



JIMMA UNIVERSITY

COLLEGE OF SPORT ACADEMY

DEPARTMENT OF SPORT SCIENCE

**ORGANIZATIONAL AND MANAGERIAL IMPACTS ON
THE FOOTBALL CLUB PERFORMANCE: IN THE CASE OF
MALE SUPER LEAGUE FOOTBALL CLUBS IN SOUTH
WEST ETHIOPIA.**

BY: GENET GEBABO GEBERSILASIE

**THESIS SUBMITTED JIMMA UNIVERSITY SPORT ACADEMY
DEPARTMENT OF SPORT SCIENCE FOR PARTIAL
FULFULMENT OF THE REQUIREMENTS FOR THE DEGREE
OF MASTER IN SPORT MANAGEMENT SPECIALIZATION**

JUNE, 2024

JIMMA, ETHIOPIA

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DECLARATION

I declare that the thesis entitled: “Organizational and Managerial Impacts on the football club performance in case of Male Super League Football Clubs in Southwest Ethiopia) has carried out by me under the guidance and supervision of Babul Akhtar (PhD) and Amanu Eba (M.Sc.). The thesis is original and it has been not submitted previously in part or full to any university or other funding organizations except where due acknowledgment has been made in the text.

Researcher’s Name

Date

Signature

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CERTIFICATE

This is to certify that the thesis entitles “Organizational and Managerial Impacts on the football club performance In case of Male Super League Football Clubs in Southwest Ethiopia) submitted to Jimma University for the award of the Masters of Sport Management Specialization carried out by Genet Gebabo with My guidance and supervision. Therefore, I hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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APPROVAL SHEET

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As members of the Examining Board of the Final Open Defence, we certify that we have read and evaluated the thesis prepared by Genet Gebabo entitled “Organizational and Managerial Impacts on the football club performance In case of Male Super League Football Clubs in Southwest Ethiopia”, and recommend that it be accepted as fulfilling the thesis requirements for the award of the Masters of sport management.

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BIOGRAPHICAL SKETCH

The author was born on May, 1991 E.C in south western regional state Kaffa zone addiyo worda. She attended her elementary education (kaka, 1-8) kaka secondary school from 2005-2008. she did her first degree at woldia university B.Sc. in sport sciences by regular program from 2009-2011 E.C with CGPA of 3.21 and served as office workers since the last 3 years. In 2015 E.C she joined Jimma University to pursue her MSC in sport management.

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ACRONYMS

AFL- -----Australian football league

CEO----- chief executive officer

EC-----Ethiopian calendar

FA----- football association

FC-----football club

FIFA- -----Federation of International Football Associations

GC----- Gregorian calendar

SPSS-----Statistical package for social sciences

Abstract

The purpose of this study was to examine organizational and managerial impacts on football club performance in case of male super league football clubs in south west Ethiopia. The subject in this study was 92 players 5 coaches and 27 administrative staff from four super leagues. A descriptive survey study is used. As a method of data gathering tools; questionnaire, interview, and the respondents were selected based on census sampling technique for total population and stratified random sampling. For clubs, primary sources data sources were used in the analysis. The results of the questionnaires analysed by using SPSS version 26 and were data interpreted using descriptive statistics (frequency and percentages) mean, standard deviation, pie-chart, interview data collection process apply the audio recording was transcribed verbatim in the language of interview i.e Amharic. Transcribed verbatim was translated in to English and imported to ATLAS.ti8 software, on the basis of qualitative and quantitative methods. The finding study show that poor financial strategy absence and shortage of training facilities and related equipment's, 68(55%) were dissatisfied, 32(26%) satisfaction the mean of 3.77 indicate that poor engagement of governing body in coordinating the activities for intense working spirit in the team, when according to nutritional 72(74%) dissatisfied and 18(16.5) satisfaction the mean of 3.71 indicate that low quality and quantity of nutritional facilities, lack adequate coaching experience and playing experience poor knowledge of the coaches regarding subject matter and political interference. Thus, this study recommend that sport commission should provide training opportunity to coaches to develop his skills as well as keep coaches and football players for several time until adopted and familiar with clubs and amend or modify their profession experience. Management body of football is necessary to manage the club to be public and free from political interference, and management body should give significant attention to the importance of nutritional facilities. Designing new ways of financial sources for the club by increasing participation of the fans, society and other stakeholders deemed important for better performance south west Ethiopian male supper league football club.

Key words: Organization, Management, Football, Performance, Super league, south west Ethiopia

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Sports are biological cum motor activities which enable an individual to develop and control his physique. It can also be described as activities involving physical exertion and skill in which an individual or team competes against another or for the purpose of entertainment. Nevertheless, the traditional view of sports participation is that, it has a beneficial effect on the social and moral development of children and young people. Sports may have the tendency if well organised to change the entire human personality (whole-man) through active and passive participation (Edim, 2015). A sport organization is a social entity involved in the sport industry; it is goal-directed, with a consciously structured activity system and a relatively identifiable boundary (Saba Negash, 2020). Football club are sort organizations, they want to have dreams will gain with a consciously structure activities. A football club, which has kindly managed through distinctive sorts of resources like human or man strength (coach, players, teach workforce and manager), finance, materials and other managerial factors, has a functionality to carry observable exchange on clubs (Zekarias Haile, 2019). A football club which has well organized by human resource, facility and equipment, finance, and others organizational factors has a capability to bring observable change on team performance based on the organizational structure of the club (Betelhem A., 2020). Football is the most popular sport in the world, watched by kids, teenagers and adults. As Football becomes more popular by the minute, teams are constantly looking for new creative ways to improve their performance and compete on a higher level (Yousfi, 2021). The nature of football is being uncertain about the outcome in a match between two teams. In this uncertainty a great number of people, organization and groups are engaged in football. Uncertainty leads to have a sense of expectation and excitement.

If the tension or drama are taken away and people lose their interests; uncertainty will be promoted and people will respond to this circumstance in various ways. Ethiopia has a long football tradition and was among the pioneers of international competition in Africa, taking part in the inaugural African Nations Cup in 1957. Ethiopia also took part in the 1962World Cup qualifiers, against Israel. Ethiopia's peak came in 1962 when we won 2 the competition on home soil with a team containing stars such as forward (Mukulu, Milkyas Bassa, 2013).

The Ethiopian love football game very much and they are eager to support the Ethiopian football teams financial, morally and materially and this was practically seen during the African cup of nations when the Ethiopian national football team participated in the 2013 at South Africa. Ethiopia's economy is found to be much better than Burkina Faso and Cape Verde, their performance in footballs seen to be better than Ethiopia. Football clubs at all levels find themselves in similar positions, by having presumably wealthier teams in the league, creating unfavorable conditions of club dominance in domestic competitions. Therefore, an element of efficiency is required from most teams by looking at innovative labor market strategies as they strive to compete within their means (Waaden, 2019).

According to (Samur, 2018) the modern management approaches to ensure the continuity of sportive success in sports clubs should be utilized. Within this concept, the contribution of the organizational structure to the continuity of the activities carried out in a model that is appropriate to the process management approach and the system approach will be substantial. The ability of professional sports clubs to create their own financial strength depends on the effective management of the sub-processes related to the main processes of football. The clubs will become the favourite club of the sponsor market and increase their brand awareness through sustainable sportive success. Sports organizations need to evolve towards a structure that can make the right decisions and predict the future with the experience and knowledge accumulated by updating and creating themselves according to the daily needs. By the main processes of Football Management, all the units that covering football will be transformed into a structure functioning in the horizontal system, which will make it possible to make the right decisions with the information pool formed by this structure, to be able to prepare itself for technology and environmental changes and to standardize goods and services by means of horizontal and vertical communication facilities to reach the structure that can solve the internal problems and problems related to the process management.

The negative effects of poor football club management, which are the results of appointing club managers who lack sufficient knowledge and skills in the area of football club management, are repeatedly raised by many individuals from the football communities. This notion, which states that appointing football managers who lack sufficient knowledge and skills in the area of football club management is one of the major challenges in the development of modern football clubs in Ethiopia, has also been raised by football journalists from both electronic and written mass media (Betelhem A., 2020). A proper sport

administrator must have a thorough expertise of sports, preferable in the area of sports activities administration, expert mind-set and commitment, in addition to private characteristics like personality, intelligence, fairness, leadership and honest activity in the management of sports (Bucher, A. and Krotee, L, 2002). Ethiopian super league football clubs are one of the championships of best football clubs in Ethiopia. this study was carried out the researcher can't get any study about the of organizational and managerial impact football club performance in case of male super league football clubs in south west Ethiopia.

1.2. Statement of the Problem

Different scholars' argument also works in sports federations in our national (Ethiopian) context, where sport governance and policies have been built on the principle of 'sport for all', (Federal Negarit Gazette of FDRE, 2010) where collaboration between business, labor, and civil society is expected to promote national integration and cohesion through sporting excellence, hence have multiple stakeholders accompanied by hybrid goals. Despite this critical need for good governance in the sports sectors, they have lagged in inculcating it into organizational management (Pielke Jr., 2016). To maintain better performance and self-confidence in team or developing successful football club winning championship are common goals that design by football management. Whereas, organizational effectiveness that relate with accomplish the design goal in football clubs should be affected by internal and external management factors. The organizational structure of football club can have a significant impact on its performance both on and off the field. Manager's ability to cultivate a shared intellectual model among gamer and teaching workforce is likely to be important in regards to team coordination methods and performance (Zekarias, 2019).

The ability of a club to engage in actions that create its own financial strength requires a professional perspective. Continuity in resource flow and a strong economy are becoming the most important factors in achieving sportive goals. In order to ensure the sustainability of this structure, it should be managed by a unit that can provide budgetary alignment within the budget discipline and have strong institutional features in directing the cash flow efficiently (Samur, 2018). Therefore, the researcher gives emphasis on some vital points; more specifically on football club structure and management and how they are organized.

There are some studies which have been conducted on the title organizational structure and managerial challenges of male football players; to list few of them, a study conducted by (Betelhem A., 2020) existing organizational structure and managerial challenges of Ethiopia

male premier league in selected football clubs. Finding reflects that organizational structure and management system, availability of facility and equipment, back ground and working experience of manager, educational levels of the administrative staff members of the club are major challenges in Ethiopia male premier league football clubs. (Zegeye Bogale, 2013) Asses and examines organizational and management factors that affect the football performance of the western Ethiopia zone clubs with particular reference to Hossana, Worabe and Butajira Kenema Club. The finding of the study revealed that the coach and governing body experience to bring the better performance of players in the club, limited financial sources and no more financial strategy as well as weak fans mobilizing trend and author suggest that enabling organizational and managerial strategies related to coaching training for the coach, financial and fans support and training for players as well as interaction among the stockholders for the better football performance in the western Ethiopia zone football clubs. (Zekarias, 2019) Practice and challenges of club management in south western Ethiopian super league football clubs. but only distribute questioner regardless interview to key persons of organization.

. Therefore, the current research was conduct of organizational and managerial impacts on football club performance: in case of male super league football clubs in south west Ethiopia in case of male super league football clubs in south west Ethiopia. Accordingly to greatest numbers of teams including Kaffa buna, Jimma Ababuna Jimma aba jifari and Bench Maji buna football clubs have get the chance to participate in the super league of Ethiopia.

1.3. Research questions

- ✓ To what extent do the organizational structure and management practice influence the clubs on field of performance and success of male super league football clubs in south west Ethiopia?
- ✓ What are the key organizational challenges and difficulties experienced by managers of male super league football clubs in south west Ethiopia?
- ✓ Which points are needed to be considered in priority to minimize the challenges in south west Ethiopia male super league football clubs?

1.4. Objectives of the study

1.4.1. General objective

The main objective of this study is organizational and managerial impacts on the football club performance in male super league football clubs in south west Ethiopia

1.4.2. Specific objectives

- ✓ Analyze the organizational and management practice of male super league football clubs in south west Ethiopia
- ✓ Examine the organizational structure, role and responsibilities of managers with in the mal super league football clubs in south west Ethiopia
- ✓ To suggest the possible alternative solution for the minimize the challenges in the male super league football club in south west Ethiopia

1.5. Significance of the study

This study will provide information about organizational and managerial impacts of male football super league clubs in south west Ethiopian FC, by Identify the problems that impacts on club structures and management process as a result it will help not only those clubs but it also expected to help other clubs of. It will be also giving information about the way of the club finance, facility and equipment management process as well as It will be provides a starting ground for assessment of impacts on the clubs in execution high quality management and paving the way for individuals who need to conduct further research as on the same area.

1.6. Delimitation of the study

This study was delimited to south western super league males football clubs, these are Kaffa buna, Jimma Ababuna, Jimma aba Jifari and Bench Maji buna football clubs geographically and was delimited to the organizational and managerial impacts on the football club performance in case of male super league football clubs in south west Ethiopia.

More over the participate of this study is the four clubs of south western super league does't all study population was cover because of shortage of finical problems football clubs then descriptive survey methods of research design applied and the approaches of this study both quantitative and qualitative methods, all members the club players, coaches, administrative staff members ,and when from this respondent the data collected by using primary sources of

data collection method this are questionnaires, interviews and this research was focused on the management skill government policy ,personal or professional preparation as management factors depending on this point of views the research need to find out the organizational and managerial impact on football club performance in case of south western male supper league football clubs.

1.7. Definition of operational terms

Football club: an organized or incorporate body with a president, committee and a set of rules responsible for ensuring the continued playing existence.

Organizational structure: 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.

Management: is a process that involves individuals and groups working to achieve the organizational goals. It includes planning, organizing, staffing, directing, coordinating, reporting and budgeting of an organization.

Manager: Responsible for managing and organizing clubs.

