covid-19 pandemic disease

1.9 Definition of the key words: -

- **Status:** position or rank in relation to others
- **Leagues**: a group of athletic teams organized to promote mutual interests and to compete chiefly among themselves(yibeltal,2014)
- **Managements**: directing and controlling a group of people or an organization to reach a goal and the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. (Daniel,2014)

1.10. Organization of the paper

The paper was organized in such way that the first chapter deals with the background of the study, statement of the problem, research questions, research objectives, significance, limitations and scope of the study. The second chapter may deal with related literature pertinent to the subject under study Fourthly, present and discuss the data presentation and analysis, and finally the last chapter is providing conclusions based on the findings and forward recommendations derived from the findings. Also, the lists of references and questionnaire are annexed

CHAPTER TWO

LITERATURE REVIEW

2.1 A brief history of football club management

The development of football management has its own history like the management of other sectors. Management, in its literary definition, is a process that involves individuals and groups working to achieve the organizational goals. And it includes planning, organizing, staffing, directing, coordinating, reporting and budgeting of an organization (FIFA document, 2011). Malik (2005) described management as the most important competitive factor and expressed that knowledge of management is the most important resource for creating competitive advantage. He also stated that this applies to companies and equally to the individual. It makes people and organizations effective. He lastly concluded that only by management are cleverness, intelligence, talent and knowledge turned into what really counts – results.

As Carter (2006) put it in a book entitled "The Football Manager: a history/Neil Carter", the management of football clubs in Britain had begun to take on greater significance when professionalism was legalized in 1885. But there were not clear ways how clubs run, and/or whether clubs did have a model of any particular form of management they follow. Football management in Britain reflected the 'practical tradition' of British management, in which knowledge has been gathered and passed on through the generations by 'doing it' rather than by learning how to 'do it'.

The story is of course the same in other countries too where there was not a provision of education on football management and knowledge had been gathered and passed on through the generations by 'doing it' rather than by learning how to 'do it' (German theorist Carl Diem).

Since the nineteenth century, the history of management has been marked by a 'divorce of ownership from control', where the administration of organizations has gradually evolved from one-man businesses to companies under the control of specialist professional managers. Despite a steady decline in the number of owner-manager businesses, though, most British firms, like football clubs, have remained small in size. Any developments in management, therefore, were

not instantly reflected in smaller companies and the effects of any changes within the management of major companies filtered down very slowly. Because, the prevailing business culture many owners were unwilling to relinquish control of their company to professional managers. Instead, managers, with their autonomy usually restricted, worked according to the traditions of their firm rather than to the rules of any association or profession. As a consequence, the management of small firms was generally more easily influenced by the personalities and the actions of a few individuals. Anti-intellectualism pervaded British management culture throughout the twentieth century (Carter, 2006).

Football management education is a recent field of study and the story of football management, in terms of its evolution as a profession, has been very slow. From the mid-nineteenth century, cricket, horse-racing and professional athletics had become commercialized sporting spectacles, and in one way, they provided examples of how to run a sports business. But football management's history has been as much a consequence of the game's traditions as economic traditions according to the opinion of Carter (2006).

Hamill and Chadwick (2010) expressed that football is all-pervasive across most parts of the world and it has progressed from being a ritual and a celebration to become an amateur sport, a professional sport, and now, increasingly, a commercial sport. They demonstrated that football today faces a future that increasingly requires people involved in, or associated with, the sport to adopt a professional, strategic, and sometimes commercially focused approach to the administration of the institutions that make up what might be described as the football industry. Those Authors also argued that football for many people across the world remains a celebration, a hobby, a leisure pursuit, and a rite of passage; yet, football is increasingly recognized as an industry in itself, an industry that must be managed in a businesslike fashion.

There is no doubt that football is universally popular, and it is frequently referred to as the global game, a sport that transcends social, political, economic, and cultural boundaries. Figures reported by the Federation International de Football Association (FIFA) appear to confirm this, with the organization reporting that there are 265 million registered players worldwide, playing for 1.7 million teams in 300,000 official clubs (FIFA, 2007). Although many of these players,

teams, and clubs may actually play football simply for pleasure, the top tier of football clubs clearly operates as businesses of a kind, despite their socio-cultural significance.

As the history of development of football management indicates, football clubs are at the arena where they need to be administered by a professional and must manage their resources based on strategic and even commercially focused approach where football by itself has been started to be considered as an industry. (H Rikardsson ,2013)

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 (Daniel,2014).

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 (Gammelsæter, 2006). Despite the obvious differences that exist across clubs and nations, some researchers like Gammelsæter (2006) 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). 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. (Katz, D. and Kahn, R. L.)

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 a 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 (Gomez et. al., 2008; 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 (Chadwick (2013).

2.3 The role of the sports manager

The sports manager's role can vary enormously depending upon the setting, but the specific task of the manager will be to take general management functions and perform them in a sports setting. All management functions can apply in different situations at different times—the really skilful manager will know when each applies and will use that process appropriately. (Lindsey Thompson2018)

It is essential for sports managers to realize that they are managing in a sports situation, and that they should be applying the correct business principles and practices as appropriate and relevant to that situation, as colleagues will be doing in other industrial situations. There has been some delay in service industries generally in recognizing that they have to apply management principles, as do product-based industries. There has been a further gap in sport realizing that it is actually a service industry, but now it is hoped these thought processes and then good practices will begin to be applied. (Lindsey Thompson2018) Skills of sports manager Sports managers will require background knowledge in the process of management, but they will more particularly require knowledge of sport and the people involved in it. To be genuinely effective they will have to a have a feeling for the business of sport, as well as management skills. (Herminia Ibarra and Anne Scoular2019)

2.4. BOARD OF DIRECTORS

It is generally the board's responsibility to represent the owners or members and it is the board which is accountable for the performance of the club. The important matters of the club which requires the decisions of board of directors are business plan of the club, important financial matters which include sale of assets, investment and loan, and other important matters for the club managementhttps:(//en.wikipedia.org/wiki/Directeur_sportif.)   Finally, the main roles and responsibilities of board of directors is making decisions on important matters for the club management and implement decision (Daniel,2014)

2.4.1. Club administration Workers

There are a number of sub-departments under club administration department which include, finance, facilities, communications, and management administration The main roles are administration of the club office, planning, logistics, scheduling, equipment and contact with the league & association. Need to have sufficient knowledge of administrative operation in football

club with good command literate The 'club administrator' is the most important role. They control the content of the site, adding meetings, events etc. in addition to the club administration facilities of the site, for example creating committees and adding members to the committees. (https://www.rotary-ribi.org › tutorials)

Supply of Facility

The roles and responsibility of this sub-department is maintaining training facilities, if the club owns football pitch, gymnasium, dressing room and treatment facilities. If not, its primary role facilitates available equipment and other facility with concerned body (Daniel,2014)

Facilities are fixed non-moveable, static, permanent long life span materials used in sports. In broad term facilities in sports include training centers, gymnasiums, stadiums, sports federations, and even universities. They can host several activities, tournaments, and training sessions. While in specific term, facilities can also be mentioned to include volleyball court, running tracks, basketball court, swimming pool, handball court, badminton court, long jump pitch etc. Majority of the facilities in sports cannot be moved from one place to another because they are fixed and they have long life span. (Prof. I. O. Oladipo)

A common example of sports facilities is Sports Complex. A sports complex is a group of sports facilities. For example, there are track and field stadiums, football stadiums, baseball stadiums, swimming pools, and Indoor arenas. This area is a sports complex, for fitness and for sports competition. Sports facilities can be planned for teaching of Physical Education is schools or to train athletes. In many cases sports facilities in schools are used for both programs. There are two types of facilities in sports which may be either indoor or outdoor. Indoor facilities are those materials and structures that can conveniently be constructed or enclosed in the four-wall of a building called gymnasium to facilitate learning program. These include: the building or the physical plant capable of enclosing a standard swimming pool, gymnasium, locker, shower and drying rooms, teaching stations and rooms, corridors and foyers, offices and laboratory or research rooms. Outdoor facilities are constructed outdoor or left in the open in order to serve physical education and sporting program as we have in most of our primary and secondary school fields and other open fields. These will include: sports fields, courts and arenas for track and field athletics, football, basketball, handball, hockey, badminton, tennis and volleyball. (I. O. Oladipo)

Financial management system

Its roles and responsibilities are Sponsorship (Finding sponsors, relationship with sponsors), Head of dept. is required to have best of working experience in football marketing industry

The treasurer

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

The treasurer is a key person in the club's management. They are represented on the club's board or committee, and take overall responsibility for its financial management. The size of this job will depend on how big the club is and whether there are other people who can help - either with the financial administration or as a finance sub-committee. The treasurer will require a job description - this sets out what they're supposed to do and provides standards for their performance. The treasurer's role includes reporting on actual finances and seeking out the best ways to use available funds. The treasurer needs the following stationery to perform their job effectively: (Gammelsæter & Senaux, 2011).

Communication system

The continuous development of electronic information technology has brought about more advanced wearable devices with features such as portability, high sensitivity, and low cost, which can be more easily used by people in their daily lives Wearable devices can also be called wearable computers because they can collect various data generated from people's physical activities, including motion data and physiological data, just like microcomputers Wearable devices were first invented in 1960, and the inventor was the Media Lab in the U.S. the technology was invented to facilitate people's lives, so the original wearable technology is a combination of various sensors and a master controller that allows data to be processed in a

portable space and converts analog information back to digital information(Yuhua Li , Lishuang Wan,and Haimin Zhang)

Its roles and responsibilities are creating relationship with media concerning Club news, maintaining good club image Match (Accreditation, Mixed zone, Press conference), preparing Club Publications, developing Club Web-site, carrying out Internal information sharing, and Crisis management. (Yibeltal ,2014) The objective of this sub-department is establishing and maintaining good club image through the media. Head of communication dept is required to have at least 10 years of working experience, with at least 5 years in media field. Head of communication dept. needs to have Degree in journalism or public relations. And must work on full time basis and be able to create extensive network with football media (Dniel,2014)

2.5. Present day football clubs in relations to management

Professional football in the world is now recognized as big business with clubs traditionally focusing on achieving on-field performance. Traditionally, it has been assumed that those clubs which performed well on the field would in turn ensure financial gains and long-term success. However, some authors question whether this is the case other more professional measures, other than on-field performance, need to be identified which can ultimately ensure the financial success and long-term survival of a football club. (Pope and Turco, 2001).

