



**ORGANIZATIONAL STRUCTURE AND MANAGERIAL CHALLENGES OF
SELECTED MALE ETHIOPIAN PREMIER LEAGUE FOOTBALL CLUBS: IN
CASE OF SIDAMA COFFEE AND HAWASSA KENEMA FOOTBALL CLUBS**

BY

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OCTOBER, 2023

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**A THESIS SUBMITTED TO DEPARTMENT OF SPORT SCIENCES,
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THE REQUIREMENTS FOR
THE DEGREE OF**

**MASTERS OF SCIENCE IN SPORT SCIENCE
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DECLARATION

I, Mato Mara Neta, hereby declare that this MA degree thesis report entitled **“Organizational Structure and Managerial Challenges of Selected Male Ethiopian Premier League Football Clubs: In Case of Sidama Coffee and Hawassa Kenema Football Clubs”** is my work and has not been presented for a degree in any other university, and all sources of material used for this final thesis work have been duly acknowledged.

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Final approval and acceptance of the thesis is contingent up on the submission of the final copy of the thesis to the School of Graduate Studies (SGS) through the department (school Graduate Committee (DGS/SGS) of the candidates department.

Seal Date _____

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ABBREVIATIONS AND ACRONYMS

CHAN Africans Nation Championship

EC- Ethiopian Calendar

FA Football Association

FC Football Club

FIFA Federation of International Football Associations

GC Gregorian Calendar

SRS Simple Random Sampling

ABSTRACT

This study examines the structure and managerial challenges of the Sidama Region Male Premier League, focusing on two football clubs: Sidama Coffee and Hawassa Kenema. The objective of the study was to assess the organizational structure, management practices, and specific challenges faced by these clubs. For the implementation of the study, a descriptive survey design was employed. The data were collected through questionnaire, interview and observation checklist. By using simple random sampling methods, only two clubs were sampled among sixteen Ethiopia premier league clubs. Thus, the subjects in the study were 16 administrative staff members, 4 coaches, 2 managers and 58 players. Two managers and four coaches were selected by using available sampling techniques. Player and administrative staff were selected by using random sampling techniques. The findings reveal that both clubs operate within a hierarchical structure with a board of directors and management team overseeing operations. However, Hawassa Kenema enjoys more financial stability and better infrastructure compared to Sidama Coffee, which faces financial constraints and inadequate resources. The study identifies several managerial challenges including limited financial resources, difficulty in attracting sponsors, inadequate facilities, lack of training and development programs for players, and inconsistent management strategies. To address these challenges, recommendations are proposed, including seeking additional revenue streams, improving infrastructure, investing in player development, implementing strategic management practices, engaging with the local community, and fostering collaboration and knowledge sharing. By implementing these recommendations, it is anticipated that both clubs can overcome their challenges and contribute to the growth and development of football in the Sidama Region.

Key words: *football club, management, structure, challenge*

CHAPTER ONE; INTRODUCTION

1.1 Background of the study

Football is one of the most popular games in the world. This game is not simply played by the teams for entertainment only; it's played in the world because of its biggest role in terms of once economy, politics, social advantage and the like. And this game has arguably been a global sport since the first men's world cup competition was contested in 1930 (Andrewet al., 2011).

Football clubs are sport organizations, they need to have goals achieved with a consciously structured activities. A football club which has well organized by human resource, material (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(Andrewet al., 2011)..

Ethiopian was the founding members of confederation of African Football Federation along with Egypt and Sudan in 1957 G.C. And, this shows that Ethiopia started the movement for the development of football very early when compared with other African countries. Ethiopia won the African cup only once and it was the 3rd game also gets its popularity in Ethiopia; the people are crazy about football. The dream is to see the national team in African cup and in the world cup. The participation of the national team in African Cup became true after 31 solid years, even though they eliminated in the first round with a single goal and a single point. Ethiopian clubs' participation and their result is also the indicator for the passive progress of Ethiopian Football. Karlsson & Skännestig (2011).