1.8. Organization of the thesis

- This thesis contained five chapters the first chapter contains introductory part, background of the study, statement of the problem, objectives of the study, significance of the study, delimitation and limitation as well as definition operational of terms. Chapter two deals with review of related literature, chapter three also contain research design and methodology; it also includes a brief description of the study area, Chapter four data analysis and interpretation ,result and discussion while chapter five contain summary, conclusion and recommendation

1.9. Limitation of the Study

The limitation of this study were some challenges face with data collectors to meet the respondents, the respondents were not be meet with data collector on the appointed time, due to the respondents were giving attention on their own football club training time and abit social problems in society and, for this reason waiting for long time to meet respondents were challenge of this study. Another limitation of this study is mainly related to the limited coverage of the population which is available in study area.

However, the study was focused only in SWE due to lack of sufficient finance and time limitation. Though, for the mentioned constraints the researcher was tried to solve the problems by using all possible opportunities to get valid data from the respondents.

CHAPTER TWO

2. Review of related literature

2.1. Introduction

In football, as in business, achieving success rely significantly on the available human resources. However, football clubs vary in multiple shapes and sizes which stretches across financial and sporting objectives. These two objectives go a long way to influence the recruitment strategies adopted by clubs in their quest to gain competitive advantage over competing rivals. The challenge here is how can clubs seek and develop new strategies based on their sporting and financial objectives (Waaden, 2019). Malik, (M. Imran Malik, 28 December, 2011) described administration as the most important competitive component and expressed that expertise of administration is the most necessary useful resource for growing aggressive advantage. He additionally referred to that this applies to companies and equally to the individual. It makes humans and companies effective. He ultimately concluded that only by administration are cleverness, intelligence, talent and information became into what sincerely counts results.

Management is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management also includes recording and storing facts and information for later use or for others within the organization. Management functions are not limited to managers and supervisors. Every member of the organization has some management and reporting functions as part of their job" (Serrat, 2009). As (Carter N., , 2006) put it in a book entitled "The Football Manager: a history/Neil Carter", the management of football clubs in Britain had begun to take on increased significance when professionalism was once legalized in 1885. But, there have been no longer clear methods how clubs run, and/or whether clubs did have a model of any specific structure of administration they follow. Football management in Britain mirrored the 'practical tradition of British management, in which understanding has been gathered and handed on through the generations with the aid of 'doing it's instead than by way of gaining knowledge of how to 'do it.

Football management training is a recent area of study and the story of soccer management, in phrases of its evolution as a profession, has been very slow. From the mid-nineteenth century, cricket, horse-racing and professional athletics had become commercialized wearing

pentacles, and in one way, they supplied examples of how to run a sports activities business. But, soccer management's records have been as a whole lot a consequence of the game's traditions as monetary traditions according to the opinion of (Carter N., , 2006). (Hamil S. and Chadwick S., 2010) Expressed that soccer is all pervasive throughout most parts of the world and it has progressed from being a ceremony and a get together to grow to be an new bier sport, a professional sport, and now, increasingly, a business sport. They established that soccer today faces a future that more and more requires humans worried in, or related with, the game to adopt a professional, strategic, and now and again commercially focused method to the administration of the establishments that make up what would possibly be described as the soccer industry. (Hamil S. and Chadwick S., 2010) argued that football for many human beings across the world remains a celebration, a hobby, a leisure pursuit, and a rite of passage; yet, football is increasingly more recognized as an enterprise in itself, an enterprise that have to be managed in a enterprise like fashion. There is no doubt that football is universally popular, and it is often referred to as the international game, a game that transcends social, political, economic, and cultural boundaries.

Federation International Football Association (FIFA) appear to confirm this, with the agency reporting that there are 265 million registered players worldwide, playing for 1.7 million teams in 300,000 respectable official clubs (FIFA, 2007). Although many of these players, teams, and club may also definitely play soccer surely for pleasure, the top tier of soccer clubs absolutely function as agencies of a kind, despite their socio-cultural significance. As the history of development of soccer management indicates, football club are at the area where they need to be administered by using a professional and have to manage their assets based totally on strategic and even commercially targeted strategy where football via itself has been started out to be considered as an industry.

2.2. Organizational structure of football club

Nowadays, to create efficiency, businesses need to build expert departments (systematic structure) based on functional business section, accelerate the flow of information in itself and enable decisions to be taken more quickly, thus saving time and resources and taking measures against risks by constantly monitoring hierarchical structures. In the Sports Clubs, it is important to transfer the financial power, which is the result of sportive achievement, to the whole activity areas in the club in a balanced manner and to substructure investments to develop and grow and create economic magnitude and transform this magnitude to contribute

to sportive achievement again. The purpose of this study is to split the football management into main processes and manage easily. In a system approach to manage football management areas with different variables in accordance with organizational goals in a harmony, sports clubs should separate '8' main process like Team Intelligence, Team Management, Youth Development, Footballer Transfer, Logistics Support, Public Relations and Corporate Communication, Economy-Finance, Sports Law. By means of these processes, Clubs can implement performance management and development, apply organizational learning and knowledge management and target continuous improvement and development (Samur, 2018). Every Football organization has a structure that outlines the tasks to be performed by individuals and teams. Finding the right structure for an organization involves juggling requirements to formalize procedures while fostering innovation and creativity. The right structure means one in which owners and managers can exert adequate control over employee activities without unduly affecting people's motivation and attitudes to work. It also provides clear reporting and communication lines while trying to reduce unnecessary and costly layers of management. An organization's structure is important because it defines where staff and volunteers fit in with each other in terms of work tasks, decision-making procedures, the need for collaboration, levels of responsibility and reporting mechanisms. In other words, the structure of an organization provides a roadmap for how positions within an organization are related and what tasks are performed by individuals and work teams within an organization.

2.3. Dimension of Organizational structure of Football club

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

Complexity: - Complexity is the extent to which a sport organization is horizontally, vertically, or spatially (geographically) differentiated. Sport organizations are horizontally differentiated when work is broken down in to narrowly defined tasks, when professionals or trained specialists are employed, and when the organization is departmentalized. Vertical differentiation refers to the number of levels in the organization and is represented by the "hierarchy of authority." A tall structure is characterized by (a) greater levels of hierarchy

and (b) relatively narrow span of control. Conversely, a flat structure is characterized by (a) fewer levels of hierarchy and (b) relatively wide span of control. Spatial differentiation may be vertical or horizontal. Vertical spatial differentiation occurs when different levels of the organization are dispersed geographically. Horizontal spatial differentiation is when the different functions (or departments) of the organization take place in different locations (Slack, 2006). As differentiation increases in an organization, so does the complexity. In other words, complexity increases when organizations have many departments, multiple levels of authority, and physical separation between members. Poor communication, coordination, and supervision are a few of the problems organizations face when they become too complex.

Formalization: - A means to control the amount of discretion individuals or groups have when performing job functions (Slack, 2006). Written documents, such as job descriptions, codes of conduct, and policies and procedure manuals, direct and control staff member behaviour. As slack (1997) state formalization refers to the extents to which mechanisms such as rules, regulation, procedures and strategies govern the operations of an organization. These rules can be either written or unwritten. Formalization reduces the uncertainty of individuals by defining the task of a role and what a member of an organization is expected to do, but simultaneously they restrict an individual's room to man oeuvre. Formalization clarifies the tasks of individuals and the organization becomes less dependent on key figures to maintain it operation. Of course it is not possible to develop formalized rules and procedure for every situation that may rise.

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

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

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

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

2.4. Structural model of Sport organization

Type of structure adapted by sport organization can be categorized into four common types: Simple structure, the bureaucracy, the matrix structure, and the team structure, Slack (1997) states that the:

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

Bureaucratic Structure: - The bureaucratic structure attempts to standardize the operation of an organization in order to maximize coordination and control of staff and activities. It relies

on high levels of formalization, the use of departments to group people into discrete work team that deal with specific function or task, highly centralized decision making and a clear chain of command. An organization such a state or provincial government department of sport would be structured a long these line. Obviously, as an organization expand in size, increase the number of location it delivers services, or diversifies its range of activities, the more likely it is to reflect some elements of bureaucratize.

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

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

2.5. The organizational structure of the professional football club.

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

relationships that exist (Morgan et. al., 2006). Sport is a field where there are some big differences in organizing across continents, nations, and of course across different sports, and as such the description of organizing must be contextual ((Gammelsaeter, March 2006)). Despite the obvious differences that exist across clubs and nations, some researchers like (Gammelsaeter, March 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 (Gómez, 2008)). 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 fulfil the expectations of members, fans, and all the actors who consider themselves involved in the club's activity (Gomez S., 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 performance, nor is fans the only interest group with expectations relying on the clubs 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 S., 2008)

The structure of an organization can be associated with its strategy or with its environment, meaning that the structure responds to the core task of the organization, or that it is a way to adjust to the external demands faced by the organization. In the case of a professional football club, the task of forming a competitive team will constitute an essential condition guiding its everyday activities; nevertheless, the clubs 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 clubs external environment. Although the degree of professionalization or commercialization differs between the various organizations, both

processes have greatly affected sport organizations. Professionalization and commercialization have been felt most intensely by those professional sports organizations which enjoy 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 S., 2008)

Under such circumstances, professional football clubs face a number of challenges in maintaining both on field and off field performance. Because the clubs cannot simply create winning teams without adequate financial resources, they must rely more upon organizational capabilities to remain successful. A critical dimension of such capabilities is the creation of an appropriate organizational structure. The paper written by (Gammelsaeter, March 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. He also suggested in the conclusion of the aforementioned study paper it is likely that the same will hold for other team sport clubs that experience fierce competition, since the distinction of football clubs most likely emanates from the structure of the game(s) itself and the appeal that it has on its fans. FIFA's document (FIFA's, 2011) on football club structure and management recommended the following club structure and administration for professional football clubs.

I. Board of directors

The key objective and task of board of directors of a football club is making decisions for its club and is an authority under statutes (FIFA's, 2011). 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 (Morgan et. al., 2006). But, FIFA's document (FIFA's, 2011) described that the main roles and responsibilities of board of directors is making decisions on important matters for the club management and appointing General Manager who implements the decisions. 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 management.

II. General Manager

The main objective and mission of General Manager is implementing the decisions and policies of Board of directors. Its roles include appointing and managing all staff, and reporting to the Board of directors through the Chairman (FIFA's, 2011). These are the Technical department and Club Administration department which comprise other sub departments with differentiated and peculiar objectives and roles. Under the Club Administration department there are a number of sub-departments which include Administration, Finance, Logistics, Facilities, Marketing, Communications, and Event management. Thus, a person who will be appointed as General Manager of the club by board of directors and will manage all staff must have a profound (at least 10 years) management experience (executive experience is desirable) and a broad knowledge of football industry and management. The General Manager must work as full time basis and need to have strong leadership skills, interpersonal skills, conception skills, excellent communication skill, and good command of English.

III. Technical department

The objectives and roles of this department are achieving continuous success on the pitch. It is the staff of this department that plays the main role on the field performance of the club. This department must have three sub-departments which will be staffed by well experienced football professionals and medical persons. The three sub-departments with the required professionals are listed below

- ✓ Top Team is the main section of the technical department which comprises head coach, assistant head coach, goal keeper coach, physical trainer and elite football players
- ✓ Medical staff is the second section which must comprise sports medical doctor, physiotherapist, and psychologist.
- ✓ Youth development is the third section of the technical department which comprises head coach, physical trainer and youth players. This section is the foundation in recruiting, training and producing young talented players for the top team.

IV Club administration department

There are a number of sub-departments under club administration department which include administration, finance, logistics, facilities and equipment, legal, marketing, communications, and event management.

I. Administration

The role of this sub-department is controlling all club administrative activities. The main roles are administration of the club office, planning, logistics, scheduling, equipment and contact with the league & association. Head of Administration dept. is required to have at least 10 years of working experience, with at least 5 years in administration field in football industry is desirable. The head of administration dept. must be full time employee and need to have sufficient knowledge of administrative operation in football club with good command of English, and computer and information technology literate.

II. Facility and equipment

The objective of this sub-department is maintaining or securing training facilities for all teams in club. 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 should be striving to secure training facilities by asking local government, schools, companies about availability of their facilities. Head of Facility dept. is required to have at least 10 years of working experience, with at least 5 years in football facility management. Head of Facility dept. should be full time employee and need to have sufficient knowledge of facility maintenance, especially football pitch and sufficient communication skill and having a network with local government, schools, companies, is desirable.

III. 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 department 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.

IV. Legal

The objectives of this sub-department is controlling all legal activities of the club and protecting the assets of the club. Its roles and responsibilities are compliance with national law, compliance with club statutes, compliance with FIFA, association & league regulations, player contracts, commercial rights, contracts and licensing (sponsorship, merchandising, player image rights, and media rights)

V. Marketing

The objectives of this sub-department are promoting the image of the club and providing the club with financial resources. Its roles and responsibilities are Sponsorship (Finding sponsors, relationship with sponsors), Ticketing (Ticket package development, Selling and distribution), Merchandising (Product development, Supply chain management [manufacturer, distributor, seller], Managing licensee), Media rights (TV rights, Radio rights, Internet rights), Promotion (Advertising, Promotion of match, Promotion of merchandising), and Fan development (Fan 22 club, Fan event, Relationship with community). Head of marketing department is required to have at least 10 years of working experience, with at least 5 years in marketing field. The qualification of Head of marketing department should be Degree in marketing (Post-graduate degree is desirable) with a broad knowledge of marketing in football industry and excellent communication skill with good command of English. Head of marketing department should be full time employee and ability to create extensive network with potential sponsors is desirable.

VI. Communication

The objective of this sub-department is establishing and maintaining good club image through the media. Its roles and responsibilities are creating relationship with media concerning Club news, Match (Accreditation, Mixed zone, Press conference), preparing Club Publications, developing Club Web-site, carrying out Internal information sharing, and Crisis management. Head of communication department is required to have at least 10 years of working experience, with at least 5 years in media field. Head of communication department

needs to have Degree in journalism or public relations, Broad knowledge of communication industry and good command of English with excellent communication skill are highly demanded from Head of communication dept. Head of communication department must work on full time basis and be able to create extensive network with football media.