Forces such as a requirement to be increasingly professional and increases in costs (especially player payments) are forcing clubs to focus more strongly upon financial performance and profitability rather than just winning on the field in order to survive. Sporting clubs must now rely on other more \professional and holistic methods to ensure the financial security that will provide them with long term stability. One such method recognized is through the identification and satisfaction of all key stakeholders, or through the achievement of marketing success. It is through working to satisfy all key stakeholders, including members and supporters, the media, employees and players, that resources vital to the operations of an organization, including financial resources, are generated and appropriately allocated (Foreman, 2003).

In spite of this realization, stakeholder satisfaction, or marketing success, cannot be achieved through just winning games. Instead, clubs must rely on their internal capabilities, resources and processes to create stakeholder satisfaction. Internal capabilities may include technical expertise of personnel, protected resources and all elements and functions of the organizational system

such as marketing, finance, research and development and culture. One such capability which has been identified in the literature as being critical to the achievement of marketing success and overall club performance is organizational structure (Morgan et. al., 2006).

Organizational structure of football clubs can differ from one football club to another or from country to country. For instance, according to authors most professional football clubs in Australia operate under a board of directors. It is generally the board's responsibility to represent the owners or members and it is the board which is accountable for the performance of the club. The boards of each club do, however, vary in terms of their roles, responsibilities, focus of control, decision making scope and composition. Professional Australian Football League (AFL) clubs tend to operate under one of two different types of boards, a board of management and a board of governance. The type of board chosen will likely determine the organizational structure of the whole club and will impact upon the club's operation and overall performance. (Morgan et. al. (2006)

Briefly discussed each of these structures as follows. A Board of management takes on all governance, management and operational tasks within an organization. It sets policies and makes organizational decisions and is also very involved with overseeing the day-to-day operations of the organization. It has a high degree of involvement in operational and administrative activities and is usually closely supervises the CEO and staff at all levels of the club. Boards of management in professional AFL clubs also make decisions extending to fine details including team and recruitment selection, marketing, service offerings and administration. Under this structure the club limits the roles, responsibilities, authority and decision-making scope of staff at lower levels, as the board assumes a major role in controlling and making decisions regarding the day to day running of both the club and the football team. (Morgan et. al. (2006)

The selection and ultimate election of members of the board of management (directors) for sporting clubs is therefore based on their knowledge and experience relevant in the sporting field (football in this case) and they tend to be ex-players and coaches. Elected directors can also be part of a 'special interest' group or sector considered important such as media or sponsors. Current literature reviewing this type of structure has expressed concerns about the lack of a clear separation between the board and the functional executive staff. In contrast a Board of governance acknowledges the clear distinction between the roles and responsibilities of the board

and those of the executive staff. In this structure the board sets the policies and guidelines of the organization by establishing the company's mission and objectives. While the primary concern is to the needs of the owners or members and secondarily on-field performance of the club, the board of governance is also equally concerned with ensuring continued satisfactory financial performance. It takes the view is that financial performance will ultimately determine a club's existence and will consequently result in satisfactory on field performance. (Daniel gabremariam ,2014)

When operating under this type of board, the roles, responsibilities, authority and decision-making scope is very clear for both the board members and for the executive staff. The board tends to assume more of a monitoring and supervising role in relation to the day-to-day club operations. It selects and approves executive staff such as the CEO and coach, but is not involved at all with the day-today operations of the club. While major decisions require board approval, each executive staff member is designated a very clear role and area of responsibility and is authorized to make decisions within his or her scope. Directors in a board of governance are generally professionals who are selected based on their experience or knowledge in specific fields of business rather than on knowledge of a particular sport. These people bring essential skills, information, resources and credibility which may not be available from ex-players or coaches. Morgan et. al. (2006) lastly concluded by referring to Foreman (2003) that the literature tends to promote the adoption of a board of governance model, but some successful professional football clubs still operate under a board of management. According to Morgan et. al. (2006) no literature exists which supports the adoption of a preferred organizational structure for professional football clubs in relation to either marketing success or overall performance.

The findings of a research done by Morgan et. al. (2006) has shown that whilst structure is an internal capability which is able to impact upon the achievement of marketing success or overall performance in professional FB clubs, other internal factors must also be considered such as strategy and staff. This research has also shown the need for clubs to shift away from their focus on on-field performance and need to develop a more professional culture in order to achieve business success. This would involve establishing and focusing on other key performance indicators which ensure financial gains, as well as having a greater focus on internal capabilities such as structure, strategy and staff (Morgan et. al., 2006).

An important implication of this research (Morgan et. al., 2006) is the recognition of the need for professional sport clubs to focus on the management of their staff. Clubs therefore need to place a greater emphasis on recruitment and on hiring the people with the most skill and expertise concerning their specific stakeholders. This is particularly important as professional sports club needs to shrug off their volunteer and past-player based workforce, in exchange for professional, function-based employees. However, they must also work to make sure that they have the structure in place which will ensure that only those people with the most knowledge, skill and experience concerning a specific stakeholder, are dealing with that specific stakeholder. This will help to ensure that correct decisions are made and that stakeholder satisfaction can be achieved. (Morgan et. al., 2006).

Another study done by Gomez et. al. (2008) demonstrates the present-day football club management characteristics and structural characteristics of sport organizations. Their findings showed that in the ten years from 1996 to 2006, there was an increase in a differentiation of tasks within elite Spanish professional football clubs. This differentiation of tasks in the football clubs is not only in related to the principal task of the club (subsystems related to the areas of sports, economic and finance), but also in the relation between the organization and its environment, like communication, marketing, commerce, external relations and social affairs. The peculiar feature of the differentiation of tasks and crite ria used to allocate members and design of the formal football club structure observed in Spanish football league clubs tend to refer more to a differentiation of responsibilities than subunits; in other words, a differentiation of specific task rather than lines of strategic action (Gomez et. al., 2008).

The differentiation of tasks within the elite Spanish professional clubs' subsystems executive management reflects that they now not only have to fulfill a sports objective, related to their core activity, as well as an economic objective, related to survival, but moreover that they are facing demands that go beyond these two fundamental areas which lies between the organization and its environment (Slack and Hinings (1992).

Since the 1960s there has been change in the structure, ownership and control of professional football clubs in Europe. This change started in Italy in the 1960s when non-profit football clubs transformed themselves into limited companies where new owners searched to gain financial

profits. England followed their example in the 1980s, and in the 1990s Spain and Sweden also followed (Karlsson and Skännestig, 2011).

The structure of professional football in England transformed in 2000 when the Premier League was bankrolled by Rupert Murdoch's B Sky B at a time when much closer relationship between football and the media begun. The gap, both in terms of wealth and ability, between the elite clubs of the Premier League and the other clubs widened every season then (Carter, 2006).

The sport sector, as a whole, and football in particular has been subject to increased commercialization, professionalization and internationalization. Furthermore Lund (2011) states that different socio-political changes have driven the commercialization of football. Another important influencing factor is the privatization of the previously state-owned television monopolies, which led to the introduction of advertising-funded television broadcasting and pay-tv. All these influencing factors brought a dramatic change in the structure, ownership and control of professional football clubs, professional sport clubs business model and subsequently on football club management. (Lund, 2011).

A research publication by Pannenborg A. (2010) regarding football in Africa illustrated the following points as the most important observations; (1) the context within which football development projects in Africa operate is more complex than one might expect, and that (2) football in Africa is almost never played for football's sake.

The organization of football is vast and complex and numerous powerful men (and a few women) are involved in the sponsoring and running of the game. Many of them are primarily interested in satisfying personal needs. Football is not always about scoring goals on the field of play; it is also about scoring goals in the world of finance and politics. This publication (2010) primarily demonstrated that the formal and informal organizational structures of football in Africa are highly hierarchical yet work differently from those in the West. Secondly, mismanagement and corruption in African football are a huge problem. Even though football is the most popular sport in Africa and most countries in Africa have tried to professionalize the game and have League Boards that oversee the Premier League and the lower divisions, positions in football are highly prestigious. An FA chairman prefers to call himself 'president' and his presence alone commands the utmost respect. Pannenborg A. (2010) commented that

whoever deals with an FA will learn that no decision can be taken without the president himself. He further explained that this does not only apply to FAs but also to committees, league bodies, clubs and even to seemingly insignificant grassroots organizations.

In Africa most relations are characterized as those between a patron and a client. This so-called system of patronage is visible in all levels of football. Wealthy and powerful man (sometimes a woman) takes a position within the FA or a club and then assumes total control. One consequence of such system is that many employees in football organizations are hired as a 'favour', not because they have the relevant skills and experience for the job. In short, Pannenborg A. (2010) concluded by stating that the relationship is 'Big Man Small Boy Syndrome'. The Big Man controls and gives orders; the Small Boy obeys and does not dare to speak his mind (Pannenborg A. (2010)

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. 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 (Gammelsæter 2006)

2.6. Football in Ethiopia

Ethiopia has a long football tradition and was among the pioneers of international competition in Africa, playing its first international match in 1947, defeating a French Somaliland selection 5–0. 11 The EFF affiliated to FIFA in 1953 and to the Confederation of African Football in 1957.