Management is a process that involves individuals and groups working to achieve the organizational goals through the Processes of management: Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting. Management includes overall methods of leadership used by managers. The way you handle various situations will depend on your management knowledge and skills (Andrewet al., 2011). Good management and governance of sports organizations are key elements that will enable sports organizations to develop and prosper in a very competitive and challenging environment.

Some researchers investigated about football management, like Perry (2000), justified their views on Football Management and Corporate Entrepreneurship. This author has articulated how the contemporary football manager exercises his role within the organization and sought to provide a metaphor for entrepreneurialism within the corporate venture through the raising of questions. The themes explored include the football managers qualities, how local conditions impact on his formal role,

the informal role he exercises, the commonly held beliefs and attitudes to employment. May be most importantly, this investigation showed that African soccer administrators are not the only culprits. The international soccer body FIFA is shown to protect and even promote bad African soccer managers. The report has so far been published by media in all the eight African countries where individual journalists participated in FAIR's Arizona team.

When we come to our country, the football clubs management systems are different from what has been mentioned. Most of Ethiopian football clubs are structured under governmental institutions and funded by government. When we take a deeper look at the football club structures in Ethiopia, it can be categorized in to the following organization structures: clubs governed by government institutes, clubs governed by municipalities, and those owned by community and individual trade organizations or industries.

When football clubs are organized in this manner their fate would be run and administrated by committees selected from the government institutions, municipalities or individuals who are from the trade organizations or industries. Most of the football club managers lack the knowledge and skills of football club management system, and their administration is not based on modern football management. In addition, the football managers mostly do have a short period of working time. And, this forces the football managers to be replaced in short period of time which is contrary to the time duration needed to plan, organize, implement and monitor effective football management activities. They take their own administrative decisions based on own personal interests without incorporating modern football management principles.

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. Thus, it is not difficult to understand that there is no effective and modern football club organization and management systems in most Ethiopian football clubs according to the above-mentioned studies and personal career experiences.

The structural characteristics of an organization are more often than not, examined in the context of wider organizational studies, the relationship between the structure of the organization to its performance, effectiveness, control system, adaptability and to the motivation of its members explains the common use of other organizational topics when discussing organizational structure.

This study was try to assess the structural and managerial challenges of some select premier league football clubs in Sidama regional state of Ethiopia. As it should been try to translation, several things that mention with regard to the various aspects of football club structure and managerial systems that was very important in finished successful tasks. Management is the key factor that enables clubs to coordinate various valuable resources & attain their final goal based on the structure. Therefore, this study was focuses on examine structural and management challenges in some select premier league football clubs in sidama regional state of Ethiopia.

1.2. Statement of the problem

The performance of Ethiopia male Premier League clubs in African champions' league is not un supported in comparison to other country League.

The national team has never qualified for the World Cup, the CHAN qualifications, Olympic Games or even won the African Cup of Nations.

Furthermore managerial and structural level football club of Ethiopian premier league was low productivity.

The cause of these should be the internal and external factors like; lack of proper management system & organizational structure, skilled manager, shortage of resource (finance, materials), inefficient training level, lack of players-coach ability and factors like fan identification and supportive team atmosphere. If the clubs fact with problems on these areas, it should be difficult to establish a team with better football performance and winning the champion ship (Giacobbi et al, 2002).

There is an important consideration to keep in mind when evaluating a football club management work done within a season to determine if that organization activeness. According to Chelladurai (2005), this concept is composed of the definition of effectiveness from an organizational and structural point of view. Thus, effectiveness represents the accomplishment of goals by any sport organization. To maintain better performance and self-confidence in players, or developing successful teams, and winning championship are common goals that design by football organization.