VII. Event Management

The objective of this sub department is delivering successful and secure events. Its roles and responsibilities are planning and managing events. At the stage of planning, staffing the department and development of policy, plan & procedures are done. Managing events include all tasks that will be done before match (Preparation for match), Match day and Post match.

2.6.The Roles of the Football club Manager

The title of manager in British association football is distinct from that of coach and is closer to that of the responsibilities held by a Head Coach or Athletic Director in the United States. The process of managing people whether in sport or business is a complex task and requires a sympathetic appreciation of the multi-dimensional roles required. Traditionally, a coach has a prescribed number of roles, which typically includes a planned, coordinated and integrated program of athlete preparation. In contrast, the modern football manager must acknowledge the importance of his role from a business or financial perspective (Perry, 2000). The role of a manager is to maximize the output of the organization by organizing, planning, staffing, directing and controlling; and that leadership is just one aspect of the directing function. Since football club management is essentially a role that is likely to include leadership and coaching responsibilities.

2.7. Influence of Managerial Personnel on Team Performance

The managerial personnel in a football club include the club director, team managers, the treasurer and team secretary. According to (Kahn L., , 2000) the sports industry is a useful sector within which to test interesting hypotheses in the area of managerial personnel. In professional team sports, organizational goals and outcomes are much clearer than in most other sectors 30 (Kahn L., , 2000). Teams usually wish to maximize sporting performance given available resources with which to acquire playing and managerial talent.

Effective management enables greater participation of the entire team, and can also influence both the players and club performance (Mullins, 1999). The success of a football club is dependent on the team managers' ability to optimize resources. Good managers understand the importance of players in achieving the goals of the club, and that motivating these players is of paramount importance in achieving the clubs' goals. To have effective football clubs the players within the club need to be inspired to invest themselves in the clubs mission: the players need to be stimulated so that they can be effective; hence effective football clubs require effective management (Maritz, 1995). Management ability is a function of experience acquired over time encompassing industry- and organization-specific components. The general correlation between performance, ability and experience (Holcomb, R., Holmes, R. & Connelly, B., 2009); suggests there is a virtuous experience cycle. In other words, experience will drive ability as well as ability will drive experience. This is to say that a manager who is able will continue to have opportunities to manage teams. As a consequence, experienced managers will be particularly able to value a team's human resource pool, identify gaps and try to align it as far and as fast as possible with a potential value-creating strategy (Holcomb, R., Holmes, R. & Connelly, B., 2009).

Through experience, managers will be capable of judging the development potential of existing human resources, in identifying resource gaps and in finding the most appropriate solutions in the factor markets. A report by the Forum of African Investigative Reporters (FAIR), (Khumalo, 2013) labels football administrators as corrupt, greedy and inefficient administrators. Football can be a lucrative livelihood for senior administrators with access to funds from FIFA, taxes from affiliates including premier soccer leagues and from national team games. Very little is ploughed back into structures that promote junior football or coaching structures. To have effective football clubs, there must be effective and stimulating relations between the people involved in the football clubs' management (Paulus, P.B., Seta, C.E. & Baron, R.A., 1996). It has been widely accepted that effective football clubs require effective management and that club performance will suffer in direct proportion to the neglect of this (Fiedler, F.E. & House, R.J. , 1988). Furthermore, it is generally accepted that the performance of football club is largely dependent on the quality of its management-efficiency in football team management translates into increased sporting performance.

2.8. Empirical Literature

(Tewodros Abir, 2017) Identify the development and challenges of football in some selected woreda of North Showa Zone. Results of the study revealed that village is the main sources of youth football players for the woreda, Schools have been the main sources of potential coaches for teams. The major constraints associated with North Showa Zone football sport are found to have very low media coverage, absence of supporters' association, a few number of spectators, only one club, lack of facilities and equipment, no regular salary for coaches and players, lack or absence of play field in the villages, not following scientific method of training by coaches and very low level of communication among stakeholders.

(Alemu A., 2018) Study conducted on managerial factors that affect performance of male football players with specific reference to South Region Ethiopia super league football clubs. The sample was selected by using purposive sampling technique. The study consists of players, main coaches, assistant coaches and sport managers. The results should that there is a significant relation between managerial factors that affect performance of male football players However, during the conduct of the managerial bodies many challenges were perceived such as of understanding level of the players', individual difference, family background of the players, environmental influence, educational level of the players and soon and researcher recommendations were made for perceived challenges or problems to implies the need of facilitating administrative and managerial strategies related to coaching training for the coach and fans support and training for players as well as communication among the managers for the better performance in the super league football clubs.

As well as (Betelhem A., 2020) revealed that assess the existing organizational structure and managerial challenges of Ethiopia male premier league: in selected football clubs. The data were collected through questionnaire, interview and observation checklist. By using simple random sampling methods, only four clubs were sampled among sixteen Ethiopia premier league clubs. Thus, the subjects in the study were 20 administrative staff members out of 27 total numbers and from 96 total numbers 70 players randomly selected from the four clubs. Four managers and four coaches were purposively selected. Finding indicates that, organizational structure and management system, availability of facility and equipment, back ground and working experience of manager, educational levels of the administrative staff members of the club are major challenges in Ethiopia male premier league football clubs. These were the most challenges that faced to managerial system to apply the best suited club management style to enhance the clubs performance. There is a Lack of and a Need for FIFA

standard club structure and management system and services in the football clubs, There is a Lack of and Need good and standardized facility and equipment management system in the football clubs, There is a Lack of and a Need good marketing and financial control system in the football clubs.

Betiglu Befikadu (2013) was assessing the factors affecting the process of developing project football player in Godere woreda, Majang zone, and Gambella region. To do so, a sample of 67 individuals were selected from the existing 82 population of the study in which 60 football players, 6 coaches and one sport office representative were included using purposive sampling method to include all coaches and lottery method to include 60 players in the sample. Besides, questionnaire, interview and observation were used as a data gathering tools. Finding revealed that almost all the players in the projects do not have the vision of becoming an elite player and almost all of the coaches have low satisfaction. Secondly, the projects have a series shortage of training infrastructure, medical, psychological and poor nutritional facilities. Thirdly, the transparency and accountability among the organizations are very poor.

Finally, the organizational structures of the projects do not participation of the society and the different stakeholders in developing project players and a strong football teams as well as researcher recommended that the Sport office of Godere is expected to fulfill the infrastructures on medical, psychology and guidance and improve the nutritional facilities of the football players in the woreda by design mechanisms of creating financial sources knowing that the mentioned problems are crucial to the process of developing project football player in the area. Besides, the management body of the projects are expected to improve their organizational structure with increased transparency, accountability and responsibility among the organizations for mobilizing the projects in the development of elite players who can play a significant role in the economic development of the country and who can represent the country in different positions football game.

(Saba Negash, 2020) investigated in title of organizational and manage mental factor affecting football in some selected south west Oromiya leagues study was to identify possible internal and external factors that affect the performance of some selected football clubs in south western Oromia leagues; with specific references to Shenen gibe, Limu Genet, Nopa and Gore football conducted on a total of 84 respondents (72 players, 4 coaches, 4 assistant coaches and 4 managers). The respondents were selected based on simple random sampling

technique. Both primary and secondary data sources were used in the analysis. The results of the analysed data were interpreted using descriptive statistics (frequency and percentages) on the basis of qualitative and quantitative methods. The finding of the study revealed that there is a shortage of training facilities and equipment's, poor performance of the club management in coordinating the activities, absence and shortage of training facilities and related equipment's, poor engagement of governing body in coordinating the activities for intense working spirit in the team, low quality and quantity of nutritional facilities, lack of planned training programs in accordance with physical condition. Inadequate training duration, poor motive and knowledge of the coaches, weak team organizing ability of the management, limited source of finance and lack of financial support strategy.

(Zegeye Bogale, 2013) Organizational and management factor that affect the football performance of the western Ethiopia zone clubs: with specific reference to Hossana, Worabe and Butajera Kenema football clubs with particular reference to Hossana, Worabe and Butajira Kenema Club. To achieve intended objective descriptive survey based on structured questionnaire was conducted with randomly sampled players, main and assistant coach and sport commission workers (n=36) in the three clubs, The finding of the study revealed that the coach and governing body experience to bring the better performance of players in the club, limited financial sources and no more financial strategy as well as weak fans mobilizing trend. Researcher suggested with need of enabling organizational and managerial strategies related to coaching training for the coach, financial and fans support and training for players as well as interaction among the stockholders for the better football performance in the western Ethiopia zone football clubs.

(Zekarias, 2019) practice and challenges of club management in south western Ethiopian super league football clubs. To achieve the intended objective researcher used across sectional survey design would be employed to study the problem. Data were collected from Kaffa Coffee, Jimma Ababuna and Bench Maji Coffee football Clubs through questioner, observation and interview. To realize the objective of the study, multi stage sampling techniques was used in the study, i.e. Purposive sampling was used to select the participant zone, Simple random sampling was employed to select clubs, Purposive sampling method was employed to select club president, club managers, technical directors, technique officer, Team leader, and Finance officer and availability sampling technique was employed to select players. Findings revealed that the strategies used by manager were viewed by a high proportion of the respondents as strongly disagreed, with a practice of club management

which was viewed as strongly disagreed in three clubs. For the challenge of club management participant were of the opinion that the financial problems, equipment, planning resource, capacity building training, club structure and expert contribution to the clubs variable in the equation are significant that indicate there is sufficient evidence to conclude that the factors which were listed above have a significant effect on the club management.

2.9. Research Gap

In light of the above, the review of literature has revealed that football performance may be influenced by managerial and organizational factors. Surprisingly Jimma Aba Jifari team have got the chance to participate in the primary league during 2020-21 league of Ethiopia and won champions of primary league but it has no chance to stay at primary league for long time and return back to super league.

The cause of these should be the internal and external organizational factors like; lack of proper organizational structure, shortage of resource such like finance, materials, inefficient training level, lack of players coach ability and factors like fan identification and supportive team atmosphere. This study also focuses on political incident, management skills, government policy and personal or professional preparation as management factors. Depending up on, this point view, the researcher needs to find out the organizational and managerial impacts on football club performance: in case of male super league football clubs in south west Ethiopia

There are some studies which have been conducted above mentioned on the title managerial factor that affects the performance of male football players; to list few of them, a study conducted by (Alemu A., 2018) study conducted on managerial factors that affect performance of male football players with specific reference to South Region Ethiopia super league football clubs. Thus, this study differs from the research conducted by Alemu Abayneh in a sense that his research however conducts on supper league of south west Ethiopia only focus on managerial factors, but it lacks of organizational impacts on football performance. Also this study differ from (Zegeye Bogale, 2013) on organizational and management factor that affect the football performance of western Ethiopia Zone national football club with specific reference to Hossana, Worabe And Butajera Kenema Foot Ball Clubs.

Thus, this study differs from the research conducted by Zegeye Bogale in a sense that his research mainly focuses on western Ethiopia Zone national football club, but it lacks the super league in south west Ethiopia. Consequently, the current research was mainly focused on south west of Ethiopia supper league football club. also this research differ from Saba Negash investigated in title of organizational and management factor affecting football in some selected south west Oromiya leagues with specific references to Shenen gibe, Limu Genet, Nopa and Gore football so this study surprisingly conducted on super league in south west Ethiopia. As well as this study differ from Betelhem Alemnew conducted that assess the existing organizational structure and managerial challenges of Ethiopia male premier league other than south west Ethiopian super league. Therefore, this research attempted to fill such gap in the study area by organizational and managerial impacts on football performance of male football club with specific reference Jimma aba buna, Jimma aba jifari, Kaffa buna and benchi Maji buna. Therefore, based upon the above reasons the researchers has been try to fill research gap:

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Design

The purpose of this study was organizational and managerial impacts on football club performance in case of male super league football clubs in south west Ethiopia. Hence, according to the specific objectives the researcher has chosen the descriptive survey method. The goal of descriptive research is to describe the status of some aspects of a phenomenon. Descriptive type of research in which the data collected described and analysed on the basis of qualitative and quantitative methods based on the data conducted through questionnaire, interview.

The study was collected qualitative data through interviews with club administrative staff member and quantitative data collected form players, coaches and also administrative staff members the football club. The following discussions briefly presents the basic features of these research approaches.

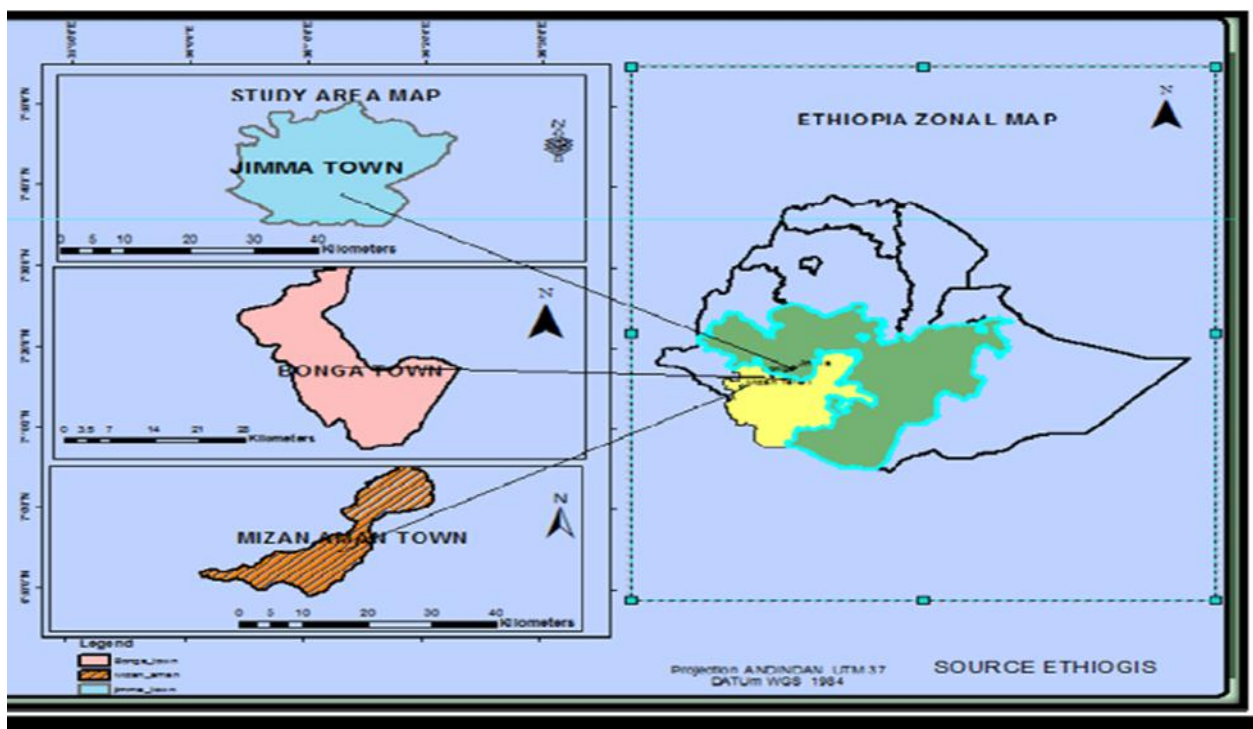
Quantitative research is a merit for testing hypotheses theories by examining the relationship among variables (Creswell, 2009). On the other hand, qualitative research approach is a merit for exploring and understanding the meaning individuals or groups describe to a social or human problem with intent of developing a theory or pattern inductively

3.2. Description of Study Area

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

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

Figure 1 Study area map



3.3. Sources of Data

To achieve the objective of this study the researcher used primary source of data.