The team took part in the inaugural African Nations Cup in 1957, when they finished second, and in 1959. Ethiopia entered the 1962 World Cup qualification, where they played against Israel. The team lost both games, 2-4 on aggregate, being knocked out of the competition. They won the African tournament on home soil, in 1962. Nine countries entered the competition, including the reigning champions United Arab Republic, meaning for the first time a qualification tournament was required. Among the newly acquired "pastimes" in twentieth century Ethiopia. Unlike the rest of Africa where football was imposed with colonial rule, the history of football in Ethiopia is different. It was the victory of Emperor Menelik II (r. 1889-

1913) against the Italian invaders at Adwa in 1896 that brought football into Ethiopia. The defeat of the Italians convinced the rest of Europe to acknowledge Ethiopia's independence and send emissaries to seek favors from the emperor. It was these European diplomats and their dependents who introduced football into Ethiopia. The first football game was held between these foreigners in Addis Ababa in 1924. Though there were indications that football clubs existed at the Teferi Mekonnen School as early as 1927, the participants remained foreigners such as Armenians and Greeks, who had been granted refugee status by Ethiopia. In one of the "international" football games held in Addis Ababa in 1935, the Ethiopian team, primarily comprised of European refugees and asylum seekers, beat the French team (members of the French Navy from Djibouti) 3-1. Yervant Abraham, an Armenian, scored all three goals. In that same year an Ethiopian football club, St. George was established with Ydneqatchew Tessema, as one of the founding members, who is regarded as the father of Ethiopian football. During the Italian occupation of Ethiopia (1936-1941), in accordance with the Fascist racial policy, Ethiopians were barred from playing football with Europeans(https://en.wikipedia.org/wiki/Football_in_Ethiopia) .

A separate sport office for the natives, "Sport Office for the Indigenous," was set up and the already established Ethiopian football clubs were renamed: St. George became Littorio Wube, Qebana team became Villa Italia, Sidist Killo renamed Piazza Roma and Gulele named Consolata. The irony was that on the immediate aftermath of the Italian defeat, a football match was held between an all-Ethiopian team, expatriate teams and an Italian football team, Fortitudo, in Addis Ababa in 1942 The Ethiopian team St. George faced the Italians. The latter was defeated at the football field as well. (https://en.wikipedia.org/wiki/Football_in_Ethiopia)

As with previous tournaments, the finals only included four teams. United Arab Republic, as holders, and Ethiopia as hosts, qualified automatically meaning each needed to play only one game to reach the final. Ethiopia won the tournament for the first time after extra time in the final. Mengistu Worku and Abdelfattah Badawi both had three goals each, but the award itself was given to Worku because his team had won the title. This was the greatest feat ever achieved by the Ethiopian National team, and the only African Cup of Nations title they have ever won. According to the Ethiopia Football (1999:7) journal indicates that some foreigners were playing

the game as early as 1880. According to this journal, the first football team in Ethiopia to have been documented is the Addis Ababa selected team which was established in 1935, by a group of Ethiopians and Armenians.

The team played with the French sailor's club during its first year of formation The first football club in Ethiopia, the St. George football club was formed in 1936 by some youth living in an area known as Arada in the capital city of the country. According to some witness from the time, this team used to play with several others school teams, which were active until the Italian invaded Ethiopia According to the information obtained from Journal of Ethio -Football (1999:8) the Italians launched the first tournament of football in 1938, with complete rules and regulations that were then in effect. According to the Ethio Football journal (1999:9) essueYekesar Mangiest Meliketegna. Ethiopia Football (1999:7)

These teams were encouraged for the benefit of physical fitness and discipline of the youth. The Italian sport office encouraged and supported the establishment of such clubs in the country. In 1943 the Ethiopian Football Federation (EFF)was formed, and become a member of FIFA in 1953. in 1961, Ethiopia won the African cup and was a finalist in 1957. Based on the Journal of Ethio-Football (1999), the Italian occupation had contributed a lot in popularizing football among Ethiopians; and in the establishment of several local teams as well as the introduction of some basic laws of the game.

The journal farther states that, the time the Ethiopian football teams in schools immensely contributed for the strong base of the game in the decades that followed. In the second half of the 1930's and early 1940's several school competitions were held. In 1944, the Ethiopian Cup was founded where teams from the different regions of the country were included for the first time, and rules regulations were formulated. Ethiopia Football (1999:7)

The organizational framework of the Ethiopian football Federation was drafted in 1948 in a meeting held at the place called Jan meda in the capital Addis Ababa. Based on the information from the journal of Ethio football (1999:11) the participants were the representatives of St. George, the Defense force club (Mechal) and kuberZebegan (the body guard) and Key-Baher clubs (red Sea.) the Ethiopian football federation executive committee was set up the same year in the presence of representative from all the football teams in the country.

The Journal of Ethio Football (1999) acknowledges the Derg government by stating that it had contributed to the development of sport in general and of football in particular. After 1976.The Sport commission was set-up under the Ministry of Youth sport and culture4-million-birr annual budget was allocated for the country's sports for the first time. In addition, the Ethiopian Championships, the Ethiopian Knock-out Cup. The Ethiopian Tikedem Cup (Ethiopia Tikedem is a slogan to mean Ethiopia first) and the Cup Winners Cup competitions were launched and continued until 1991A total of 294 sports councils were set-up all over the country, and football competition attracted great number of funs in the major towns across the country. An extensive campaign was also undertaken in the field of sports in general and football in particular, the number of players, coach's, referees and others involved in the sport increased un expectedly. However, the international team, and three of the seven nations represented did not have national football associations at all. (Daniel gabremariam ,2014)

The Federation international de Football Association (FIFA) was formed on May 21, 1904, In Paris by the National Associations of seven countries (France, Belgium, Denmark, Netherlands, Spain, Sweden and Uruguay). In Africa, the first of the National Associations was established in the Republic of South Africa. Egypt was first on the international scene. In1924, only three years after forming a National football Association, they defeated Hungry in the Olympic Games in Paris. Conmebol was the first confederation of football association, the South American Confederation which was set up to organize a continental competition, the South American championships, in1917. It was nearly half a century later when the demand arose elsewhere for continental tournaments, before another such confederation was established. Thus, the union of European Football Associations formed in 1954, same year its Asian counterpart and two years before the African football confederation, the central and North American and Caribbean baby, was launched in 1961. This body of world football, the Oceania Football Confederation was formed in 1966, (Diclemente,1955:3).

Ethiopian was the founding members of confederation of African Football Federation along with Egypt and Sudan in 1957 G.C. And, this shows that Ethiopia started the movement for the development of football very early when compared with other African countries. Ethiopia won the African cup only once and it was the 3rd. The game also gets its popularity in Ethiopia; the people are crazy about football. The dream is to see the national team in African cup and in the

world cup. The participation of the national team in African Cup became true after 31 solid years, even though they eliminated in the first round with a single goal and a single point. Ethiopian clubs' participation and their result is also the indicator for the passive progress of Ethiopian Football. African cup held in Ethiopia. Some researchers investigated about football management. Status of club management in Ethiopian premier league football clubs. Also, Alemu and Babu (2012) studied the relationship between coaches' leadership styles, team cohesion and team success in the premier league soccer clubs of Ethiopia Alemu and Babu (2012)

2.7. Oromian football league

Oromian leagues are one of the champions of known football club in oromia. In oromian football leagues none of the participant clubs met all standard requirements of professional football clubs in Ethiopia. (Daniel, 2014) To improve the standard of the leagues it needs to modernize managements system and strategic plan for club's growth and developments based on professional management's approaches. However, there are NO studies which demonstrate the current status of oromian leagues until today and no extra resources were found about these leagues. all clubs are administered by city authority and sponsored by community. Additionally, the clubs' workers and players are contract employer and running their day-to-day activity

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CHAPTER THREE

METHODS AND MATERIALS

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3.1 Research methodology

Qualitative research methods refer to which focuses on collecting and analyzing words (written or spoken) and textual data, whereas **quantitative research** methods focus on measurement and testing using numerical data. And analyzed qualitatively and quantitatively respectively (Roslyn Cameron,2015). So Triangulation refers to the use of multiple methods or data sources in qualitative and quantitative research methods to develop a comprehensive understanding of phenomena (Patton, 1999). Strategy to test validity through the convergence of information from different sources.

The researcher used a mixed methods research design is a procedure for collecting, analyzing, and "mixing" both quantitative and qualitative research methods to understand a research problem. Mixed methods are a methodology for conducting research that involves collecting, analyzing and integrating quantitative and qualitative research. This approach research is used when this integration provides a better understanding of the research problem than either of each alone. (Dr Roslyn Cameron,2015)

3.2. Research Design

Triangulation research design is used to increase the credibility and validity of research findings by combining theories, methods or observers in a research study (Donna M. Mertens) because Triangulation design is facilitating validation of data through cross verification from more than two sources. It tests the consistency of findings obtained through different instruments and increases the chance to control, or at least assess, some of the threats or multiple causes influencing our results. (Creswell, John. (2009). This method which is strongly believed to be the most appropriate for addressing the intended purpose of this study "The status of club management in oromia league clubs in some selected football clubs"