There are different challenges that affect the efficiency of a football club. Among those determining factors, management takes the first place in handling and mobilizing every resource in the clubs. In order to utilize the available resource efficiently, clubs must give a great priority to good management and effective club structure. Whereas, organizational effectiveness that relate with accomplish the design goal in football clubs should be affected by internal and external organizational factors. Now in

Ethiopia from time to time football clubs have displayed encouraging enlargement and expansion in number through the country. Accordingly, Even though, there has a good beginning of change, while measured their effectiveness most of them have unsatisfactory results. Therefore, the researcher was gives emphasis on some vital points; more specifically on football club structure and management and how they are organize. Because, the researcher was believed that the club structure and management has a principal impact on some premier league football clubs in Ethiopia, these paper planed to answer the following questions.

1.3. Basic Research Questions

To answer the aforementioned research problem (topic), the researcher formulate the following five research questions as follows.

1. What are the structural and managerial challenges of the clubs?
2. Do clubs have a good organizational structure and management system?
3. What are the clubs human resources, facility and equipment management system ?
4. What likes the clubs financial, marketing and communication management system?
5. What are the clubs manager & administration staff resources organized, from professional human power perspective?

1.4 Objectives of the study

1.4.1 General objective

The general objective of these study was to assess the existing organizational structure and managerial challenges of sidama regional state male premier league football clubs.

1.4.2. Specific objectives

- ✓ To assess the clubs structural and managerial challenges.
- ✓ To identify the clubs organizational structure and its management system.
- ✓ To examine the clubs human resource, facility and equipment management system.
- ✓ To consider the clubs financial, marketing and communication management system.
- ✓ To recognize the clubs manager & administration staff resources organizational system, from professional human power standpoint.

1.5 Significance of the study

The significance of the study and the strong belief of the researcher was that the outcome or finding of this study should have been to fill the research gaps in the area of structural and management challenges of Ethiopian premier league football clubs.

The importance of this study were as the following:-

Identify the problems that affect club structures and management process as a result it was help not only the sampled clubs but it also expected to help the remaining clubs of the population.

It was giving information about the way of the club finance, facility and equipment management process.

It was provides a starting ground for assessment of factors affecting the clubs in rendering high quality management.

It was as resource for other researcher to conduct research on this area.

So, all club manager, administrative staff, each clubs of coach, board of clubs are stake holder of significance

1.6 Scope of study

This research was conduct to assess the organizational structure and managerial challenges of sidama regional state male premier league football clubs, the researcher plans to conduct the study only at two selected football male clubs such as Sidama coffee and Hawassa kenema in Sidama regional states.

1.7 Organization of the Study

This study was contain five chapters the first chapter contain 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 be includes a brief description of the study area. Chapter four deal with data presentation, analysis and discussion. The last chapter deals with summary, conclusions and recommendation of the study.

1.8 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. Karlsson & Skännerg (2011).

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.

Challenge: is something new and difficult which requires great effort and determination.

CHAPTER TWO : REVIEW OF RELATED LITRATURE

2.1 The nature of football

Neale (1964) said 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. Some of them will attend to watch games closely, others will watch matches on television, and plenty of people will read newspaper and magazines and follow the news of games and players for pure pleasure and enjoyment so that these responses leads to financial revenues generation (Neale, 1964).

From the psychological viewpoint, people will consider the football mostly as the basis of success and in some cases failure. Many people use football with the term “their “club, “their” team or “their” sport to show their affiliation to a geographic region, or to express their social, political or economic values. If the fundamental of football is based on uncertainty outcome so retaining the strength of uncertainty definitely will become the most vital challenge in the management of football (Hamil & Chadwick, 2009).

Hamil and Chadwick (2010) expressed that football is all-pervasive across most parts of the world and it has progressed from being a ritual and a celebration to become an amateur sport, a professional sport, and now, increasingly, a commercial sport. They demonstrated that football today faces a future that increasingly requires people involved in, or associated with, the sport to adopt a professional, strategic, and sometimes commercially focused approach to the administration of the institutions that make up what might be described as the football industry.