3.3.1. Primary Source

The primary source of data collected through questionnaires, interview directly from the players, coaches and the administration staffs of the football clubs which was included in this study comprises club president, club managers, technical directors, technical officer, Team leader, and Finance officer.

3.4. Study Population

A population is a group of individuals with at least one common characteristic which distinguishes that group from other individuals through clustered sampling method. Hence players of 4 football clubs the base for this study and competed in the higher league with each other during the 2022-2023 seasons. The Ethiopian higher league also called the Ethiopian super league is the second division of association football in Ethiopia. Regulated by the Ethiopian football federation, the league is divided into three groups. (Group A Group B Group C) with 13 clubs in two Groups and one Group are 14 clubs in Groups It operates on a system of promotion and relegation along with the Ethiopia premier league (first division) and the Ethiopia first league (third division). The champions of Group A, B, C automatically promoted to the premier league, The bottom two teams (13 and 14) of each respective group at season's end was relegated to the first league, the third division of Ethiopian football (Ethiopia super league 2010-2011).

Table 1: Ethiopia super league 2010-2016E.C

Group A	Group B	Group c
1. Nigd bank	1. Shashemene	1.Hambericho D
2 .Bench manji	2. Nib	2. Gelan ketema
3 .Woldia city	3. Boditi ketema	3. Negele Arsi
4. Gamo chench	4. Nekemt ketema	4. Siltie worabe
5. Addis kifle	5. Addis Abeba ketema	5. Dese ketema
6. Halaba ketema	6. Semen Shewa	6. Omedia
7. Batu ketema	7 .Injibara ketema	7. Kolfie keranio
8.Jimma Aba buna	8. Keffa buna	8. Yeka kifle
9. Wollo kombolicha	9. Yirga chefe	9. Jimma Aba jifari
10.Akaki kalit	10. Gulele kifle	10.Wolaitta Sodo
11. Sebete ketema	11. Kirkos kifle	11.Burayu ketema
12. Butajira	12. Jinka ketema	12. Damot ketema
13 .Durame ketema	13. Ambo ketema	13. Robe ketema
	14. Kembata shin	

3.4.1. Target Population

Population refers to the set or group of all the units on which the findings of the research are to be applied. Referring to the definition of population, we can say that it consists of all the units on which the findings of research can be applied. In other words, population is a set of all the units which possess variable characteristic under study and for which findings of research can be generalized (Shukla, 2020). The target populations of the study was four super league male football clubs in south west Ethiopia participating in 2022/23 G.C. which are Kaffa bunna, jimma aba bunna, Jimma aba jifari, benchi maji buna According to Ethiopian football federation reports (2022/23), the total population of south western Ethiopian super league male football clubs in 2022/23 estimated to be (4 clubs); which consists Jimma Aba Bunna 25 number of players 2 coach 1 manager and 8 administrative staff, Jimma aba Jifari consist 25 number of players 1 coach 1 manager and 7 administrative staff, Kaffa bunna 24 number of players 1 coach 1 manager and 6 administrative staff Benchi Maji bunna 24 number of players 1 coach 2 manager and 6 administrative staff

Table 2: Summary of population, sample and sampling technique

No	Clubs	Players	Coach's	Administrative staff	Total
1	Jimma Aba Bunna	25	2	8	35
2	Jimma aba Jifari	25	1	7	33
3	Kaffa buna	24	1	6	31
4	Benchi Maji bunna	24	1	6	31

Participants in this study were management (administration staff), coaches and players of four football clubs participating in, 2023 competition of the Ethiopian super League. The four clubs selected for this study is shown in these participants encompass 27 administration workers, 5 coaches; 99 players included in this study from all clubs. The administration staff of the football clubs which included in this study comprises club president, club managers, technique directors, technique officer, Team leader, and Finance officer.

3.5. Sampling Technique and Sample size

Researcher used censes sampling technique for total population and stratified random sampling techniques for clubs in our population that are likely to differ substantially in their responses or behavior in stratified random sampling, the population is first divided into a number of parts or 'strata' according to some characteristic, chosen to be related to studied. The sample size used for this research 4 super league male football clubs while censes sampling technique for population was collected 130 out of 130.

3.6. Data Collection Instruments

Regarding tools for data collection, for this study, interview, and questionnaire was Employed. According to Dawson (2007) to get very detailed or in-depth information From a few participants in qualitative research using tools like interviews is important. In addition, quantitative data was to be collected by means of a questionnaire.

3.6.1 Questionnaire

A Standard questionnaire is developed to organizational and managerial impacts on the football club performance in case of male super league football clubs in south west Ethiopia. A questionnaire consists of a series of questions which are designed in line with the research question and objectives uses the authors (carter N .2006) The questionnaire consist a formal and written set of closed-ended and 4- likert scale questions that are used to collect effective data from different respondent in the study area. In this regard, the questionnaire which constitutes closed-ended was prepared by the researcher to gather data from respondent's organizational and managerial impacts on football club performance in study area.

Moreover, the questionnaire was prepared in English and then it was directly translated into national language Amharic and Afan Oromic by professionals and also the collected data was directly translated back to English. Thus, the questionnaire had two parts: the first section contained the background information of the respondents like age, sex, educational level, and marital status and the second section contained questions related to the managerial impact on the performances of players

3.6.2 Interview

Semi-structured Interview were employed with purpose of feat better information about organizational and managerial impacts on football club performance in the study area to the key informants they were selected purposively due to they are fixed in number. In-depth interviews can provide much more detailed information than other data collection methods. The researcher was conducted interview in a very suitable setting in order to allow an informant feel free and assumes that they are in the natural way of interaction rather than serious conditions. The researcher was administering for interviewees; this 4 approach facilitates faster interviews that could be more easily analysed and it was focused on the line of organizational and managerial impact on club performance of male football players in the study area.

7. Data Collection Procedure

The procedures of data collection done based on the work plan of the researcher. Customers ask to participate in the questionnaire. Before they completed the questionnaire, explanations were provided and participant asked questions on points they did not understand. Respondent have given one day to complete the questionnaire and return it to the researcher. Before questionnaire has distributed, the researchers has brief orientation to the subjects on the purpose of the study and on how to fill the questionnaire. Then finally, the questionnaire was distributed for participants and collected by the researcher.

8 Method of Data Analysis and Interpretation

The data collected through questionnaire was analysed using SPSS version 26 and organized in the form of tables, graphs the organized data was presented, and analysed quantitatively by the methods of descriptive statistics such as percentage, frequency mean, standard deviation, pie chart. The analysed data was then discussed and interpreted with the data obtained by the other methods of data gathering used and the existing literature review. Finally, conclusions and recommendations were drowning from the interpreted data. Data gathered through the questionnaire was subjected to frequency counts. These responses to the questions, which are counted, are then presented in percentage forms.

This analysis is presented in and pie- chart form. When qualitative are the interview data collection process apply the audio recording was transcribed verbatim in the language of interview i.e Amharic. Transcribed verbatim was translated in to English and imported to ATLAS.ti8 software, to aid the coding process and data was coded line by line. Analysis was done deductively by using qualitative thematic analysis. The researcher used tables containing a variable and, in some cases, combines two or more variables in a single table.

9 Ethical considerations

The essential ethical consideration for this study, relates to providing the respondents with information as to the purpose of the study, the issue of confidentiality, the need for honesty in collecting data, and the need for objectivity in reporting data. Measures were taken to ensure the respect, dignity and freedom of each individual participating and to assure confidentiality in the study. The Participants may have that the information to keep confidential and the researcher not be disclosed to anyone else including anyone in the club.

CHAPTER FOUR

4 RESULT AND DISCUSSION

In this section the results found from the questionnaire and interview were analysed. This chapter has focused on presenting the findings of the study, as well as analysing such findings so as to enable the user of the study to understand at an in-depth level of the results regarding the research topic, that is, organizational and managerial impacts on football club performance. In the first section, the chapter focuses on providing the demographic data regarding the respondents while the second section provides the findings of the specific objectives of the research study. Based on SPSS version 26, the data was analysed based on descriptive statistics, including graphic presentation methods, such as pie charts, as well as tables, frequencies, mean, standard deviation. And the interview was analysed collection process apply the audio recording was transcribed verbatim in the language of interview i.e Amharic. Transcribed verbatim was translated in to English and imported to ATLAS.ti8 software The research objectives established at chapter one and which are to be met in this chapter.

4.1The Response Rate of the Study

While a total of 130 respondents were targeted in study, which are player coaches, club administrative staff only 124 respondents were able to return complete questionnaires, which were taken to be sufficient to carry out an analysis on the data. This resulted in a response rate of 95.3%. This response rate was considered sufficient to establish conclusions regarding the research study. Based on the research by, (Khalid, 2012) a response rate of fifty percent is sufficient to carry out an analysis and report the results, however, a rate of sixty percent is considered good while that of seventy percent or more is deemed exceptional. In this regard, the response rate of this study was outstanding.

4.2 Finding of the study

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

Demographic and occupational characteristics of respondentsTable 3:

Demographic characteristics of respondents.

No	Item	Response	Frequency	Percent
1	Gender	Male	123	99.2
		Female	1	0.8
		Total	124	100
2	Age	18-20	9	7.3
		21-30	80	64.5
		31-40	23	18.5
		41-50	12	9.7
		Total	124	100
3	Educational background of sport club Administrative staff and coaches	Ma/MSc	2	5.7
		BA degree	9	25.7
		Diploma	18	51.4
		Certificate license	6	17.2
		Total	35	100
4	Occupation	Players	92	74.2
		Coaches	5	4
		Administrative staff	27	21.8
		Total	124	100

Source: own survey 2024

Accordingly, table 4.1 gender of respondent 123 (99.2%) were male while only 1(0.2 %) was female while according to age of respondent 9 (7.3%) of the respondents were between the ages of 18-20 years, 80(64.5%) between 21-30 years old and 23(18.5%) of respondents are 31-40 years and the remaining 12(9.7%) lies in the age group of 41-50 years old. concerning educational background of the coaches and administrative staff revealed that 2 (5.7%) were MA/M.Sc., BA degree holder were 9 (25.7%), diploma holder were 18(51.4%) as well as certificate license holder 6 (17.2%,).

Table 4: work experience of south west Ethiopian male supper league football club

No	Occupation	Service year				Total	
		<2 years	2-3	4-5	6-7	Frequency	Percentage
1	Players	12(13%)	70(76%)	10(11%)	0	92	100%
2	Coaches	0	5(100)	0	0	5	100%
3	Administrative staff	0	6(22.2%)	18(66.7)	3(11.1%)	27	100

Above table 4.2 mentioned regarding work experience club coaches, administrative staff and players. According to players year of experience less than two years is (12(13%)) while majority of players have 70(76%) fill years 2-3 years playing experience which means large number of players stay at club ranging 2 to 3 years as well as only 10(11 %) players were stay at club 4 to five year time interval without shifting clubs. Whereas regarding club administrative staff more than half Administrative staff (18 (66.7%)) among 27 worker have 4to 5 years' work experience while 6 (22.2%) staff have 2-3 year experience while remain 3((11%)) alone 4 to 5 working experience whereas regarding coaches all five fill coaches stay at clubs and coaching experience only ranging between 2-3 years alone, this scenario indicates that south west Ethiopian super league clubs coaches have not adequate coaching experience or not familiar and adopt club behaviors properly and shift or resin club frequently.

Availability of training facilities Table 5: level of satisfaction of respondents on availability of training facilities in south west Ethiopian super league male football club.