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3.3. Study area

This study will be coduct in oromia region ilubabor and jimma zones.because the samples of this study are found in those zones .Uka FC, Bilo Nopa FC,Gore F.C,and Halu FC are in ilubabor zone and limmu gannet F.C,Jimma shana Gibe F.C,are in jimma zone. This study are lies about 600km and352.85 from addis ababa(ilubabor and Jimma Respectively) .
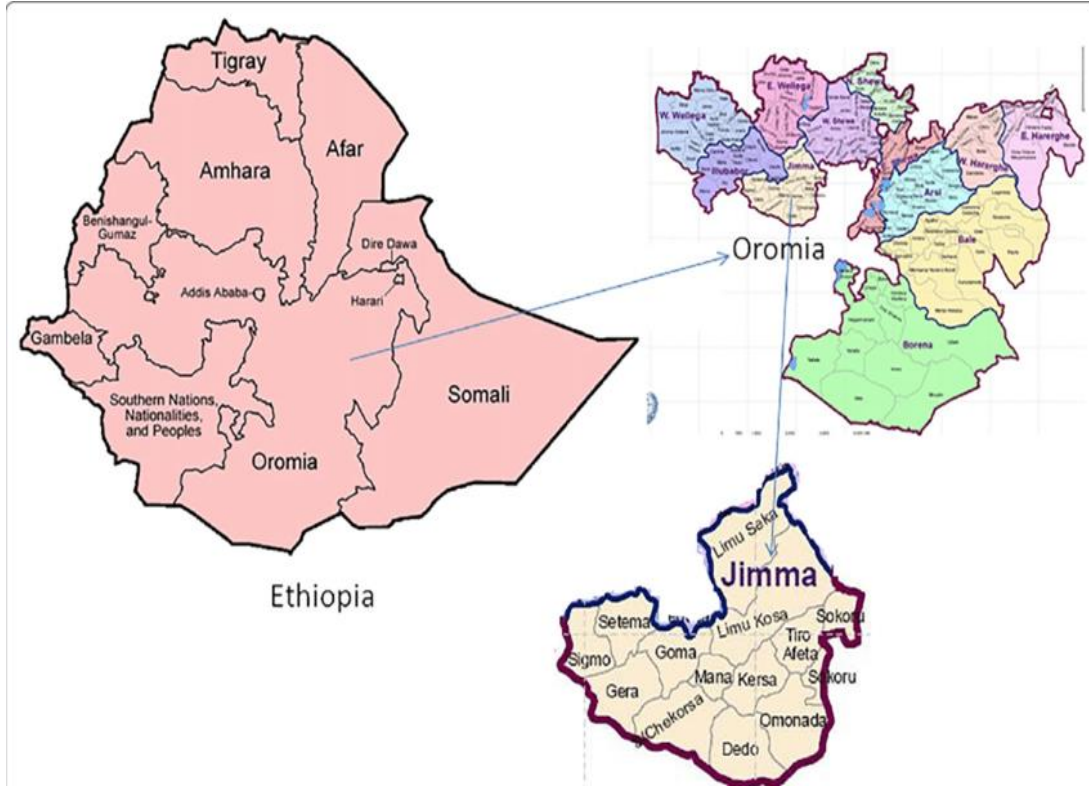
Figure 3.1 location of Jimma Zone

Map of Oromia and zone administrations(https://en.wikipedia.org/wiki/Illubabor_Province
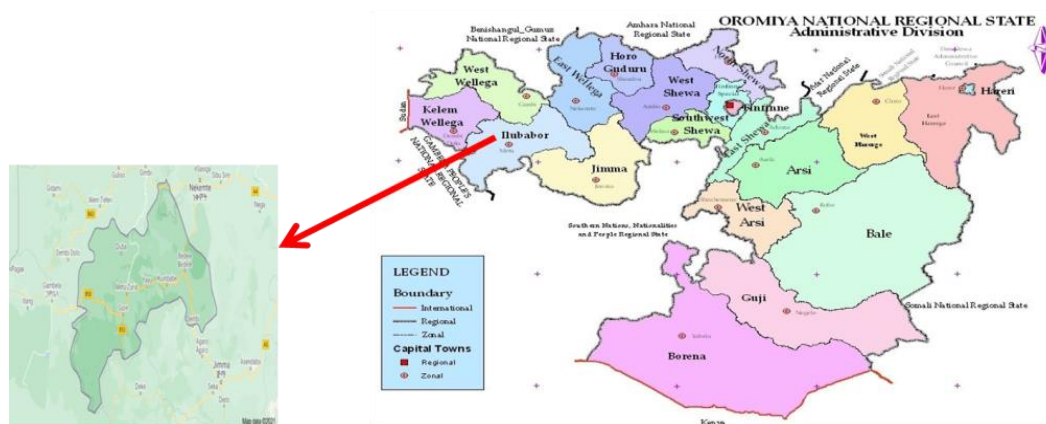
https://en.wikipedia.org/wiki/Illubabor_Province

Figure 3.2 locations of Ilubabor zones

3.4. Study Participants

Participants in this study were management (administration workers), coaches, players and medical staff (physiotherapist) of five football clubs participating in 2021/ (2013 E.C) tournament of the oromian champions League. Table

Table 3.1 study participants

		Frequency	Percent	Valid Percent
Valid	Players	98	86.72	86.72
	Managers	5	4.42	4.42
	Coaches	5	4.42	4.42
	Treasurer	5	4.42	4.42
	Total	113	100.0	100.0

The five clubs selected for this study are shown in table total of 113 participants responded to the questionnaire. These participants encompass 5 managers, 5 coaches; 98 players and 5 treasurers (Finance officer) were included in this study from all clubs.,

3.5 Data Collection Instrument

Data were gathered through questionnaires and semi-structured interviews, this study followed mixed research design to obtain complete data for the study. The following data collection instruments were used

3.5.1. Primary Source

Primary data refers to the first-hand data gathered by the researcher himself Surveys, observations, experiments, questionnaires, personal interviews, etc. The value of this instrument is very expensive

3.5.1.1 Questionnaires

Questionnaire as one of the primary sources of data is an observational technique which comprises series of items presented to a respondent in a written form, in which the individual is expected to respond in writing. Here the respondents are given list of written items which he responds to by ticking the one he considers appropriate (Daniel,2014). So, One Hundred thirteen self-completed written questionnaires with close ended and open-ended items. Modified standard questionnaire was used to collect data from the respondents. 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 or bar chart form.(Oluwatosin Victor Ajayi ,pp3-4 cited)

3.5.1.2 Interviews

Interviewing is a technique that is primarily used to gain an understanding of the underlying reasons and motivations for people's attitudes, preferences or behavior. Interviews can be undertaken on a personal one-to-one basis or in a group. Semi-structured interview was made with the club managers and coaches to gain further information about the status of the managements of football clubs.(Daniel,2014)

3.6. Procedure of Data analysis

All participants were informed about the study and become volunteered to participate in the study. A semi-structured questioner and interview were used to collect the data for this study. This combined strategy offers the flexibility of probing and exploring certain subjects in greater depth. The standardized approach used in this study consisted of a series of pre-planned open-ended questions organized into a number of interrelated sections. The interview guide approach is characterized by the interviewer being free to probe responses that will illuminate the subject being investigated. Therefore, demographic questions were at the beginning of the questionnaire. The collected data were analyzed by using tables and description. The data gathering instruments were translated in Amharic from English for all participants to overcome the problem of understanding. The distribution, continuous follow up, and the collection of questionnaires were made by the researcher himself. To maximize the quality of respondents and the rate of return, convenient time gap was arranged. Moreover, the researcher had made the objective of the study clear to all respondents at the beginning of the questionnaire administration, in order to avoid confusion and facilitate ease of administration. A close follow up was made to immediately correct problems that arose during the filling of the questionnaire

3.7. Data Analysis

The aim of the data analysis was to build an organizing system of categories that emerged from the data and that represented how these, each football club management staff /workers, coaches, club players conceptualized the status of their club management with reference to modern football management system. A mixed research methods which is mainly descriptive statistics parameters were implemented to analyze the content of the data. Participants were given the opportunity to clarify or change any of their responses. They were also asked whether they had any comments, questions or concerns about the interviews to ensure that participant responses and ideas have been fairly represented, are accurate and complete. The collected data were analyzed by using descriptive statistics such as frequency and percentages to analyze demographic characteristics, the current status of club's managements status, linear regression was used to analyze the effect of club's management status: in some selected oromian leagues. The data were processed using SPSS Version 25. The total of 113 questionnaires were prepared and distributed for the respondents. Who were engaged in different responsibilities in the club?

These include managers, coaches, players and treasurers. As indicated totally (100%) were collected,

3.8. Ethical consideration

The respondents of the semi-structured questionnaires and interview were informed about the purpose of the study and asked to find their consent to participate in the study. All the research respondents were also notified that the data, which were gathered from them, would be held confidentially and their identity would not be revealed.

CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF RESULTS

4.1 INTRODUCTION

To complete this study properly, it is necessary to analyze the data collected in order to test the hypothesis and answer the research questions. As already indicated in the preceding chapter, data is interpreted in a descriptive form.

The methodology described in the previous chapter provided the baseline for data-gathering. In this chapter, the presentation of data is systematically linked to the format of the self-developed questionnaire attached in the appendix.

This chapter will focus on the analysis and interpretation of data that was collected for this study. According to De Vos (1998:203), data analysis entails that the analyst breaks down data into constituent parts to obtain answers to research questions and to test hypotheses. The analysis of research data does not in its own provide the answers to research questions.

The analysis and interpretation of data is carried out in four phases. The first part, which is based on the results of the questionnaire and interviews about club management, deals with a quantitative analysis of data. The second part is about the communication system of the clubs. The third part is about marketing and financial system of the clubs. The remaining parts are on facilities.

4.2 Demographic characteristics of respondents

The self-administered questioners included items aimed at electing the views, opinion and suggestions of the respondents on the status of their football club management related to football club structures, facilities of their clubs, communication, finance, marketing and facility. As a result, out of 60 questionnaires distributed to respondents, all 60 were filled and collected back with an overall response rate of 100%.

4.2 Demographic characteristics of respondents

The self-administered questioners included items aimed at electing the views, opinion and suggestions of the respondents on the status of their football club management related to football club structures, facilities of their clubs, communication, finance, marketing and facility. As a result, out of 113 questionnaires distributed to respondents, all 113 were filled and collected back with an overall response rate of 100%.