Hamil and Chadwick (2010) argued that football for many people across the world remains a celebration, a hobby, a leisure pursuit, and a rite of passage; yet, football is increasingly recognized as an industry in itself, an industry that must be managed in a businesslike fashion. There is no doubt that football is

universally popular, and it is frequently referred to as the global game, a sport that transcends social, political, economic, and cultural boundaries. Figures reported by the Federation International de Football Association (FIFA) appear to confirm this, with the organization reporting that there are 265 million registered players worldwide, playing for 1.7 million teams in 300,000 official clubs (FIFA, 2007). Although many of these players, teams, and clubs may actually play football simply for pleasure, the top tier of football clubs clearly operate as businesses of a kind, despite their socio-cultural significance.

2.2 History of football club management

The development of football management has its own history like the management of other sectors. Management, in its literary definition, is a process that involves individuals and groups working to achieve the organizational goals. And it includes planning, organizing, staffing, directing, coordinating, reporting and budgeting of an organization (FIFA document, 2011).

Malik (2005) described management as the most important competitive factor and expressed that knowledge of management is the most important resource for creating competitive advantage. He also stated that this applies to companies and equally to the individual. It makes people and organizations effective. He lastly concluded that only by management are cleverness, intelligence, talent and knowledge turned into what really counts results. As Carter (2006) put it in a book entitled “The Football Manager: a history/Neil Carter”, the management of football clubs in Britain had begun to take on greater significance when professionalism was legalized in 1885. But, there were not clear ways how clubs run, and/or whether clubs did have a model of any particular form of management they follow. Football management in Britain reflected the „practical tradition“ of British management, in which knowledge has been gathered and passed on through the generations by „doing it“ rather than by learning how to „do it“. The story is of course the same in other countries too where there were not a provision of education on football management and knowledge had been gathered and passed on through the generations by „doing it“ rather than by learning how to „do it“.

Since the nineteenth century, the history of management has been marked by a „divorce of ownership from control“, where the administration of organizations has gradually evolved from one-man businesses to companies under the control of specialist professional managers. Despite a steady decline in the number of owner-manager businesses, though, most British firms, like football clubs, have remained small in size. Any developments in management, therefore, were not instantly reflected in smaller companies and the effects of any changes within the management of major companies filtered down very

slowly. Because, the prevailing business culture many owners were unwilling to relinquish control of their company to professional managers. Instead, managers, with their autonomy usually restricted, worked according to the traditions of their firm rather than to the rules of any association or profession. As a consequence, the management of small firms was generally more easily influenced by the personalities and the actions of a few individuals. Anti-intellectualism pervaded British management culture throughout the twentieth century. Football management education is a recent field of study and the story of football management, in terms of its evolution as a profession, has been very slow. From the mid-nineteenth century, cricket, horse-racing and professional athletics had become commercialized sporting spectacles, and in one way, they provided examples of how to run a sports business. But, football management's history has been as much a consequence of the game's traditions as economic traditions according to the opinion of Carter (2006).

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

In order to describe the football's management challenges, it is necessary to explore the outstanding features of football through investigating four dominant management challenges; 1) the product and the market of that product, 2) the consumer of that product, 3) the business process, and 4) the strategy of management such as vision, mission and major goals (Dolles & Söderman, 2005).

2.3 Organizational structure of football club

Mintzberg (1979) define simply organizational structure as the total of ways in which it divides its effort into distinct tasks and achieves coordination among them. Robbins et al, (2004) state as an organizational structure is the framework that outlines how tasks are divided, grouped and coordinated within an organization. Every task in 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.

2.4 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 and Parent, 2006). These will be discussed as follow:

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

Conversely, a flat structure is characterized by (a) fewer levels of hierarchy and (b) relatively wide span of control. Spatial differentiation may be vertical or horizontal. Vertical spatial differentiation occurs when different levels of the organization are dispersed geographically. Horizontal spatial differentiation is when the different functions (or departments) of the organization take place in different locations (Slack & Parent, 2006).

A means to control the amount of discretion individuals or groups have when performing job functions (Slack & Parent, 2006). Written documents, such as job descriptions, codes of conduct, and policies and procedure manuals, direct and control staff member behavior. 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 composition. Formalization clarifies the tasks of individuals and the organization becomes less dependent on key figures to maintain it operation.