No	Question	respondents per club							
		Satisfaction level	Jimma Aba Bunna	Jimma Aba Jifari	Kaffa Bunna	Bench i Maji Bunna	Total	Mean	St.D
1	To what extent do you satisfied with the training tools provided to you	Highly satisfied	1	-	-	-	1(1%)	3.67	0.974
		Satisfied	1	5	2	8	16(16.5%)		
		Dissatisfied	22	18	20	16	76(78%)		
		highly dissatisfied	1	1	2	-	4(4.5%)		
2	Are you satisfied with the resources available in the club	highly satisfied	-	-	-	-	-	3.64	0.964
		Satisfied	8	10	3	7	28(29%)		
		Dissatisfied	16	14	18	15	63(65%)		
		highly dissatisfied	1	-	3	2	6(6%)		
3	Do you satisfied with the equipment available in the club ((ball, cone, shoe, etc.)	highly satisfied	6	4	-	-	10(10.3%)	3.78	1.028
		Satisfied	15	18	4	8	45(46.4%)		
		Dissatisfied	4	2	17	14	37(38.1%)		
		highly dissatisfied	-	-	3	2	5(5.2%)		

4	What is Your level of satisfaction for the Training manuals, videos etc. available in the club.	Highly satisfied	-	-	-	-		3.56	0.894
		Satisfied	6	4	1	-	11(11.3%)		
		Dissatisfied	15	18	19	17	69(71.1%)		
		highly dissatisfied	4	2	4	7	17(17.6%)		
5	Do you satisfied with Medical experts and facilities rate	highly satisfied	5	8	4	7	24(24.7%)	3.69	0.941
		Satisfied	10	5	10	8	33(34%)		
		Dissatisfied	7	11	8	8	34(35%)		
		highly dissatisfied	3	-	2	1	6(6.3%)		
Average mean and st. deviation								3.668	0.9602

Source: own survey 2024

Above Table 4.3 availability of training materials Level of satisfaction of the football club players and coaches regarding the availability of training materials in four south western Ethiopia super leagues male football club players and coaches is responded that 1% of them were highly satisfied with extent of the training tools provided while 16 (16.5%) were satisfied but surprisingly 76(78%) and 4(4.5 %) were dissatisfied and very dissatisfied respectively. This regarding to that the mean value of 3. 67 and the standard deviation of 0.974 there is a poor level of satisfied about of club facilities. Regarding resources available in the club 28(29%) were satisfied and 63(65%) and 6(6%) were dissatisfied and very dissatisfied respectively while equipment available in the club ((ball, cone, shoe, etc.) 10(10.3%) and 45(46.4%) players and coaches were very satisfied and satisfied respectively but 37(38.1%) and 5 (5.2%) unfortunately dissatisfied and very dissatisfied. As well as 11(11.3%) respondent were satisfied and 69 (71.1%) and 17(17.6%) were dissatisfied and

very dissatisfied with respect of Training manuals, videos etc. available in the club finally regarding medical experts and facilities rate 24(24.7%) and 33(34%) were very satisfied and satisfied while 34(35%) and 6(6.3%) dissatisfied and very dissatisfied. In general concerning availability of training materials scenario majority of respondent were not satisfied

Table 6: Training schedules

No	Item	No of players	Response	Freq	%	Mean	S.D
1	Is there training schedule in the club?	92	Yes	92	100	4.06	1.014
			No	0	0		
2	Number of training days in a week	92	Three day	69	75	4.02	1.003
			Four day and above	23	25		
3	To what Extent does training program planned with physical condition	92	highly satisfied	38	41.3	3.87	1.008
			Satisfied	46	50		
			Dissatisfied	8	8.7		
4	Are you satisfied with coach behaviour during the training?	92	Yes	76	82.6	4.08	1.024
			No	16	17.4		
5	Is your coach gives feedback of your performance /training?	92	Every Time	72	78.2	4.01	1.004
			Some Time	12	13		
			Very Often	8	8.8		
6	Number of training hours per days?	92	1 To2 Hrs.	14	15	4.05	0.984
			2 To 3 Hrs.	78	85		
Average mean and st. deviation						4.015	1.006

Source: own survey 2024

Above Table 4.4. Training schedules illustrate According to 92(100%) of respondents, all the clubs have training schedule. 69(75%) of the respondents indicate that the amount of weekly training days is three and 23(25%) indicated as four and above days per week .when the means value of 4.02 This scenario indicates that respondent responded are not inadequate training schedule in the club are three days may not enough to develop good sport quality on the players, whereas four and above days seems better. 38(41.3%) and 46(50%) of the respondents were highly satisfied and satisfied respectively by the training program but 8(8.7%) were dissatisfied with Extent of planning training program with physical condition

Concerning coach behaviour during the training 76(82.6%) of players were pleasant and satisfied with coaches behaviour inversely 16(17.4%) were not satisfied According feedback of performance training 72(78.2%) of players take feedback from coaches every time while 12(13%) take feedback sometime as well as 8(8.8%) of respondent respond very often. According to the information 78(85%) of the respondents scale up association of training duration in the club is 2-3 hours per day, whereas the remaining 14(15%) of them scale up as it is 1-2 hours

Table 7: Food and accommodation facility

No	Item	No of players and coaches	Satisfaction level of respondent	F	%	M	S.D
1	Do you satisfied with the food quality and quantity provided to you?	97	Highly Satisfied	-	-	3.71	0.874
			Satisfied	18	18.5		
			Dissatisfied	72	74.2		
			Highly dissatisfied	7	7.3		
2	Do you satisfied with items provided to you?	97	Highly Satisfied	2	2	3.88	0.981
			Satisfied	22	22.6		
			Dissatisfied	69	71.1		
			Highly dissatisfied	4	4.3		
3	Do you satisfied with the accommodation, during computation /training program?	97	Highly satisfied	-	-	3.64	0.849
			Satisfied	12	12.4		
			Dissatisfied	80	82.5		
			Highly dissatisfied	5	5.1		
Average mean and st. deviation						3.743	0.9013

Source: own survey 2024

Concerning food quality and quantity provided of the club for the players 72(74.2%) of the respondents were dissatisfied, 18(18.5%) of them responded as satisfied, 7(7.3%) highly dissatisfied. The means value of 3.71 and the standard deviation value of 0.874 was slightly higher which indicates there is dispersion between respondents responses. When compared to the four super leagues football clubs are relatively poor in provision of enough amounts of quality food items for the players. While regarding accommodation, during computation /training program 80 (82.5%) were dissatisfied while only 12 (12.4%) satisfied as well as 5 (5.1%) surprisingly highly dissatisfied.

Table 8: The organizational structure of the clubs and club management

No	Item	Description	Frequency	Percent	M	S.D
1	Does your club operate through an elected Board of Directors?	Yes	118	95	4.04	1.131
		No	6	5		
		Total	124	100		
2	Does your club have clearly defined mission and objectives?	Yes	122	98.4	4.07	1.113
		No	2	1.6		
		Total	124	100		
3	Does your club have a club management structure?	Yes	102	82.2	4.01	1.089
		No	22	17.8		
		Total	124	100		
4	Did the coach guided by plan?	Yes	124	100	4.09	1.140
		No	0	0		
		Total	124	100		
Average mean and st. deviation					4.015	1.118

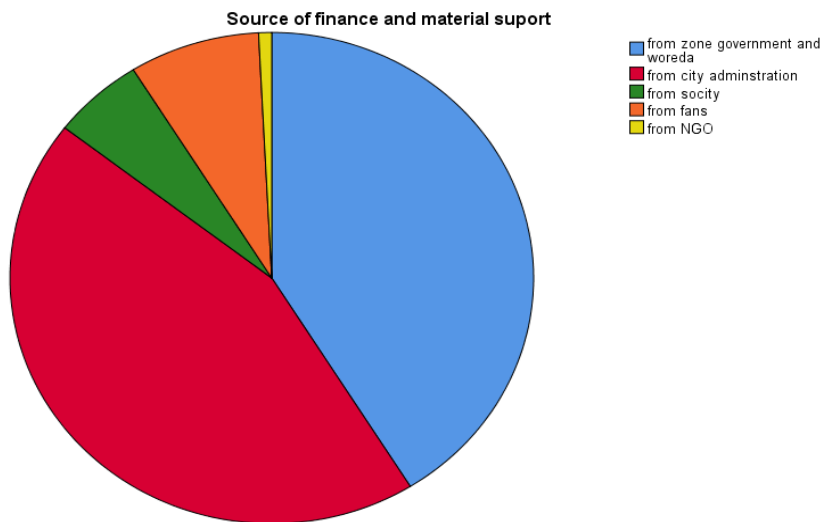
Source: own survey 2024

Regarding clubs operates through elected board of directors 118(95%) them operates through elected board of directors while 6 (5%) of them respond that the clubs operate not elected board of director. When the mean value of 4.04 and the standard deviation of 1.131 indicate that the clubs have elected board of directors .While clearly defined mission and objectives of the club all clubs 122(98.4%) have clearly defined mission and objectives, this fact has no variation from club to club but only respondent were not respond club have not clear mission and objective According to data obtained from respondents all the coaches in south western super league are guided by plan 124 (100%) for every activity based on the clearly defined mission and objective the

Table9: Source of finance and material support

Source of finance and material support		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	from zone government and woreda	51	41.1	41.1	41.1
	from city administration	55	44.4	44.4	85.5
	from society	7	5.6	5.6	91.1
	from fans	10	8.1	8.1	99.2
	from NGO	1	.8	.8	100.0
	Total	124	100.0	100.0	

Figure 2



South west Ethiopian male football super league were financially gets widely support from zone government, and city administration as indicated in the little get from society and from fans

Table 10: Responses on, Player, coach and fans roles and relation

No	Item	Excellent		Very good		Good		Satisfactory		Total		M	S.D
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	M	St.D
1	How do you rate the coach knowledge/knowledge about the subject matter?	4	3.2	12	9.7	17	13.7	91	73.4	124	100	3.54	0.817
2	The relationship between coaches and players	42	33.8	68	54.8	10	8.2	4	3.2	124	100	3.63	0.928
3	The relationship between management and coaches	20	16.2	54	43.5	43	34.7	7	5.6	124	100	3.66	0.973
4	How do you rate the communication skills of the coach in the team?	14	11.3	32	25.8	58	46.7	20	16.2	124	100	3.69	0.991
5	To what extent does the team given enough opportunity to improve personal performance?	5	4	17	13.7	26	20.1	76	61.2	124	100	3.76	1.004
6	To what Extent does the team member take responsibility for any loss or poor performance?	28	22.5	78	63	18	14.5	-	-	124	100	3.81	1.103
Average mean and st. deviation												3.681	0.9693

Source: own survey 2024

Regarding the football leagues of south western Ethiopian supper league football club, respondents responded that The players rated extent of the coach's knowledge/know how about the subject matter, as satisfactory by 91(73.4%) respondents, good by 17(13.7%) respondents while 12 (9.7%) and 4(3.4%) very good and excellent respectively this scenario indicates that coaches have not best knowledge about subject matter.

The result shown in revealed that relationship between coaches and players was responded excellent by 42(33.8%) respondents and very good by 68(54.8%) while 10(8.2%) 4(3.4%) respondents fills good and satisfactory respectively. The means value 3.63 and when the standard value 0.928 this indicate that there is no best relation between players and coaches in the four super league clubs.

This scenario indicates that (88.6%) the respondents rated the degree of relationship between coaches and players as very good and above. Thus, we can conclude that the relationship between coaches and players of the existing teams of south western Ethiopian supper league have close relationship between players and coaches. Also relationship between management and coaches is excellent by 20 (16.2%), very good by 54(43.5%) and good by 43(34.7%), as well as only 7 (5.6%) were satisfactory. this reflects that the managers and coaches have best relationship as stated by majority of the respondents (94.4%).

According to Communication skills of the coach in the team are rated as excellent by 14(11.3%), very good by 32(25.8%), and good 58(46.7%), and satisfactory by 20(16.2) %. This description showed coaches have moderate communication among team. Concerning performance improvement 76(61.2%) of the team responds that they were given not enough opportunity to improve personal performance were as 26(20.1%) and 17(13.7) were respond good and very good respectively but only 5(4%) say excellent finally Extent of the team member in taking responsibility for any loss or poor performance is rated as 28(22.5% excellent, while 78(63%) very good and 18(14.5%) satisfactory this indicates that team member take responsibility regardless transfer to other

Table 11: Response of respondents about fans participation in the clubs

No	Item	Excellent		Very good		Good		Satisfactor y		Total		M	S.D
		Fr	%	Fr	%	Fr	%	fr	%	Fr	%	Mean	St.D
1	To what extent does the community participate on the club improvement?	8	6.4	59	47.5	42	33.9	15	12.1	124	100	3.99	1.112
2	To what extent do the fans interested to think about the team?	12	9.7	74	59.7	36	29	2	1.6	124	100	3.82	1.081
3	To what Extent do the fans support the team morally?	38	30.6	82	66.2	4	3.2	-	-	124	100	3.69	0.997
4	To what Extent do the fans support the team financial?	14	11.3	62	50	46	37	2	1.6	124	100	3.87	1.001
Average mean and st. deviation												3.842	1.0477

Source: own survey 2024

According to fans participation in the clubs, the extent of community participation on the club improvement shows that more than 59 (47.5%) and 8(6.4%) very good and above by all clubs while 42(33.9%) and 15(12.1%) were respond good and satisfactory respectively. The means value of 3.99 and the standard deviation value of 1.112 the respondents response have poor communication between the club improvement. Also the interest of the fans in thinking about the team is also very good 74(59.7%) and 12(9.7%) respond very good and above as well as 36 (29%) and 2(1.6%) good and satisfactory. and they are providing moral related issue fans 38(30.6%) and 82(66.2%) respond as excellent, and very good respectively while 4(3.2%) support club by initiating and fans support the team financial 14(11.3% excellent, 62(50%) very good, and 47(37%) good support to the team through financial related issue. But only two responded respond satisfactory.

Table 12: Club management situation

No	Item	Excellent		Very good		Good		Satisfactory		Total		M	S.D
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Mean	St .D
1	The transparency in selecting the management teams	18	14.5	58	46.8	48	38.7	-	-	124	100	3.74	0.861
2	The strength of the club's management in coordinating activities	12	9.7	17	13.8	36	29	59	47.5	124	100	3.83	0.967
3	The accountability of the management body to the club	24	19.3	81	65.4	19	15.3	-	-	124	100	3.62	0.807
Average mean and st. deviation												3.73	0.8783

Source: own survey 2024

Concerning the transparency of the football leagues in selecting the management team is responded as very good and above by more than 76 (61.3%) respondents. This suggests that the transparency level of the organizations is at adequate level according to majority of the respondents. While the organizational structure of the football club in south western Ethiopian super leagues, the strength of the organization in coordinating the activities of their respective teams is responded excellent by 12(9.7%), very good by 17(13.8%), good by 36(29%) and satisfactory by 59(47.5%) of the respondents.