Table 4.1 Demographic characteristics of respondents

Demographic characteristics		Players	Coaches	Treasures	Managers	Total
Sex	M	98	5	5	5	113
	F	-	-	-	-	-
Total		98	5	5	5	113
Age	< 20	5		_-	-	5
	21-30	46	1		-	47
	31-40	47	1	2	2	52
	41-50	-	3	3	2	8
	>50	-	-	-	1	1
Total		98	5	5	5	113
Educational level	Below 10th	17	-	-	-	17
	10th complete	16	-	-	-	16
	12th complete	22	-	-	-	22
	Certificate	21	2	2	2	27
	Diploma	13	1	2	2	18
	1nd degree	9	2	1	1	13
Total		98	5	5	5	113
Occupational status	contract	91	5	2	3	101
	Par time	7	-	3	2	12
	permanent	-	-	-	-	-
Total		98	5	5	5	113

4.3 DESCRIPTION OF THE SAMPLE

The respondent in this study is summarized in table 1 as shown below. The total number of respondents participated in the questionnaires part are 113 from five different sport clubs

Table 4.2. description of the samples.

		Frequency	Percent	Valid Percent
Valid	Players	98	86.72	86.72
	Managers	5	4.42	4.42
	Coaches	5	4.42	4.42
	Treasurer	5	4.42	4.42
	Total	113	100.0	100.0

4.5 Part I   Interpretation of results about club management

Table 4.3 analysis of club's managements, mission and objectives, elected board, job description and constitution pol of the clubs

	Items	Value	frequency	Percent	Valid percent	Cumulative percent
1	Clearly Defined Its Club Mission and Objectives	Yes	60	53.1	53.1	53.1
		No	53	46.9	46.9	100.0
		Total	113	100.0	100.0	
2	Club Operate Through an Elected Board of Directors?	Yes	51	45.1	45.1	45.1
		No	62	54.9	54.9	100.0
		Total	113	100.0	100.0	45.1
3	Club Have a Club Management Structure?	Yes	39	34.5	34.5	34.5
		No	74	65.5	65.5	100.0
		Total	113	100.0	100.0	
4	Clearly Defined Job Descriptions to Employees.	Yes	51	45.1	45.1	45.1
		No	62	54.9	54.9	100.0
		Total	113	100.0	100.0	
5	Established Its Own Constitution and Policies That Govern the Club and Its Members	Yes	81	71.7	71.7	71.7
		No	32	28.3	28.3	100.0
		Total	113	100.0	100.0	

This table shows that only 51.3% of the clubs has clearly defined mission and objectives. The remained 46.9% of the clubs has no this opportunity in identifying their missions and objectives. So, this indicated some clubs haven't direction where they want run /move and why they operate their task. In another ways respondents means 51(45.1%) are confirmed the presence of board directors. But the remaining 62(54.9%) are refused to this occurred case 4. As analyzed in above that of the total sample size, only 34.5% of the clubs have club management structure. The rest 65.5% indicated that they have not club management structure. according to this analysis high frequency of respondents are haven't management structure. because of these case the club's management was tackled although the 51(45.1%) respondents indicated that their sport clubs have clearly developed and define job descriptions to employees, there are 62(54.9%) respondent that indicated do not have about clearly developed and defined Job descriptions for the employees in this sport clubs the number and percentage of these respondents that were asked to indicate the establishment of club constitution and policies that govern the club and its members. From the respondents, 81 (71.7.%) had indicated that the establishment of club constitution and policies but 32(28.3%) of them has no. the establishment of club constitution and policies that govern the club and its members.

Table 4.4 analysis of understanding of constitution and regular meetings of the clubs

Items	Value	frequency	Percent	Valid percent	Cumulative percent
8. Board of Directors or management committee /club manager has a good understanding of the club's constitution and policies."	strongly agree	37	32.7	32.7	32.7
	Agree	43	38.1	38.1	70.8
	Unsure	20	17.7	17.7	88.5
	Disagree	13	11.5	11.5	100.0
	Total	113	100.0	100.0	32.7
3. Club operates through a less formal club management arrangement.	Strongly agree	38	33.6	33.6	33.6
	Agree	67	59.3	59.3	92.9
	Unsure	5	4.4	4.4	97.3
	Disagree	2	1.8	1.8	99.1
	Strongly disagree	1	.9	.9	100.0
9. Board of Directors or management committee /club manager attend all regular meetings of the club.	strongly agree		100.0	100.0	
	Agree	45	39.8	39.8	39.8
	Unsure	62	54.9	54.9	94.7
	Disagree				
	Total	113	**100.0**	**100.0**	**100.0**

This shows that the majority of clubs have no clear about this good understanding of club's constitution and policies. About 17.7% (20) are unsure to understanding of these facts, however 37(32.7%) 43(38.1%) strongly agree and normally agree to this event respectively. But from this analysis 13(11.5%) respondents are definitely disagreeing the understandings of policies in their clubs by this analysis high frequency of respondents unsure and disagree show that no fair constitution and policies are running in their clubs ,however this causes poor management procedure in that clubs .Since there is lack the formal election of Board of Directors several problems are occurred in some clubs so, 38(33.6%)of the respondents   are strongly agree that their   clubs'   are   operating   through   a   less   formal   club   management   arrangement environment,67(59.3%)respondents are agree to less formal operation of their clubs management. Additionally, club Board of directors or management committee and club need to attend all regular meetings of the club, 45(39.8%) respondents indicated that strongly agree that they are attending their regular meetings. The other 62(54.9%) are agree to attending their regular meetings. Additionally, 4(3.5%) respondents are not sure as they attend regular meetings. But the remaining 2(1.8%) of them strongly disagree that they attend regular meetings from these results low level of frequencies is not attend regular meetings.

Table 4.5 analyses of capacity building, well- experienced workers, and awareness to founding new members about clubs' mission records of club's activities

S/N	Items	Valid	Frequency	Percent	Valid Percent	Cumulative Percent
11	Management committee /club manager give prompt answer to questions arise in the club?	Yes	48	42.5	42.5	42.5
		A little	65	57.5	57.5	100.0
		Total	113	100.0	100.0	
12	provides capacity building training to club staff members	Yes	35	31.0	31.0	31.0
		partial	75	66.4	66.4	97.3
		No	3	2.7	2.7	100.0
		Total	113	100.0	100.0	
13	Club hires experienced and well-credentialed workers.	Yes	56	49.6		49.6
		partial	52	46.0	46.0	95.6
		No	5	4.4	4.4	100.0
		Total	113	100.0	100.0	
14	club raise awareness to founding and new members about the club's mission and objectives?	Yes	41	36.3		36.3
		partial	66	58.4	58.4	94.7
		No	6	5.3	5.3	100.0
		Total	113	100.0	100.0	
15	club regularly developed and maintained effective records of the club's activities?	Yes	61	54.0	54.0	54.0
		partial	43	38.1	38.1	92.0
		No	9	8.0	8.0	100.0
		Total	113	100.0	100.0	

This table reveals that 48 (42.5%) of the respondents indicated that Board of Directors or management committee /club manager give prompt answer for the question raised in the club. However about 65(57.5%) respondents are indicated the opposite of this aspect. This means the majority of the administrative system couldn't give the answer raised in their club.

From this table, we can see that 35(31.0%) respondents are indicated that their club can give them capacity building training completely to club staff members. However about 75(66.4%) of them indicated that the capacity building training are partially provided to stuff. But the remaining 3(2.7%) of the respondents indicated that there is no such training in the sport club. This means no capacity update is available in the clubs.

Well-credentialed and experienced worker has its huge contribution for the better performance and growth in the sport arena rather than others.

Some clubs understand about 56(49.6%) of the respondent completely indicated the habit of hire experienced and credential workers in the club. However, the rest respondent indicated that their clubs have partial or no habit of hiring environment we meant that 52(46.0%) little application aspects and 5(4.4%) no cultures of hiring well-credentialed workers in the club. This above table shows that out of the total respondents only 41(36.3%) of them indicated that the clubs raise the awareness to founding and new members about the mission and objectives of the club completely.

However, high level of 66(58.4%) respondents indicated that their clubs have partially applied this task otherwise other remaining respondents 6(5.3%) shows no such awareness of this situation In this regard, the sport arena needs to have such habit to maintain and build a better performance in the future. The fact under this table shows that about 61(54.0%) of the respondents indicated that the clubs have regularly developed and maintained effective records of the club's activities. But the remaining 43(38.1%) and 9(8.0%) respondents indicated that there is little or no such effort to have activities records in the clubs respectively.

Table 4.6 what matters to you

S/N	Items	Frequency	Percent	Valid Percent	Cumulative Percent
16	The Club Provides an Environment That Is Conducive Towards Improving the Standard of Football.	40	35.4	35.4	35.4
	That The Club Provides A Family-Oriented Environment	73	64.6	64.6	100.0
	Total	113	100.0	100.0	

Table shows that that the majority of the respondent indicated that their club provides to improve the standard of the football. About 40(35.4%) of the respondent indicated that this matter most

Describes them in the club. the rest 73(64.6%) respond that the club provide a family-oriented environment

4.6. Part II Interpretation of results on communication

Table 4.7 communication

	Items	Value	frequency	Percent	Valid percent	Cumulative percent
1	Does Your Club Have a Communication System?	Yes	33	29.2	29.2	29.2
		No	80	70.8	70.8	100.0
		Total	113	100.0	100.0	
2	Methods Of Communication Is Mostly Used In Your Club	No CT	19	16.8	16.8	16.8
		Tel.	22	19.5	19.5	50.4
		FB	28	24.8	24.8	75.2
		SMS	6	5.3	5.3	80.5
		WoM	38	33.6	33.6	100.0
		Total	113	100.0	100.0	
3	Has Your Club Developed a Club Website and Launch a Member's Forum?	Yes	26	23.0	23.0	23.0
		No	87	77.0	77.0	100.0
		Total	113	100.0	100.0	

From above table we can see that only 33(29.2%) of the respondent indicated that the clubs have communication system but majority of the clubs have no communication system this means about 80(70.8%) of them disagree the presence of this system We can see most respondents 19(16.8%) haven't any communication tools moreover the players individually using other social media. But as indicated that the sport club occasionally used Facebook page to transfer information each other as their methods of communication. On second level about 38(33.6%) are used natural communication system means word mouth However the remaining 6(5.3%) those who used sms/phone call as CT. Additionally high concentration 87(77.0%) of the respondents indicated that there is not developed and launched club website in the club. According to the response, only (26) 10 % of the club have properly developed and launched website to improve player's mental capacity and club's operations.