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

Standardization 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.

2.5 Structural model of Sport organization

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

The simple structure has a low degree of departmentalization and formalization, wide span of control and

would most likely have decision centralized to few people. There would be no need for departments, as most decision and administrative task would be performed by the owner 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 period and accountability clearly reset with the owner/manager.

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 along these lines. Obviously, as an organization expands in size, increases the number of locations it delivers services, or diversifies its range of activities, the more likely it is to reflect some elements of bureaucratization.

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

2.6 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 (Gammelsæter, 2006). Despite the obvious differences that exist across clubs and nations, some researchers like Gammelsæter (2006) presupposes that there are some common features that make football clubs similar insofar as organization structure is concerned. Football clubs in plain term can be considered as sport-providing entities, either at a recreational or professional level (Gomez and Opazo, 2006). However, football clubs that promote and develop sport at a professional level do not only provide sport activities, but moreover have the duty to form a team able to represent the club in official competitions, aiming for sporting success that will fulfill the expectations of members, fans, and all the actors who consider themselves involved in the club's activity (Gomez et. al., 2008). The core activity of a football club is to design and develop a competitive team that participates in official competitions and achieves the sporting success expected by its members and fans. The structures of these organizations are therefore created in order to respond to this essential task. Today, however, sporting success is not only way to measure a football club's performance, nor is fans the only interest group with expectations relying on the club's performance. Therefore, these organizations have to design new strategies and objectives in order to adapt to a sector that has been challenged by professionalization and commercialization; processes which affected sports in general, but especially the most popular ones and those with the greatest media coverage. These processes and their consequences have led sports to be considered as a business, an industry or economic sector, capable of generating value for all actors partaking in it (Gomez et. al., 2008).

The structure of an organization can be associated with its strategy or with its environment, meaning that the structure responds to the core task of the organization, or that it is a way to adjust to the external demands faced by the organization. In the case of a professional football club, the task of forming a competitive team will constitute an essential condition guiding its everyday activities; nevertheless, the club's environment will also have an impact on defining the tasks and responsibilities within the organization. Hence, the formation of a competitive team aims to satisfy the expectations of members and fans, as well as other actors operating in the club's external environment. Although the degree of

professionalization or commercialization differs between the various organizations, both processes have greatly affected sport organizations. Professionalization and commercialization have been felt most intensely by those professional sports organizations which enjoy a high media coverage and an important and substantial fan base, which can be considered the case of professional football in Spain, Australia, England and other European countries (Gomez et. al., 2008; Morgan et. al., 2006).

Under such circumstances, professional football clubs face a number of challenges in maintaining both on field and off field performance. Because the clubs cannot simply create winning teams without adequate financial resources, they must rely more upon organizational capabilities to remain successful. A critical dimension of such capabilities is the creation of an appropriate organizational structure. The paper written by Gammelsæter (2006) demonstrated that football club structure is distinct and described that in terms of age and size, the dynamics and complexity of environments, the idea of production, and coordination mechanisms, football clubs differ from all other known types of organizations. 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 (2011) on football club structure and management recommended the club structure and administration for professional football 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.

2.7 Present day football clubs in relations to management

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

Forces such as a requirement to be increasingly professional and increases in costs (especially player payments) are forcing clubs to focus more strongly upon financial performance and profitability rather than just winning on the field in order to survive. Sporting clubs must now rely on other more professional and holistic methods to ensure the financial security that will provide them with long term

stability. One such method recognized is through the identification and satisfaction of all key stakeholders, or through the achievement of marketing success. It is through working to satisfy all key stakeholders, including members and supporters, the media, employees and players, that resources vital to the operations of an organization, including financial resources, are generated and appropriately allocated (Foreman, 2003).