This indicates that the majority of the respondents 59(47.5%) responded that the football leagues in south western Ethiopian super league male football club have below average level of strength in coordinating their respective team activities. This may affect the success of the organization in the development process of best players. According to the accountability of the management body to the club 24(19.5%) and 81(65.4%) respondent respond very good and above while 19(15.3%) alone respond satisfactory this scenario the means 3.62 and with the standard value of 0.807 indicates that the management body of south west Ethiopian super league male football club have accountable to club so the club has no serious problem.

Table 13: Role of governing body and the club finance

No	Item	Excellent		Very good		Good		Satisfactory		Total		Mean	St.D
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	M	S.D
1	To what extent does the governing body validate intense working spirit in team?	-	-	2	6.2	7	22	23	71.8	32	100	3.76	0.863
2	To what Extent does governing body work for the benefit of the team?	-	-	5	15.6	4	12.6	23	71.8	32	100	3.71	0.814
3	How do you rate governing body analyze the major problem in the team for accurate solution?	-	-	-	-	12	37.5	20	62.5	32	100	3.89	0.892
4	How do you rate the club financial support?	-	-	8	25	5	15	19	60	32	100	3.62	0.716
5	How do you rate the club financial strategy to stabilize the capacity?	-	-	-	-	9	28	23	72	32	100	3.68	0.798
Average mean and st. deviation												3.732	0.8166

Source: own survey 2024

According to the coaches and the club administrative staff the extent of influence by governing body towards validating intense working spirit in the team and role of governing body in working for the benefit of the team is very poor below average level which is very good 2(6.2%), good 7(22%), satisfactory 23 (71.8%)as well as the governing body work for the benefit of the team also weak respondent responded 23(71.8%) satisfactory were as remaining few coach and administrative staff respond below 30%. governing body has also the weakest side in analysing the major problems of the club for accurate solution which is rated by respondents as good by 12(37.5% and satisfactory by 20(62.5%,) of the concerned respondents.

Regarding financial support of the club 19 (60%) satisfactory of the respondents revealed that there is no enough financial support for the clubs while 8(25% very good, 5(15%) good in most of the clubs, the means value 3.62 indicates the over all respondents response are poor which originates the poor

financial strategy of the football leagues and poor communication with the concerned bodies and finally

Table 14: Interview question regarding organizational structure and management systems of football club.

No	Respondent	Kaffa bunna	Bench maji buna	Jimma aba bunna	Jimma aba jifari
1	Club president	1	1	1	1
2	Club manager	1	1	1	1
3	Finance officer	1	1	1	1
4	Cashier	1	1	1	1
5	Marketing officer	-	-	1	-
6	Public communication officer	1	1	1	1
7	Secretary	-	-	1	1
8	Technical director	1	1	1	1

First of fall for the key respondent grouped in to two team

First team included from four club; club president, club manager

Second team from four club; club marketing officer, cashier, finance officer, public communication officer technical director,

Concerning interview to key persons of club participants responded that their own opinion regarding club managerial and organizational related issue.

Interview question 1, how would you express your clubs organizational structure and management challenge?

Team 1 *“However football clubs has its organizational structure and management system, it is very difficult to solve the challenges according to its own rules and regulations because usually, the issues are related to politicians. So it is difficult to work with political leaders and to make clubs public”.*

Team 2 *“The organizational and managerial challenges are numerous and complex because here are some key challenges the quality and experiences of the club’s including the board of directors, owners, and senior management, the overall direction of the club’s.”*

Interview question 2 is the club governed by own organizational structure and administrative system? **Team 1** *“Yes it has its own rules and regulation but it is impossible to say all clubs facilitate*

their work in its own organizational structure. Because facilities and Infrastructure, and the other one is quality and condition of the club's training facilities, stadium, and other infrastructure over all competitiveness of the team."

.Team 2" Yes it has its own rule and regulation but not all apply all documents rule and regulation because there are some problems according to the clubs financial strength ,marketing operations, including players contracts, over all problems simpler setup."

Interview question 3.how you describe the clubs facility and human resource provision?

TEAM 1" The club does not have complete facility service or equipment supply, so there is a problem manifested in keeping and using existing material and equipment properly, and according to human resources provision minimum numbers of humans resources person have in clubs."

TEAM 2 "The clubs does not have inadequate facilities and equipment services even if the playing court or stadium is not properly quality and the other one is according to human resources provision are less numbers as you can see in the club."

Interview question 4 where does your club find a financial source?

Team 1 "1, Jimma aba jifari, from Jimma city administration alone

,2.Jimma Aba Bunna from Jimma zone administration and woreda,

3. Kaffa Bunna, from Kaffa Zone administration alone,

4. Bench maji bunna, from zone administration and wored. "

TEAM 2 "financial sources get forms only governments there is no any other sponsorship services there is no other sources of financial income or revenue get direction."

4.5. Result and Discussion

In the present study organizational and managerial impacts on football club performance of in case of male super league football clubs in south west Ethiopia were identified and evaluated. Issues related to demographic and occupational characteristics of respondent,work experiences of the respondent availability of training facilities, training schedule, food and accommodation, organizational structure of the clubs and club management, player, coach fan role and relation and general club management environment were assessed and the role of government body and club Fancies.

- ✓ According to the basic research question1 To what extent do the organizational structure and management practice influence the clubs on field of performance and success of male super league football clubs in south west Ethiopia?

4.5.1 Demographic and occupational characteristics of respondents

The educational background of the coaches and administrative staff members not that much improve the knowledge of the coaches and administrative staff for the respondent responded yours educational back ground less numbers of administrative staff members are degree9(25.7%) and master's degree holders. 2(5.7%) because of that your knowledge not improve by education standard..

4.5.2 Working experiences of the respondent

The respondent are responded yours working experiences in that clubs players, coaches, administrative staff members are only ranging between 70(76%) Players 5(100%) coaches and 6(22.2%) administrative staff members 2-3 years alone, this scenario indicates that south western Ethiopia super league football clubs players, coaches, administrative staff members are not best familiarise each other's and not adequate coaching experiences and adopt clubs behaviours properly and shift or resin club frequently.

4.5.3. Availability of training facilities

According to satisfied with availability of training facility in south west Ethiopian super league male football club player, administrative staff were not pleasant. were highly satisfied with extent of the training tools provided while 16 (16.5%) were satisfied but surprisingly 76(78%) and 4(4.5 %%) were dissatisfied and very dissatisfied respectively. This regarding to that the mean value of 3. 67 and the standard deviation of 0.974 there is a poor level of satisfied about of club facilities was slightly higher which indicates there is dispersion between respondents response. This implies that the training facilities and equipment's in the football clubs of the leagues is not satisfactory according to the majority of respondent inadequate and poor support in providing training materials is observed in the clubs which results in poor level of satisfaction of the respondents, at the same time shortage of the training facilities and equipment's were now placing the clubs under poor performance.

The interview result show that **TEAM 1**” *The club does not have complete facility service or equipment supply, so there is a problem manifested in keeping and using existing material and*

equipment properly, and according to human resources provision minimum numbers of humans resources person have in clubs.”

TEAM 2 *“The clubs does not have inadequate facilities and equipment services even if the playing court or stadium is not properly quality and the other one is according to human resources provision are less numbers as you can see in the club.”*

4.5.4. Training schedule and program

Training schedules illustrate According to 92(100%) of respondents, all the clubs have training schedule. 69(75%) of the respondents indicate that the amount of weekly training days is three and 23(25%) indicated as four and above days per week .when the means value of 4.02 This scenario indicates that respondent responded are not inadequate training schedule in the club.

Regarding Training schedules all the clubs have training schedule. The analysis of current trends has shown that while it is vigorous to address the target in order to reach the highest level of football, basic football training principles must not be neglected.

4.5.4. Food and accommodation facility

Nutritional facility providing in terms of food quality and quantity providing to the players, provision of accommodations during competition /training program were rate insufficient Concerning food quality and quantity provided of the club for the players 72(74.2%) of the respondents were dissatisfied, 18(18.5%) of them responded as satisfied, 7(7.3%)% highly dissatisfied. The means value of 3.71 and the standard deviation value of 0.874 was slightly higher which indicates there is dispersion between respondent’s responses. But the goal is to train for the sport, so coaches need to spend more hours each week following a strict diet to make sure players are eating the right amount of protein, carbohydrates and fats yield.

- ✓ According to the basic research question two What are the key organizational challenges and difficulties experienced by managers of male super league football clubs in south west Ethiopia?

The result of finding shows that:

4.5.5 The organizational structure of the clubs and club management

Regarding clubs operates through elected board of directors 118(95%) them operates through elected board of directors while 6 (5%) of them respond that the clubs operate not elected board of director. When the mean value of 4.04 and the standard deviation of 1.131 indicate that the clubs have elected board of directors.

The interview result show that Team 1 *“However football clubs has its organizational structure and management system, it is very difficult to solve the challenges according to its own rules and regulations because usually, the issues are related to politicians. So it is difficult to work with political leaders and to make clubs public”*

Team 2 *“The organizational and managerial challenges are numerous and complex because here are some key challenges the quality and experiences of the club’s including the board of directors, owners, and senior management, the overall direction of the club’s.”*

4.5.6. Player, coach and fans roles and relations

In football supper leagues of south western Ethiopian, managers and coaches have good relationship as stated by majority of the respondents. The result shown in revealed that relationship between coaches and players was responded excellent by 42(33.8%) respondents and very good by 68(54.8%) while 10(8.2%) 4(3.4%) respondents fills good and satisfactory respectively. The means value 3.63 and when the standard value 0.928 this indicate that there is no best relation between players and coaches in the four super league clubs. Excellent coach knowledge/know how about the subject matter is also observed. Coach and player relation have important implications in terms of communication and mental preparation.

- ✓ According to the basic research question three: Which points are needed to be considered in priority to minimize the challenges in south west Ethiopia male super league football clubs? The result show that:

4.5.7. Club management situation

Most of the respondent believes that the club's management is not well organized whereas, the transparency of the selection of the management team is very good and there are no major problems with the role of the management team in the club. Thus, one can understand that the organizational structures of the football male supper leagues in south-western Ethiopia have no problem related to transparency and accountability to the teams; According to the accountability of the management body to the club 24(19.5%) and

81(65.4%) respondent respond very good and above while 19(15.3%) alone respond satisfactory this scenario the means 3.62 and with the standard value of 0.807 indicates that the management body of south west Ethiopian super league male football club have accountable to club so the club has no serious problem.

4.5.8 Role of governing body and the club finance

According to the coaches and administrative staff respondent responded as the government body are not actively to solve the club different problems and have a poor communication between the clubs and the club financial system are very weak strategy have not discuss with the club and does get finance support form other sources about the improvement of club financial system.

Regarding financial support of the club 19 (60%) satisfactory of the respondents revealed that there is no enough financial support for the clubs while 8(25% very good, 5(15%) good in most of the clubs, the means value 3.62 indicates the overall respondents response are poor

The interview result show that **4** where does your club find a financial source?

Team 1 “1, *Jimma aba jifari, from Jimma city administration alone*

, 2. *Jimma Aba Bunna from Jimma zone administration and woreda,*

3. *Kaffa Bunna, from Kaffa Zone administration alone,*

4. *Bench maji bunna, from zone administration and woreda.* ‘’

TEAM 2 “*financial sources get forms only governments there is no any other sponsorship services there is no other sources of financial income or revenue get direction.*”

Which originates the poor financial strategy of the football leagues and poor communication with the concerned bodies and finally weak financial getting strategy in the clubs this result is supported by Frehiwot Elias,(2019). This suggests that clubs make too much money from a variety of sources, such as sponsorship agreements, member subscriptions, public mobilization, and sales of items. It also shows that the clubs were dependent on a single source of funding—the government.

4.5.9 Discussion

According to the above result of demographic occupation the same discussion Onifade (2000) made the observation that the policy has failed to meet its predetermined goals. Any organization's administration is a task that demands both professional and personal preparedness. For individuals who will oversee sports, proper preparation is necessary because sports are a technological field. A good sports manager should be well-versed in sports; have a degree, ideally in sports administration; exhibit a professional demeanor and dedication; and have personal qualities such as intelligence, fairness, flexibility, integrity, honesty, leadership, and a genuine interest in managing sports.

Form the above result according to the availability of facilities same discussion Whereas, Laws of the Game 2010/2011 FIFA suggest that basic kit players are essential to wear includes a shirt, shorts, socks, footwear and adequate shin guards and other necessary kits should be provide for players SABA (2020), Perez-Cutino, Francisco (2008) also recommended in his study that the club management has to create formal and innovative approaches to fulfill for football clubs since good business sense encourage football teams for better performance.

Form the respondent responded regarding to training program same discussion are This result supported by Zegeye Bogale.(2013)Football, through player training, has a significant educational role. In addition to providing the chance to hone the abilities required for the game, football training ought to adopt a holistic strategy that fosters social and personal growth in the player. It is advised to use as much training material and time as possible to strengthen the player's technical, tactical, and physical abilities.