4.7 Part III interpretations of results on finance system

Table 4.8 regarding to finance

	Items	Value	frequency	Percent	Valid percent	Cumulative percent
1	your club have budget plan ?	Yes	75	66.4	66.4	66.4
		No	38	33.6	33.6	100.0
		Total	113	100.0	100.0	
2	Review And Finalize Financial Process Together	Yes	75	66.4	66.4	66.4
		No	38	33.6	33.6	100.0
		Total	113	100.0	100.0	
3	Club Have Financial Policies for The Club	Yes	43	38.1	38.1	38.1
		No	70	61.9	61.9	100.0
		Total	113	100.0	100.0	
4	Club Identify All Sources of Income	Yes	59	52.2	52.2	52.2
		No	54	47.8	47.8	100.0
		Total	113	100.0	100.0	52.2
5	Your Club Have Sponsor	Yes	55	48.7	48.7	48.7
		No	58	51.3	51.3	100.0
		Total	113	100.0	100.0	

According to this table of the respondents, 75(66.4%) indicated that their club has a budget plan. On the other hand 38(33.6%) of them refused the presence of budget plan in their club whether the club management team review and finalize the budget and financial processes together or not. So majority of the respondents, 75(66.4%) of the respondent agreed that their club has a culture of reviewing and finalizing the processes as a team. However, 38(33.6%) of them refused the presence of budget plan in their club. Moreover 43(38.1%) indicated that their club has financial policies. On the contrary high level of 70(61.9%) of them disagreed the presence of financial policies in their club. Additionally, the identifications of all income sources by the clubs. Only 59(52.2%) of the clubs have the capability to identify all income sources. The remaining 54 (47.8%) of them have no such capability and 55(48.7%) of the clubs have shown the potential sponsors that their clubs are capable of supporting the club. The rest 58(51.3%) of them are indicated that their clubs have not shown for the sponsors

4.8. Part Iv Interpretation of results on facilities

Table 4.9. Regarding to Facilities

	Items	Value	frequency	Percent	Valid percent	Cumulative percent
1	Identify its demand and provide the supply of facilities?	Yes	41	36.3	36.3	36.3
		No	72	63.7	63.7	100.0
		Total	113	100.0	100.0	
2	facilities meet with the expectations and needs of another league	Yes	46	40.7	40.7	40.7
		partially	65	57.5	57.5	98.2
		No	2	1.8	1.8	100.0
		Total	113	100.0	100.0	
3.	Improvements to the club house		24	21.2	21.2	21.2
	Improvements to playing fields		42	37.2	37.2	58.4
	Other		47	41.6	41.6	100.0
	Total		113	100.0	100.0	

From this table, only 41 (36.3%) of the clubs can properly identify its provide the supply of facilities. The rest 72(63.7%) the clubs partially responds to the demand to provide necessary facilities moreover the club's highest priority in relation to facilities. As shown in the table, 42(41.6% of the respondents indicated that their club has a highest priority to improvements to playing fields. Contrary to this only 24 (21.2%) of the clubs prioritize the preparation of player's house. The remaining majority level is needs short training about amendments of football rules, short term courses, to hires permanently their coaches' and players and etc.

4.9. Interpretation of interview

Four questions were designed to collect qualitative data and analyzed via qualitative analysis from club's administration workers or respondents. The interview questions were instantly asked to identify the personal information of respondents like, information about their experiences and current positions, about the presence of status of club's managements the types of factors, the level at which these management status factors can hinder and about the presence of adequate management.

Interview response (IR1)

IR1   the interview responded that the current organization structure of some club is good and they said it is endeavoring to improve and becoming competent by standardized in structure of managements. And their communication system in the club was not good. because some respondents have problem of understanding about communications, communication is transferring massage from one club to another by developing website regarding as club not individually .so, the club haven't communication methods to transfer information to other clubs. When i explain about financial process, finally the clubs have enough finance to promote the clubs. but, the process of using this money have several problems, using the money for the sake personal gain rather than clubs' achievements, the supply of facilities is enough as the standard of leagues finally employer is capable of carrying out its roles and responsibilities at some extent. well-experienced workers are hired partially in the clubs

ir2   It is administrated through executive management committee and club manager some interview expressed that the club has no well-organized club structure. for few times the club has weak club management system. The hired employers are well-credentialed and experienced at some extent The communication system in the club's poor communication tools were used. individually players transfer about the promotion of their clubs. But, it's better to use common tool to transfer message as the club commonly by manager, other clubs' executives thirdly the finance and financial process in the clubs are better. but, the methods of their applying are not attractive. occasionally they spent money for their personal gains in the name of sport club's facility demanding and supply is on good situations

IR3   the interview expressed that the club has no well-organized club structure. Even though it exhibited good ranking in the oromian league for few times the club has weak club management system. communication system in the club was not means players, workers, managers, other executions released orally about the operational system of their clubs so this type of works can be

making difference among the clubs because the released information was different one individual to another. financial management process in the club to some extent attractive. But the application of this process is needing several corrections and recommendations. Not only these well-experienced workers are not enough in the clubs.

IR4   Admitted that 'the club needs to perform much effort to develop modern football organization structure and management system 'and the lack of application of financial process was occurred in the clubs, biased the customer, players, other executives in the clubs, additionally communication tools in the clubs have crucial problems, and demands of facilities are to somewhat on better performance and well-experienced workers are hired in the club at good level   finally gender-based executives could increase the problems because females are ability to understand rather than males executions

Board of mgnt	Club manager	coaches
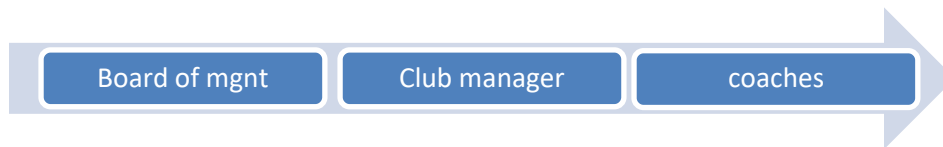
-The club's budget is covered by government and Lack of own finance and administration departments

The respondent has emphasized that developing modern football club structure and management is required from administrative staff and he believes it is achievable task.

The interviewee expressed that all activities of the club are not based on strategic planning; club administrative staff are busy with near sighted tasks. The responded suggested the reasons behind this weak management as follows:

 - "The primary goals and attention of the clubs is not the activities of the club, but accomplishing the club's mission and goals." The interviewee also expressed that currently the club management is convinced that modern football club structure importance and prepared a proposal which modernizes its club structure to Board of

sport management

The respondent suggested the following reasons for its weak management: -

The club's budget is covered by government

 -It has no its own marketing officer and public relation personal

-It has no its own finance and administration departments. He concluded his idea by saying that the stakeholders need to meet every 6 months and evaluate the structure of the clubs and amend its management system

4.6. Discussion

This section deals with the investigation discussed in the light of the statements of the problems, guide question and review of related literature in order to assess the status of managements in oromian leagues in case of some selected clubs' performance to realize and suggested possible recommendation. Hence, the discussion focused on the status of managements in oromian leagues in some selected process. in this study the researcher attempted to investigate whether adequate managements require to satisfactory managements status among those selected clubs was currently present or not. the information collected in reference to this issue tested using descriptive statistics based on the majority respondent's frequency which includes; lack of management structure, job descriptions communications styles occasionally lack of budget plan and finance policies was not available to implement the management process in light of this. Daniel (2014) submitted that no effective management in Ethiopian premier leagues can exist in the clubs for managing the leagues. when managements are provided to meet relative needs of the clubs, they will have access to perform hopefully for their clubs. in light of this, the researcher recommends, providing good managements that are clear, safe, and adequate for the number of clubs needs are the most vital issue to implement the process properly.).similarly in case of some selected clubs managements shows that there were agreement with the number of players exceed more than the average in a club and the consequences resulted lack of communication ,difficulty to identify missions and vision of their clubs with special interest , problems of club management, the problems of finalizing budget with together, lack of hiring coaches permanently , un-proportion of coaches vs players ratio, budget vs. clubs standard of

clubs , affects various managements styles among the clubs . as shows that as significant respondents' agreement the system of managements process was inappropriate. This had indicated that there was no culture of maintenance, reconstruct, update properly in the status of Ethiopia fb leagues in case of some selected clubs. and also, some clubs do not understand what is the advantages of good managements hadn't annual budget to facilitates and demand supply of facilities. in light of this. crust and Lawrence (2006), researchers in York St. john university college, reviewed leadership and coaching research in an attempt to assess the implications for football management under the title 'a review of leadership in sport: implications for football management.' and, they agreed with Weinberg and Gould (2003) who stated that, 'determining what makes effective sports leadership is clearly not a simple process' (p. 213), by examining the theories and research findings from the coaching and leadership literature, it is possible to formulate a composite view of an effective football manager. this composite view of an effective football manager can be formulated from different approaches. The responded suggested the reasons behind this weak management as follows:

 "The primary goals and attention of the clubs is not the activities of the club, but accomplishing the club's mission and goals." The interviewee also expressed that currently the club management is convinced that modern football club structure importance and prepared a proposal which modernizes its club structure to Board of sport management. The respondent suggested the following reasons for its weak management: -

The club's budget is covered by government

 -It has no its own marketing officer and public relation personal

-It has no its own finance and administration departments. He concluded his idea by saying that the stakeholders need to meet every 6 months and evaluate the structure of the clubs and amend its management system

SUMMERY, CONCLUSIONS AND RECOMMENDATIONS

This section provides summery, conclusions, and recommendations based on the data gathering, analysis, interviews, and research conducted. My findings included in this section are classified under the following three typologies: Management system, Communication and Financial Facilities

5.1 SUMMERY

The purpose of this study was to assess Football mgmt. status and mixed method was used, the participants of the study were coaches, manager, players, treasurer. Data was collected from primary source and sample size were 113 respondents. Although the major conclusion of the study is the clubs failed to meet standard of oromian leagues by their management structure, communication systems, budget plan, and demand of facility moreover; : Electing skilled and experienced Board of directors, developing a clearly defined job description for the employees, setting clearly defined mission and objectives, building best club management structure, establishing club constitution and polices, attending regular meetings to review strength and weakness of the clubs, Hiring experienced and well-credentialed workers are the major recommendation of the researcher.