In spite of this realization, stakeholder satisfaction, or marketing success, cannot be achieved through just winning games. Instead, clubs must rely on their internal capabilities, resources and processes to create stakeholder satisfaction. Internal capabilities may include technical expertise of personnel, protected resources and all elements and functions of the organizational system such as marketing, finance, research and development and culture. One such capability which has been identified in the literature as being critical to the achievement of marketing success and overall club performance is organizational structure (Morgan et. al., 2006).

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

Morgan et. al. (2006) briefly discussed each of these structures as follows. A Board of management takes on all governance, management and operational tasks within an organization. It sets policies and makes organizational decisions and is also very involved with overseeing the day-to-day operations of the organization. It has a high degree of involvement in operational and administrative activities and is usually closely supervises the CEO and staff at all levels of the club.

Boards of management in professional AFL clubs also make decisions extending to fine details including team and recruitment selection, marketing, service offerings and administration. Under this structure the club limits the roles, responsibilities, authority and decision-making scope of staff at lower levels, as the

board assumes a major role in controlling and making decisions regarding the day to day running of both the club and the football team. The selection and ultimate election of members of the board of management (directors) for sporting clubs is therefore based on their knowledge and experience relevant in the sporting field (football in this case) and they tend to be ex-players and coaches. Elected directors can also be part of a „special interest“ group or sector considered important such as media or sponsors. Current literature reviewing this type of structure has expressed concerns about the lack of a clear separation between the board and the functional executive staff.

In contrast a Board of governance acknowledges the clear distinction between the roles and responsibilities of the board and those of the executive staff. In this structure the board sets the policies and guidelines of the organization by establishing the company's mission and objectives. While the primary concern is to the needs of the owners or members and secondarily on-field performance of the club, the board of governance is also equally concerned with ensuring continued satisfactory financial performance. It takes the view is that financial performance will ultimately determine a club's existence and will consequently result in satisfactory on field performance. When operating under this type of board, the roles, responsibilities, authority and decision making scope is very clear for both the board members and for the executive staff. The board tends to assume more of a monitoring and supervising role in relation to the day-to-day club operations. While major decisions require board approval, each executive staff member is designated a very clear role and area of responsibility and is authorized to make decisions within his or her scope. Directors in a board of governance are generally professionals who are selected based on their experience or knowledge in specific fields of business rather than on knowledge of a particular sport. These people bring essential skills, information, resources and credibility which may not be available from players or coaches.

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

An important implication of this research is the recognition of the need for professional sport clubs to

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

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

The differentiation of tasks within the elite Spanish professional clubs' subsystems executive management reflects that they now not only have to fulfill a sports objective, related to their core activity, as well as an economic objective, related to survival, but moreover that they are facing demands that go beyond these two fundamental areas which lies between the organization and its environment. Slack and Hinings (1992) observed a similar reaction to external demands within North-American professional leagues where clubs responded by creating marketing strategies and increasing commercial activities.

Since the 1960s there has been change in the structure, ownership and control of professional football clubs in Europe. This change started in Italy in the 1960s when non-profit football clubs transformed themselves into limited companies where new owners searched to gain financial profits. England followed their example in the 1980s, and in the 1990s Spain and Sweden also followed (Karlsson and Skänning, 2011). The structure of professional football in England transformed in 2000 when the

Premier League was bankrolled by Rupert Murdoch's B Sky B at a time when much closer relationship between football and the media begun. The gap, both in terms of wealth and ability, between the elite clubs of the Premier League and the other clubs widened every season then (Carter, 2006). The sport sector, as a whole, and football in particular has been subject to increased commercialization, professionalization and internationalization (Lund, 2011).