. According to the food accommodation result same discussion supported the above result ERTHEO education and sports (2018) at high performance football academies, meals/foods are designed to optimize the performance on the soccer field

From the above result regarding to the organizational structure same discussion Almost all of the clubs have formal club management, FIFA's document (2011) on football club structure and management recommended existence of formal club structure having board of directors, general manager, technical team structure and club administration team structure with hierarchies following club structure and administration for professional football clubs and emphasized that the relationship between the chairman and the club manager is a

paramount importance. It also described that football club management requires people (with required skills, expertise and experience), structure, clarity of roles, and management procedures

Regarding to the relationship between coaches, players, fan support discussion for that result This result supported by Williams Jean., et al. (2003) concluded that, for a coach-player relationship to be effective there needs to be a compatible relationship needs to be evident Coaches are considered an important factor in the growth and development of any team, and no one can ignore their important role in the work of players, so it is important for coaches to have good knowledge and a clear plan for training and education can be effective (Rouhani et al., 2013

According to the respondent responded result same discussion regarding to management situation Rather they have a problem in coordinating activities in organized manner for the success of the club. According to UEFA, (2018) the management unit of football, requires professional teams to frequently improve the management standard, achieve organizational levels that will increase economic and financial opportunities, bring more discipline and rationality to football accounting, and achieve effective management and organizational skills through income generated by football club

From the above result regarding to facial supported discussion that support the aid This finding was supported by Dejonghe, T (2008). Professional football has become highly commercialized due to the need for revenue from sponsorship, merchandise, and television. Professional football has evolved into a customer-focused industry where the market is crucial. The football industries transitioned from a utility-maximizing to a more profit-maximizing model, focusing on customer-oriented suggestions for financial management that help teams achieve their goal

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

The purpose of this study was organizational and managerial impacts on football club performance in case of male super league football clubs in south west Ethiopia to achieve intended purpose researcher used a descriptive research method. The source of data were Jimma aba bunna, Jimma aba jifari, Kaffa Bunna and Bench maji bunna male super league football clubs players, main coaches and assistant coaches, administrative staff from were research conducted. The total 130 target populations were selected with non-random sampling technique; out of these 92 respondents were from players and 5 from coaches and 27 from administrative staff census method. The required data is then selected from the sample respondents using questionnaire and interview. The collected data is then analysed and interpreted by using SPSS version 26. The summaries of the major findings of the study are given below:

From the data analysis the major findings obtained are summarized as follows:

Characteristics of respondents

- ❖ In terms of age category, it was found that 21-30 years old are most dominant.
- ❖ Regarding to sex distribution, both males and female were represented participated the number of females was very less than male, male= 123(99.2%), females= (0.8%).
- ❖ With reference to educational status Certificate=6, Diploma=18, Degree =9, Master=2
- ❖ The football leagues in south west Ethiopian super league male football club acquires formal income source and support in providing training materials and the clubs are mainly supported by zone government and woreda as well as city administration, coaches and the society 51(41.1%) of respondent of Jimma Aba Bunna and Kaffa Bunna responds that club were obtain financial source from Jimma Zone government and woreda and Kaffa zone administration respectively were as 55(44.4%) Jimma aba jifari and Bench maji bunna obtain city administration and zone administration and woreda while remain respondent agree few of them obtain from society, fans and other source.

- ❖ Regarding work experience of respondent coaches and players were frequently leave or change the club
- ❖ Political incidence also hinders to solve problem were raised own organizational structure rules and regulations
- ❖ Concerning to this for the interview domain, club professionals said that there are different challenges but basically facility and equipment problems were frontal raised to solve the problem.
- ❖ Whereas Sport administrators basically our challenges are facility and equipment and also financial problem.
- ❖ Source finance to club widely raised from zone government, city administration and woreda
- ❖ Availability of training facilities Lack of formal income source and poor support in providing training materials is observed in the clubs which results in poor level of satisfaction of the respondents, at the same time shortage of the training facilities and equipment's were currently putting the clubs under poor performance.
- ❖ South west Ethiopian male football supper league was financially gets widely support from zone government, and city administration as indicated in the little get from society and from fans
- ❖ South west Ethiopian supper league male football club cannot solve challenge according to its own rules and regulation because it influenced by politician interference.
- ❖ However four super league clubs has its own rule and regulation but it is impossible to say all club facilitate their work in its own organizational structure.
- ❖ Clubs does not have complete facility service or equipment supply
- ❖ Almost all the clubs have training schedule, the amount of weekly training days is 75% were is three and remain 25% and four and above this scenario indicates that clubs have not enough training days per week to improve good sport excellence.
- ❖ Training hour in the club is 2-3 and 1-2 hours per day in most of the clubs which is not enough for physical and technical preparation and extent of scheduling training program with players physical circumstance is also rated as comparatively poor.
- ❖ Nutritional facility provision in terms of food quality and quantity provided to the players, provision of accommodations during competition /training program were rated unsatisfactory by most of the respondents.

- ❖ According to organizational structure all the clubs have clearly defined missions and objectives and some of the clubs operate through an elected board of directors whereas some of them have no elected board of directors.
- ❖ Concerning Player, coach and fans roles and relations in football leagues of south west Ethiopian super league male football club managers and coaches have best relationship as stated by majority of the respondents. All of the respondents rated the degree of relationship between coaches and players as very good and above. Coach knowledge/know how about the subject matter is surprisingly not good most of respondent responded at satisfactory level regardless excellent and very good.
- ❖ The strength of club's management in coordinating activities is rated as poor by most of the respondents, whereas there was very good transparency in selecting management teams, and there was no big problem regarding the accountability of management teams to the club.
- ❖ The coaches and players have not adequate knowledge/know regarding subject matter, of coaching and players also cannot modify their playing experience respectively
- ❖ According to the coaches and club administrative staff the extent of influenced by governing body towards validating intense working spirits in the team and role of government body in working for benefit of team is very poor.

5.2 Conclusion

Based on the result of analysis the organizational and management impacts on football performance of south west Ethiopian male football super league

- ✓ Lack of training facilities and equipment's in the football clubs of the leagues
- ✓ Poor performance of the club management in coordinating the activities
- ✓ Low quality and quantity of food facility provision limitation in food quality and quantity provided for players during training and competition.
- ✓ Insufficient training duration schedule of the coach in the club to bring good performance of the team with physiological, physical and technical and tactical skill of the players
- ✓ Having poor intention and knowledge of the coach in the club
- ✓ Limited source of finance and luck of further financial support strategy to compensate inadequate equipment
- ✓ Inadequate source of finance and luck of further financial support strategy to compensate insufficient equipment
- ✓ Even though, almost all of the clubs have training schedule, there is a limitation regarding

number of training hours per week and on delivery suitable training based on their physical performance by the coach in the club.

- ✓ Weak management trend of the coaches have note insufficient knowledge about the principle of coaching, communication skill, in guiding performance of the team
- ✓ More than half of respondent were not satisfied with availability of training facility in south west Ethiopian super league male football club player administrative and staff
- ✓ Regarding work experience of respondent coaches and players were soon frequently leave or change the club and he coaches have not adequate knowledge/know regarding subject matter, of coaching
- ✓ Political incidence also hinders to solve problem were raised own organizational structure rules and regulations

5.3 Recommendation

Based on the findings and conclusions drawn, the following recommendations are forwarded to meet the problem under the study.

- ✚ From the above conclusion the researchers recommend that materials for football club are required for sustainable club management and successes result. Based on these stakeholders should consider before taking any move forward.
- ✚ And also resource and equipment in the clubs are in a lower level status in which, club board administrative offices or management groups, community, investors and national sport commission and zone sport commission should give emphases to appropriate resource, facilities and equipment for club management.
- ✚ Sport commission and other concerned body are recommended opportunity for the coach to develop his or her skill about the subject matter through the training.
- ✚ The management bodies of football club at different levels should give attention to the importance of nutritional facilities and need to full fill them achieve that these facilities are the crucial resources in the development process to build strong team.
- ✚ To build up strong and professional football club the management body of football club should keep coaches and players stay at clubs for several time, by providing training opportunity to coaches and handle and develop young players.
- ✚ Also to develop football clubs to professional team it is necessary to manage the club to be public and free from political interference
- ✚ Management body of football club should give significant attention to the importance of nutritional facilities

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APPENDIX-I
JIMMA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF SPORT ACADEMY
DEPARTMENT OF SPORT SCIENCE
QUESTIONNAIRE (ENGLISH VERSION)

Questionnaires to be filled by club's administration staff members, players and coaches

This questionnaire is designed to gather data on the “ **organizational and managerial impacts on football club performance:(in case of male super league football clubs in south west Ethiopia)**: Dear esteemed, respondents, your information is taken as a crucial input for the success of this study. This information is planned purely for academic research purpose and will be kept confidential, therefore, kindly requested to fill in the questionnaire for which the success of this study will directly depend upon your sincere and honest responses to the questions. Thank you in advance for your valuable time and efforts General Direction:-

Writing your name in any part of the questionnaire is avoidable.

- ✓ To those questions with alternatives you can provide the answer putting the sign “√” in front of your choice.
- ✓ For alternatives that requires open answer, please feel free to express and write your response in the space provided.

Thank you!!

Part I: Demographic background of information for all respondent

1 Name of your club _____

1 Sex: Female Male

2. Age: 18-20 21-30 31-40 41-50

3. Educational status: Certificate diploma BA degree master

4. Occupation

Player coaches' administrative staff

5. How many years of experience do you have working super league club?

2-5

6-10

11-20

More than 20 years

Part II: Main question on the different /variables/ for players

II Training schedule

6. Is there training schedule in the club?

Yes ----- No -----

7. Number of training days in a week?

A/ Two days B/ Three days C/ Four days and above

8. Number of training hours per days?

A/1-2 hours

B/2-3 hours

9. Is your coach gives feedback of your performance /training?

A/ every time

B/sometime

C/very often

D/not at all

IV. The organizational structure of the clubs and club management

10. Does your club have clearly defined mission and objectives?

A) Yes B) No

11. Does your club have a club management structure?

A) Yes B) No

12. Does your club operate through an elected board of director?

A) Yes B) No

13. Did the coaches guided by plan?

A) Yes B) No

V. Source of finance and material support

14. Source of finance to club

A) From zone government and woreda

B) From city administration

C) From society

D) From Fans

E) From

Availability of training facilities questionnaires to club coaches and players

The table below contains some aspects concerning the organizational and managerial Impact on club's performance on a 4-Likert scale. Indicate the extent to which you satisfied with the following statements by ticking (√) properly

HS=highly satisfied, s=satisfied, Ds=Dis satisfied, HDS=highly dis satisfied

R	ITEM	Highly satisfied	Satisfied	Dissatisfied	Highly dissatisfied
1	Do you satisfy with the materials available in the club				
2	Your level of satisfaction for the equipment available in the club like /Ball, Cone, Shoe				
3	What extent your satisfies with the training tools given to you				
4	Medical experts and facilities(rate)				
5	. Yours level of satisfaction for the Training manuals, videos etc. available in the club.				
6	To what extent satisfied with the training program				
7	Do you satisfy with coach behavior				
8	Do you satisfied with items providing to you				
9	Do you satisfied with the food quality and quantity provided to you				
10	Do you satisfied with the accommodation during computation /training program				

VI player's coaches and fans roles and relation for all respondent

R	ITEM	Excellent	Very good	Good	Satisfactory
1	How do you rate the coach knowledge/know how about the subject matter				
2	The relationship between coaches and players				
3	The relationship between management and coaches				
4	To what extent does the team give enough opportunity to improve personal performance				
5	How do you rate the communication skills of the coach in the team				
6	To what extent does the team give enough opportunity to improve personal performance				
7	. To what Extent does the team member take responsibility for any loss or poor performance				
8	. . To what extent do the fans interested to think about the team				
9	To what extent does the community participate on the club improvement				
10	The transparency in selecting the management teams				
11	The strength of the clubs in coordinating activities				
12	To what Extent do the fans support the team financial				
13	The accountability of the management body to the club				
14	. to what Extent does governing body work for the benefit of the team				
15	. How do you rate governing body analyze the major problem in the team for realistic solution				
16	. How do you rate the club financial support				
17	How do you rate the club financial strategy to stabilize the capacity				
18	To what extent does the governing body demonstrate intense working sprite in team				

Interview question regarding organizational structure and management systems for club administrative staff members.

- 1, how would you express your clubs organizational structure and management challenge?
- 2 Is the club governed by own organizational structure and administrative system?
- 3 How you describe the clubs facility and human resource provision?
- 4 Where does your club find a financial source?

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የስፖርት ሳይንስ ክፍል

መጠይቁያ (በአማረኛ)

መጠይቆች በክለሱ አስተዳደር አባላት፣ ተጫዋቾች እና አሰልጣኞች መሞላት አለባቸው ይህ መጠይቅ የተዘጋጀው “በእግር ኳስ ክለብ አፈጻጸም ላይ ያለው የአደረጃጀት እና የአመራር ተፅእኖ ግምገማ፡(በደቡብ ምዕራብ ኢትዮጵያ የሚገኙ የወንድ ሱፐር ሊግ እግር ኳስ ክለቦች ከሆነ)፡ የተከበራችሁ፣ ምላሽ ሰጭዎች፣ የእናንተ መረጃ እንደ ወሳኝ ግብአት ተወስዷል። የዚህ ጥናት ስኬት ይህ መረጃ የታቀደው ለአካዳሚክ ምርምር ዓላማ ብቻ ነው እናም በሚስጥር ይጠበቃል ፣ ስለሆነም የዚህ ጥናት ስኬት መጠይቁን እንዲሞሉ በአክብሮት እንጠይቃለን።

ለጥያቄዎች በሚሰጡዎት ቅን እና ታማኝ ምላሾች ላይ በቀጥታ ይወሰናል. ስለ ውድ ጊዜዎ እና ጥረቶችዎ በቅድሚያ እናመሰግናለን አጠቃላይ መመሪያ፡-

በማንኛውም የመጠይቁ ክፍል ላይ ስምዎን መጻፍ ማስቀረት አይቻልም።

□ ለእነዚያ አማራጮች ካሉት ጥያቄዎች መልሱን “□” የሚለውን ምልክት በመረጡት ቦታ ላይ በማድረግ መስጠት ይችላሉ።

□ ክፍት መልስ ለሚፈልጉ አማራጮች እባክዎን በተዘጋጀው ቦታ ላይ ምላሽዎን ለመግለጽ እና ለመጻፍ ነጻነት ይሰጣል።

አመሰግናለሁ!!

1 የክለብህ ስም

1 ወሲብ፡ ሴት □ ወንድ □

2. ዕድሜ፡ 18-20 21-30 □ 31-40 □ 41-50 □

3. የትምህርት ደረጃ፡ የምስክር ወረቀት □ ዲፕሎማ □ BA ዲግሪ □ ማስተር □

4. ሥራ

ተጫዋች □ አሰልጣኞች □ የአስተዳደር ሰራተኞች □

5. የሱፐር ሊግ ክለብ የስንት አመት ልምድ አለህ?