5.2 CONCLUSION

The diversity and decentralization of club management system and support at our sport clubs means that the whole is often less than the sum of its parts. The result is fragmentation of responsibility among club units and activities. These activities should be more closely aligned and working toward a more common purpose, as evidenced by club management system at other institutions who have faced. Additionally, study finding revealed that oromian football leagues in some selected clubs failed to meet oromian leagues. More specifically, the clubs failed to meet by their management structure, communication systems, budget plan, and demand of facility moreover; the study findings also show that some leagues were meeting football expectation in some aspects of other clubs in oromian leagues

More over Communication in sports industry helps sports clubs and organizers attract participants and spectators to their sport or their venue. It helps them raise revenue through sponsorship or investment. Our sport clubs need to increase their communication at the best of these facts. The most important thing they to remember are that no matter what approach they take, they should always keep three things in mind: what, who and how.

The analysis produced a number of interesting findings in the sport club concerning their marketing and financial control system. Thus, result in this research shows that our sport clubs have no such a series marketing and financial system. The analysis produced a number of interesting findings in showing the level of facilities in the sport club. The result shows that our sport clubs have low level standard and different level of priorities in order to satisfy the demand required., There is a Lack of good management system and a Need for leagues standard club management and services in the sport clubs' operations moreover the standardized executions in the club's operation were happened, there is a Lack of and a Need of communication system in the sport clubs. Old version of communication systems was occurred and haven't better concepts about communications and what is their essence, There is a Lack of and a Need best financial process control system in the sport clubs and how they collect fund from fun, volunteers and other community to increase their finance, There is a Lack of and need good and standardized facilities in the sport clubs, however workers, players managers coaches and other stakeholders are conceptualized as if extra facilities guessed as be wasted

5.3 RECOMMENDATION

On the bases of the findings and conclusions reached in this study, the researcher recommends the following point for concerned bodies. Therefore, the stakeholders of the Office would direct it attention towards these four dimensions to make improvement in providing service to customers.

Recommendation on   management system as we indicated in phase one of the analyses the performance of the sport club in their management system is weak. They need to build a strong and efficient management system in their club by: Electing skilled and experienced Board of directors, developing a clearly defined job description for the employees, setting clearly defined mission and objectives, building best club management structure, establishing club constitution and polices, attending regular meetings to review strength and weakness of the clubs, Hiring experienced and well-credentialed workers. Preparing awareness raising program for founding and new members about the mission and objectives of the club, Recording and maintaining effective's records of club's activities

As we indicated in phase two of the analyses the performance of the sport club in their communication system is weak in many ways. Therefore, they need to have very good communication system in their club by: Choosing the right method to convey your messages. Try to develop clubs' websites to transfer information

The most common factor that separates the success of any sports club or organization is the effective and responsible management of financial resources. Therefore, the sports club need to: Creates budget plan and financial policies, identify all sources of income and fundraising Sponsorship mechanisms such as o Membership fees and others

Through the level of facility different in the sport club, it is important to properly identify and provides facilities in every aspect by priories according to the demand they have. Therefore, the sports club need to different mechanisms in fundraising in order to satisfy the demand of facilities such as playing fields and player's house, equipment and other materials lastly permanently hiring players, coaches and other executions for the growth football industry

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ስፖርት አካዳሚ

ውድ መልስ ሰጪዎች!

ደህና አደራችሁ/ዋላችሁ **ስሜ ጸጋዬ መኮንን** እባለለሁ በጅማ ዩኒቨርስቲ ተማሪው በአሁኑ ወቅት "በጅማ /
ኢሊባቦር ዞን ውስጥ በሚገኙ በተለይም *The status of club management in oromia   premier league
clubs in some selected football clubs* ላይ ጥናት በማካሄድ ላይ ያለ ተማሪ ነው ። ጥናቱ የሚካሄደው
በጅማ ዩኒቨርስቲ በስፖርት ሳይንስ (በስፖርት ማኔጅመንት ላይ በማተኮር) የሳይንስ ማስተርስ ዲግሪ
ለማጠናቀቅ ለሚፈለጉት መስፈርቶች ነው ። ስለዚህ; የሚጠየቁ ሁሉም ጥያቄዎች ለአካዳሚክ ዓላማ
ብቻ ናቸው ። ተሰትፎዎ በፈቃደኝነትዎ ላይ የተመሠረተ ነው ። ስለዚህ በተጠቃለይ የሚሰዉት መልሶች
በተለይ ለእርስዎ ምንም ማጠቀሻ ስለማይሰጡ በምርምር ትንታኔው በሚስጥር እና በማይታወቁ
ተጠምረው ይቀመጣሉ ። ስለሆነም እዚህ ስር የቀረቡትን ጥያቄዎች በጥልቀት እንዲመልሱ በአክብሮት
ጠይቀዋል ። ስምዎን ወይም የግል መለያዎን መፃፍ አያስፈልግም። ስለሆነም ይህንን መጠየቅ በእውነት
ለመሙላት እንድትተባበሩ በአክብሮት እጠይቃለሁ ። ይህንን መጠይቅ በአስደናቂ ሁኔታ ለመሙላት
ጊዜዎን ስለወሰድኩ አመሰግናለው።

ለጥያቄው መጠናቀቅ እና ስኬት ለእያንዳንዱ ጥያቄ እውነተኛ መልስዎ ወሳኝ ነው ። በኦሮምያ ውስጥ
በእግር ኪስ ክለብ አስተዳደር መሻሻል ሁኔታ ውስጥ የበኩላችሁን አስተዋፅዖ ማድረጉ በጣም አስፈላጊ ነው
። ስለዚህ በመጠይቁ ውስጥ ለተከተቱት ጥያቄዎች እውነተኛውን መልስ በመስጠት እባክዎ ጥናቱን ይረዱ
። መጠይቁ በክለብ አስተዳደር ፤ በክለብ ፕሮግራሞች ፤ በግብይት እና በገንዘብ ሥራዓቶች ፤ በክለቦች
ፋሲሊቲዎች እና አገልግሎቶች ላይ በቅደም ተከተል ጥያቄዎችን ያጠቃልላል ። በመጠይቁ ውስጥ
ለተሰቡት ጥያቄዎች እውነተኛ መልስዎን ለመስጠት ነፃነት ይሰማዎት እና በእያንዳንዱ ክፍል ውስጥ
የተከተቱትን ጥያቄዎች ለመመለስ መመሪያዎችን ይከተሉ ። መልስዎ ለጥናቱ ዓላማ ብቻ የሚያገለግል
ስለሆነ በሚስጥራዊነት የሚጠበቅ ነው ።

   ስለ ትብብርህ   አመሰግናለሁ!

ክፍል 1

አጠቃላይ መረጃ (የጀርባ መረጃ)

የሚከተሉት ጥያቄዎች ስለ ማህበራዊ-ስነ-ህዝብ ስነ-ህዝብ ባህሪዎዎ ናቸው ፡፡ (እባክዎን በአማራጭ ፊት ባለው ሳጥን ዉስጥ ምልክት በማድረግ መልስ ይስጡ) ፡፡

1. የእግር ኳስ ክለብዎ ስም_____

1. በክለቡ ዉስጥ የእርስዎ ኃላፊነት ምንድነው?

□ የክለብ ሥራ አስኪያጅ □ የቡድን መሪ □ የገንዘብ መኮንን □ ገንዘብ ያዥ

□ አሰልጣኝ □ ተጫዋች □ ሌላ

ሌላ” የሚል ምልክት ካደረጉ እባክዎን ሀላፊነትዎን ይግለጹ ----------------------------------- -

2. ከክለብዎ ጋር የሥራ ስምሪት ስምምነት ምንድነው?

□ ቋሚ □ ዉል □ የትርፍ ሰዓት

3. ዕድሜህ ስንት ነው?

20 ከ 20 ዓመት በታች □ 21-30 ዓመት □ 31-49 ዓመት □ 50 ዓመት እና ከዚያ በለይ

1. ጾታ- □ ወንድ □ ሴት

2. የትምህርት ደረጃ

□ ክፍል 10 □ ክፍል 12 □ ዲፕሎማ □ ዲግሪ □ MA/MSc □ ፒኤችዲ

ክፍል ለ: የክለብ ማስተዳደር

ለሚከተሉት ጥያቄዎች እባክዎን መልስዎን ይስጡን እና ስለ መግለጫዎቹ ምን እንደሚሰማዎት ይንገሩ፡፡ አንድ ሳጥን ብቻ ምልክት ያድርጉበት ፡፡

1. የእርስዎ ክለብ የክለቡን ተልእኮ እና ዓላማዎች በግልፅ አስቀምጧል?

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አዎ ☐ አይ☐

2. ክለብዉ በተመረጠዉ የዳይሬክተሮች ቦርድ አማካይነት ይሠራል ፡፡

አዎ ☐ አይ☐

3. ለሁለተኛዉ ጥያቄ መልስዎ "አይ" ከሆነ ለሚቀጥለዉ መግለጫ አስተያየትዎ ምንድ ነዉ? መደበኛ ያልሆነ የክለቦች ማኔጅመንት ዝግጅት ክለብዎ ይሠራል ፡፡ "

☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም ☐ አልስማማም ☐ በጣም አልስማማም

4. የእርስዎ ክለብ የክለብ አስተዳደር መዋቅር አለዉ?   ☐ አዎn ☐ አይ

5. ለአራተኛዉ ጥያቄ መልስዎ "አዎ" ከሆነ እባክዎን ከለይ እስከ ታች ያለ የክለብ አስተዳደርዎን መዋቅር ይጥቀሱ ፡፡

6. የእርስዎ ክበብ ለሠራተኞች የሥራ መግለጫዎችን ያዳበረ እና በግልጽ የተቀመጠ ነዉ ፡፡

    ☐ አዎ ☐ አይ

7. የእርስዎ ክከብ ክለቡን እና አባላቱን የሚያስተዳድረዉ የራሱን ህገ-መንግስት እና ፖሊሲዎችን አቁቁ፡፡

አዎ ☐ አይ☐

8. ለጥያቄ ቁጥር 7 መልስዎ "አዎ" ከሆነ ለሚቀጥለዉ መግለጫ አስተያየትዎ ምንድ ነዉ? የክለብዉ የዳይሬክተሮች ቦርድ ወይም የአስተዳደር ኮሚቴ / የክለብ ሥራ አስኪያጅ ስለ ክለቦች ህገ-መንግስት እና ፖሊሲዎች ጥሩ ግንዛቤ አላቸዉ ፡፡

☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም ☐ አልስማማም ☐ በጣም አልስማማም

9. የክለብዉ የዳይሬክተሮች ቦርድ ወይም የአስተዳደር ኮሚቴ / የክለብ ሥራ አስኪያጅ በክለቡ መደበኛ ስብሰባዎች ሁሉ ላይ ይሳተፋሉ ፡፡

☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐እርግጠኛ አይደለሁም ☐ አልስማማም ☐ በጣም አልስማማም

10. የክለብዉ የዳይሬክተሮች ቦርድ ወይም የአስተዳደር ኮሚቴ / የክለብ ሥራ አስኪያጅ ከሚከተሉት ባህሪዎች ዉስጥ የትኛዉ ነዉ? (ከአንድ በላይ ሃጥን ምልክት ማድረግ ይችላሉ)

የመሪነት ባሕሪዎች ይኖሯቸዉ

ጥሩ የአደረጃጀት ችሎታ ይኖሯት

ጥሩ የመግባባት እና የማዳመጥ ችሎታ ይኖሯት

ኃላፊነቶችን የማስተላለፍ ችሎታ ይኖሯት

የማያዳላ እና ገለልተኛ የመሆን ችሎታ ይኖሯት

ዉሳኔ የማድረግ ችሎታ ይኖርህ

ሌሎችን የማነሳሳት ችሎታ ይኖሯት

ስለ ልዩ ስብሰበዉ ሕጎችና አሠራሮች ጠንቅቆ የማወቅ ችሎታ ይኖረዉ

11. የክለብዉ የዳይሬክተሮች ቦርድ ወይም የአስተዳደር ኮሚቴ / የክለብ ሥራ አስኪያጅ በክለቡ ዉስጥ ለሚነሱ ጥያቄዎች ፈጣን መልስ ይሰጣሉ?

አዎ ☐ አይ☐

12. የእርስዎ ክለብ ለክለብ ሰራተኞች አባላት የአቅም ግንባታ ስልጠና ይሰጣል ፡፡

አዎ ☐ ትንሽ ☐ አይ☐

13. ክለብዎ ልምድ ያላቸዉን እና ጥሩ እዉቅና ያላቸዉን ሰራተኞችን ይቀጥራል ፡፡

አዎ ☐ ትንሽ ☐ አይ

14. ክለብዎ ስለ መስራች እና አዳዲስ አባላት ስለ ክለቡ ተልዕኮ እና ዓላማዎች ግንዘቤን ያሳድጋል?

አዎ ☐ ትንሽ ☐ አይ☐

15. ክለባችሁ የክለቡ እንቅስቃሴ ዉጤt መዝገቦችን በመደበኛነት አዘጋጅቶ ጠብቆ ቆይቷል?

አዎ ☐ ትንሽ ☐ አይ☐

16. ከሚከተሉት ውስጥ ለእርስዎ በጣም አስፈላጊ የሆነውን የትኛው በተሻለ ይገለጻል? (አንድ ሳጥን ብቻ ውስጥ ምልክት ያድርጉበት)

ክለቡ ቤተሰብን መሠረት ያደረገ አከባቢን መስጠቱ ለእኔ የበለጠ አስፈላጊ ነገር ነው ፡፡

ክለቡ የእግር ኳስ ደረጃን ለማሻሻል የሚስማማ አከባቢን መስጠቱ ለእኔ የበለጠ አስፈላጊ ነው ፡፡

ክፍል ሐ: ግንኙነት

ለሚከተሉት ጥያቄዎች እባክዎን መልስዎን ይስጡን እና ስለ መግለጫዎቹ ምን እንደሚሰማዎት ይንገሩ:: /አንድ ሳጥን ብቻ ምልክት ያድርጉበት/ ::

1. የእርስዎ ክለብ የግንኙነት ስርዓት አለው?

አዎ ☐ አይ☐

2. በክለብዎ ውስጥ በአብዛኛው ከሚጠቀሙት መገናኛ ዘዴዎች ውስጥ የትኛው ነው?

☐ ኢሜል ☐ የጽሁፍ መልእክቶች ☐ የመልእክት ማውጫ ☐ ጋዜጣ ☐ የአፍ ቃል ☐ ሌላ

3 "ሌላ" የሚል ምልክት ካደረጉ እባክዎ ይግለጹ: - ------------------------------------ --------------------

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4. የእርስዎ ክለብ የክለብ ድር ጣቢያ አዘጋጆች የአባል መድረክን አስጀምሯል?

አዎ ☐ አይ☐

ክፍል መ: የገቢያ ልማት እና የገንዘብ ስርዓቶች

ለሚከተሉት ጥያቄዎች እባክዎን መልስዎን ይስጡን እና ስለ መግለጫዎቹ ምን እንደሚሰማዎት ይንገሩ:: (አንድ ሳጥን ብቻ ምልክት ያድርጉበት)

1. የእርስዎ ክለብ የበጀት እቅድ አለው?

አዎ ☐ አይ☐

2. የእርስዎ የክለብ ሥራ አመራር ቡድን የበጀቱን እና የፋይናንስ አሠራሩን በጋራ በመገምገም ያጠናቅቃ።

☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም ☐ አልስማማም ☐ በጣም አልስማማም

3. ከክብዎ ለክለቡ የገንዘብ ፖሊሲዎች አሉት (ለምሳሌ ፤ የአባል ክፍያዎች ፤ የስብሰባ ክፍያዎች ፤ የስፖንሰርሺፕ ደረጃዎች ፤ ወዘተ)?

አዎ ☐ አይ☐

4. ክበብዎ ሁሉንም የገቢ ምንጮችን ለይቶ ያውቃል (ለምሳሌ ፤ የአባልነት ክፍያዎች ፤ በገንዘብ መሰብሰብ ፤ ወዘተ)?

አዎ ☐ አይ☐

5. ክለቡ እስፖንሰር አለው?

አዎ ☐ አይ☐

ክፍል ሠ-ፋሲሊቲዎች

ለሚከተሉት ጥያቄዎች እባከዎን መልስዎን ይስጡን እና ስለ መግለጫዎቹ ምን እንደሚሰማዎት ይንገሩ። (አንድ ሳጥን ብቻ ምልክት ያድርጉበት)

1. የእርስዎ ክለብ ፍላጎቱን በትክክል በመለየት የመገለጋያ አቅርቦቶችን ያቀርባል?

☐ አዎ ☐ በከፊል ☐ አይ

2. የክለቡ መገልገያ ዎች የፕሪሚየር ሊግ የክለብ ሁኔታን ከሚጠበቁ እና ፍላጎቶች ጋር ያሟሉ ።

☐ በጣም እስማማለሁ ☐ እስማማለሁ ☐ እርግጠኛ አይደለሁም ☐ አልስማማም ☐ በጣም አልስማማም

3. እባከዎን ከተቋማቶች ጋር በተያያዘ የክለቡ ከፍተኛ ቅድሚያ ሊሆን ይገባል ብለው ያሰቡትን ያመልክቱ ፤

የመጫወቻ ሜዳዎች ማሻሻያዎች ☐ ለክለቡ ቤት ማሻሻያዎች ☐ ሌላ

"ሌላ" የሚል ምልክት ካደረጉ እባክዎ ይግለጹ

1. ክለቡ የክለቡን መገልገያዎች ለማሻሻል ምን ማድረግ አለበት?

በክለቡ አባላት ላይ የተወሰነ ቀረጥ ይጥሉ ☐ የገቢ ማሰባሰቢያ ፕሮግራምን ማዘጋጀት ☐ ሌላ

"ሌላ" የሚል ምልክት ካደረጉ እባካዎ ይግለጹ_____

<u>*የቃለ መጠይቅ መርሃግብር*</u>

በጅማ ዩኒቨርስቲ በስፖርት አካዳሚ በስፖርት ማኔጅሜንት በስፖርት ሳይንስ የሳይንስ ማስተርስ ዲግሪ በከፊል ለማጠናቀቅ ምርምር እያደረግሁ ነው :: የዚህ ቃለምልልስ ዓላማ *The status of club management in oromia premier league clubs in some selected football clubs* ሁኔታ መረጃ ለማግኘት ነው :: ከእግር ኳስ ክለብዎ አወቃቀር እና አያያዝ ጋር የተያያዙ ጥያቄዎችን እጠይቅሃለሁ : ቃለመጠይቁ ቢያንስ ለግማሽ ሰዓት ይቆያል ::

ቃለ መጠይቅ ከመጀመርዎ በፊት ስለ ትብብርዎ አመሰግናለሁ ::

ጥያቄዎች

1. እባክዎን ስለ ክለብዎ መዋቅር ንገሩኝ?

2. በእግር ኳስ ክለብዎ ውስጥ ስንት የአስተዳደር ሠራተኞች ተገኝተዋል?

3. የእነሱ ያታን ያማከለ መጠን?

4. የእነሱ ልምድ?