2-5

6-10

11-20

ከ 20 ዓመታት በላይ

ክፍል II: ዋና ጥያቄ በተለያዩ/ተለዋዋጮች/ ለተጫዋቾች

II የሥልጠና መርሃ ግብር

6. በክለቡ ውስጥ የስልጠና መርሃ ግብር አለ?

አዎ

አይ -----

7. በሳምንት ውስጥ የስልጠና ቀናት ብዛት?

ሀ/ ሁለት ቀን

ለ/ ሶስት ቀን

ሐ/ አራት ቀን እና ከዚያ በላይ

8. በቀን የስልጠና ሰዓቶች ብዛት?

ሀ/1-2 ሰአት

ለ / 2-3 ሰዓታት

9.. አሰልጣኝዎ ስለ አፈጻጸም/ስልጠናዎ አስተያየት ይሰጣሉ?

ሀ/ በእያንዳንዱ ጊዜ

ለ/ አንዳንድ ጊዜ

ሲ / በጣም ብዙ ጊዜ

መ/ በፍጹም

IV. የክለቦች እና የክለብ አስተዳደር ድርጅታዊ መዋቅር

10. ክለብዎ በግልጽ የተቀመጠ ተልዕኮ እና አላማ አለው?

ሀ) አዎ

ለ) አይደለም

11. ክለብዎ የክለብ አስተዳደር መዋቅር አለው?

ሀ) አዎ

ለ) አይደለም

12. ክለብዎ በተመረጠው የዳይሬክተሮች ቦርድ በኩል ይሰራል?

ሀ) አዎ

ለ) አይደለም

13. አሰልጣኞቹ በእቅድ ተመርተዋል?

ሀ) አዎ

ለ) አይደለም

V. የገንዘብ እና የቁሳቁስ ድጋፍ ምንጭ

14. የፋይናንስ ምንጭ ወደ ክለብ

ሀ) ከዘን መንግስት እና ወረዳ

ለ) ከከተማ አስተዳደር

ሐ) ከህብረተሰቡ

መ) ከአድናቂዎች

መ) ከመንግሥታዊ ያልሆኑ ድርጅቶች

VI ተጫዋች አሰልጣኞች እና የደጋፊዎች ሚና እና ግንኙነት

ተ'ቁ	ዝርዝር ነጥብ	በጣም ረክቻለሁ	ረክቻለሁ	አልረካሁም	በጣም አልረካሁም
1	. በክበቡ ውስጥ በሚገኙ ቁሳቁሶች ረክተዋል				
2	በክለቡ ውስጥ ላሉት መሳሪያዎች እንደ /ኪስ ፣ኮን ፣ጫማ.../ የእርካታ ደረጃዎ				
3	. በተሰጡዎት የስልጠና መሳሪያዎች ምን ያህል ያረካሉ				
4	የሕክምና ባለሙያዎች እና መገልገያዎች				
5	.በክበቡ ውስጥ ላሉት የሥልጠና ማኑዋሎች፣ ቪዲዮዎች ወዘተ የእርሶ እርካታ ደረጃ።				
6	በስልጠና ፕሮግራሙ ምን ያህል ረክቷል				
7	. በአሰልጣኝ ባህሪ ረክተዋል				
8	አሰልጣኝዎ ስለ አፈጻጸም/ስልጠናዎ አስተያየት ይሰጣሉ				

9	በተሰጠዎት የምግብ ጥራት እና መጠን ረክተዋል				
10	. በስሌት/በስልጠና መርሃ ግብር ወቅት በመጠለያው ረክተዋል				

ተ' ቁ	ዝርዝር ነጥብ	አጅግ በጣም ጥሩ	በጣም ጥሩ	ጥሩ	አጥጋቢ
1	የአሰልጣኙን እውቀት እንዴት ይገመግማሉ / ስለ ርዕሰ ጉዳዩ እንዴት ያውቃሉ				
2	በአሰልጣኞች እና በተጫዋቾች መካከል ያለው ግንኙነት				
3	በአስተዳደሩ እና በአሰልጣኞች መካከል ያለው ግንኙነት				
4	ቡድኑ ግላዊ አፈጻጸምን ለማሻሻል በቂ እድል የሚሰጠው ምን ያህል ነው				
5	በቡድኑ ውስጥ የአሰልጣኙን የግንኙነት ችሎታዎች እንዴት ይገመግማሉ				
6	ቡድኑ ምን ያህል የግል አፈጻጸምን ለማሻሻል በቂ እድል ይሰጣል				
7	ለማንኛውም ኪሳራ ወይም ደካማ አፈጻጸም የቡድኑ አባል ኃላፊነቱን የሚወስደው እስከ ምን ድረስ ነው				
8	ማህበረሰቡ በክለቡ መሻሻል ላይ ምን ያህል ተሳትፎ አለው				
9	ደጋፊዎቹ ስለ ቡድኑ የማሰብ ፍላጎት እስከ ምን ድረስ ነው				
10	ደጋፊዎች ቡድኑን በስነ ምግባር የሚደግፉት እስከ ምን ድረስ ነው				

11	እንቅስቃሴዎችን በማስተባበር የክለሶች ጥንካሬ				
12	የአስተዳደር አካሉ ተጠያቂነት ለክለሱ				
13	የአስተዳደር አካል ለቡድኑ ጥቅም ምን ያህል ይሠራል				
14	ለተጨማሪ መፍትሄ የአስተዳደር አካል በቡድኑ ውስጥ ያለውን ዋና ችግር እንዴት ይተነትናል				
15	የክለሱን የገንዘብ ድጋፍ እንዴት ይገመግማሉ				
16	የአስተዳደር ቡድኖችን በመምረጥ ረገድ ግልጽነት				
17	አቅሙን ለማረጋገጥ የክለሱን የፋይናንስ ስትራቴጂ እንዴት ይገመግማሉ				
18	የበላይ አካሉ በቡድኑ ውስጥ ጠንካራ የስራ መንፈስን የሚያሳየው እስከ ምን ድረስ ነው				

- ድርጅታዊ መዋቅር እና የአስተዳደር ስርዓቶችን በተመለከተ የቃለ መጠይቅ ጥያቄ
- 1, የክለሶቻችሁን ድርጅታዊ መዋቅር እና የአስተዳደር ፈተና እንዴት ይገልጹታል?
 - 2 ክለሱ የሚመራው በራሱ ድርጅታዊ መዋቅር እና አስተዳደር ስርዓት ነው?
 - 3 የክለሶች ፋሲሊቲ እና የሰው ሃይል አቅርቦትን እንዴት ይገልፁታል?
 - 4 ክለሱም የፋይናንስ ምንጭ የሚያገኘው ከየት ነው?

DABALATA I
YUNIVARSIITII JIMMA
MANNI BARNOOTA QORANNOO EEGUMMAA
AKKAADEEMII ISPOORTII
MUUMMEE SAAYINSII ISPOORTII
GAAFFIILEE (AFAAN OROMOO)

Gaaffilee Hojjetoota Bulchiinsa Kilabichaa, Taphattootaa Fi Leenjistootaan Guutamuu qaban:

Gaaffileen kun mata-duree “Madaallii dhiibbaa gurmaa’insaa fi hoggansa raawwii kilaboota kubbaa miilaa irratti qabu: (kubbaa miilaa supper liigii dhiiraa kibba lixa Itiyooophiyaa keessatti) daataa funanaannachuuf kan kaayyefatedha.

Jaallatamtootaa deebii kennitoota, odeeffannoon keessan milkaa’ina qorannoo kanaaf akka galtee murteessaa ta’ee fudhatama. Odeeffannoon kun qorannoo akaadaamii qofaaf kan karoorfame ta’ee, waan iccitiin eegamuuf, gaaffilee qorannoo kanaa akka guutan kabajaan isin gaafanna. Milkaa’inni qorannoo kanaa kallattiin gaaffiiwwan gadiif deebii garaa qulqulluu fi amanamummaadhaan kennitu irratti hundaa’a.

Yeroo keessanii fi carraaqii keessaniif dursinee isin galateeffanna

Kallattii Waliigalaa:-

- Maqaa kee kutaa gaaffilee kamiyyuu keessatti barreessuun kan hin barbaachisu.
- Gaaffilee filannoowwan qabaniif deebii filannoo kee fuuldura mallattoo “” kaa’uun kennuu dandeessa.
- Filannoowwan deebii banaa barbaadaniif, deebii keessan bakka kenname keessatti bilisaan ibsuun barreessaa.

Kutaa I: Seenaa duubeee deebii kennaa/tuu

1Maqaa kilabii keessanii _____

Sala:

A. Dhalaa

B. Dhiira

2. Umurii:

A. 18-20

B. 21-30

C. 31-40

D. 41-50

3. Haala barnootaa:

- A. Waraqaa ragaa
- B. dippiloomaa
- C. Digirii BA
- D. mastersii

4. Hojii

- A. Taphataan
- B. leenjistootaa
- C. hojjettoota bulchiinsaa

5. Muuxannoo waggaa meeqa kilabii liigii olaanaa keessaa hojjechuu qabdu?

- A. 2-5
- B. 6-10
- C. 11-20
- D. Waggaa 20 ol

Kutaa II: Gaaffii ijoo /jijjiiramaa/ adda addaa taphattootaa

II Sagantaa leenjii

6. Sagantaan leenjii kilabicha keessa jiraa?

- A. Eeyyee
- B. Lakki

7. Baay'ina guyyoota leenjii torban tokko keessatti?

- A. Guyyaa lama
- B. Guyyaa sadii
- C. Guyyaa afuriifi isaa ol

8. Baay'ina sa'aatii leenjii guyyaatti?

- A. Sa'aatii 1-2
- B. Sa'aatii 2-3

9. Leenjisaan kee ga'umsa /leenjii kee irratti yaada kennaa?

- A. Yeroo hunda
- B. Yeroo tokko tokko
- C. Yeroo baay'ee
- D. Tasumaa m

10. Kilabiin keessan ergamaa fi kaayyoo ifatti ibsame qabaa?

- A) Eeyyee

B) Lakki

11. Kilabiin keessan caasaa bulchiinsa kilabii qabaa?

A) Eeyyee

B) Lakki

12. Kilabiin keessan karaa boordii daayreektaraa filatameen hojjetaa?

A) Eeyyee

B) Lakki

13. Leenjistoonna karooraan qajeelfamanii leenjisu?

A) Eeyyee

B) Lakki

14. Madda faayinaansii kilabii maali?

A) Mootummaa godiinaa fi Aanaa irraa

B) Bulchiinsa magaalaa irraa

C) Hawaasa irraa

D) Deeggartoota irraa

E) Dhaabbata miti mootummaa

		Daran itti quufna	Itti quufna	Itti hin quufnu	Daran itti hin quufnu
1	.Meeshaalee kilabicha keessatti argamanitti ni quuftuu				
2	Sadarkaan itti quufinsa kee meeshaalee kilabicha keessatti argaman kan akka /Kubbaa, Koonii, Kophee.				
3	. Meeshaalee leenjii siif kennaman hangam itti quufta				
4	Ogeeyyii fayyaa fi mijaa'ina(sadarkaa)				
5	Manuwaalii leenjii,viidiyoo fi kkf kilabicha keessatti argamuuf sadarkaa itti quufinsa				
6	Sagantaa leenjii irratti hangam quufta				
7	Amala leenjistootaatti quuftaniittuu				
8	. Meeshaalee siif dhiyeessanitti ni quufta				
9	Qulqullinaa fi baay'ina nyaataa siif kennametti ni quufta				
10	.Yeroo sagantaa shallaggii /leenjii bakka jireenyaatti ni quufta				

		Baay'ee baay'ee gaarii dha	Baay'ee gaarii dha	Gaarii dha	Quubsaa dha
1	Beekumsa leenjisaan kubbaa miillaa irratti qabu akkamitti madaaltu				
2	Hariiroo leenjistootaa fi taphattoota gidduu jiru akkamitti madaaltu				
3	Gareen kun ga'umsa dhuunfaa fooyyessuuf carraa gahaa hangam kenna				
4	Dandeettii walitti dhufeenya leenjisaan garee keessa jiru akkamitti madaaltu				
5	Miseensi garee kasaaraa ykn raawwii gaarii hin taane kamifiyyuu hangam itti gaafatamummaa fudhata				
6	Fooyya'iinsa kilabichaa irratti hawaasni hangam hirmaata				
7	Deeggartoonni hangam waa'ee garee kanaa yaaduuf fedhii qabu				
8	Deeggartoonni garee kana naamusaan hangam deeggaru				
9	Deeggartoonni garee kana maallaqaan hangam deeggaru				
10	Iftoomina gareewwan hoggansa filachuu				
11	Cimina kilaboonni hojiiwwan qindeessuun qaban				
12	Itti gaafatamummaa qaamni hoggansa kilabichaaf qabu				
13	Qaamni bulchiinsaa garee keessatti fedhii hojii cimaa hangam agarsiisa				
14	. qaamni bulchiinsaa hangam faayidaa garee sanaaf hojjeta				
15	Qaamni bulchiinsaa furmaata qabatamaa ta'eef rakkoo guddaa garee keessatti mul'atu xiinxaluuf akkamitti madaaltu				
16	Deeggarsa maallaqaa kilabichaa akkamitti madaaltu				
17	Dandeettii tasgabbeessuuf tarsii moo faayinaansii kilabichaa akkamitti madaaltu				
18	. Hariiroon hoggansaafi leenjistoota gidduu jiru akkamitti madaaltu				

Gaaffii af-gaaffii caasaa jaarriiyaa fi sirna bulchiinsa ilaalchisee

- A) Caasaa gurmaa'insaa fi qormaata hoggansa kilaboota keessanii akkamitti ibsita?
- B) Kilabichi caasaa gurmaa'insaa fi sirna bulchiinsa mataa isaatiin bulfamaa?
- C) Haala kilabootaa fi dhiyeessii humna namaa akkamitti ibsita?
- D) Kilabni keessan madda maallaqaa eessaa argata?