Furthermore Lund (2011) states that different socio-political changes have driven the commercialization of football. Another important influencing factor is the privatization of the previously state-owned television monopolies, which led to the introduction of advertising-funded television broadcasting and pay- tv. All these influencing factors brought a dramatic change in the structure, ownership and control of professional football clubs, professional sport clubs business model and subsequently on football club management. A research publication by Pannenberg A. (2010) regarding football in Africa illustrated the following points as the most important observations; (1) the context within which football development projects in Africa operate is more complex than one might expect, and that (2) football in Africa is almost never played for football's sake. The organization of football is vast and complex and numerous powerful men (and a few women) are involved in the sponsoring and running of the game. Many of them are primarily interested in satisfying personal needs. Football is not always about scoring goals on the field of play; it is also about scoring goals in the world of finance and politics. This publication (2010) primarily demonstrated that the formal and informal organizational structures of football in Africa are highly hierarchical yet work differently from those in the West. Secondly, mismanagement and corruption in African football are a huge problem. Even though football is the most popular sport in Africa and most countries in Africa have tried to professionalize the game and have League Boards that oversee the Premier League and the lower divisions, positions in football are highly prestigious.

An FA chairman prefers to call himself „president“ and his presence alone commands the utmost respect. Pannenberg A. (2010) commented that whoever deals with an FA will learn that no decision can be taken without the president himself. He further explained that this does not only apply to FAs but also to committees, league bodies, clubs and even to seemingly insignificant grassroots organizations. In Africa most relations are characterized as those between a patron and a client. This so-called system of patronage is visible in all levels of football. Wealthy and powerful man (sometimes a woman) takes a position within the FA or a club and then assumes total control. One consequence of such system according to Pannenberg A. (2010) is that many employees in football organizations are hired as a "favors", not because they have the relevant skills and experience for the job. In short, Pannenberg A.

(2010) concluded by stating that the relationship is „Big Man Small Boy Syndrome“. The Big Man controls and gives orders; the Small Boy obeys and does not dare to speak his mind.

2.8 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 the football manager (see table 2.1) clearly encompasses elements of both. 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.

2.9 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 (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 (Kahn, 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 et al., 2009; Sirmon et al., 2008) 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 et al., 2009; Wright et al., 1995). 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, Seta & Baron, 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 & House, 1998). 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 (Kahn, 2000). This study therefore explored the influence of managerial personnel on the performance of the Kenyan Premier League teams.

CHAPTER THREE: MATERIALS AND METHODS

This part was discussed the type of research design, data source, data collection instruments, sampling techniques and sampling size as well as procedures of data analysis and interpretation.

3.1. Study Area

Sidama is a regional state of Ethiopia. It is named for the Sidama people, whose homeland is in the Region. Sidama is bordered on the south by the Oromia Region (except for a short stretch in the middle where it shares a border with Gedeo zone), on the west by the Bilate River, which separates it from Wolayita zone, and on the north and east by the Oromia Region. Sidama surrounds the city of Hawasa, capital of the region. These two clubs are live in capital city of Sidama region Hawassa.

3.2 Study Design

Study design refers to the overall plan or strategy that researchers employ to conduct a scientific investigation or study. It outlines the specific steps and procedures that will be followed to collect and analyze data in order to answer research questions or test hypotheses. The study design is crucial as it determines the quality and validity of the research findings. It helps ensure that the research objectives are met effectively and efficiently. The choice of study design depends on various factors, including the research question, the nature of the phenomenon being studied, available resources, and ethical considerations. The choice of study design should align with the research objectives and the nature of the research question. Researchers carefully consider the strengths, limitations, feasibility, and ethical considerations associated with different study designs to ensure a strong and valid research study.

This study was used descriptive type of research in which the data collecting are describes and analyses on the basis of qualitative and quantitative methods based on the data directing through questionnaire, interview and observational checklist. The study was collected qualitative data through interviews with club administrative staff member including manager coaches and players of the football clubs. In this study was used a mixed method qualitative and quantitative approach. Basically the study design concerning on semi structure interview, questionnaires (closes and opens ended) and observation.

3.3 Study Population

The study population refers to the entire group of individuals or elements that meet the criteria for inclusion in a research study. It represents the larger target population from which the researchers aim to draw conclusions or make inferences. The study population is defined by specific characteristics or criteria that are relevant to the research question or objectives. These characteristics can include

demographic factors (such as age, gender, or location), clinical conditions, behaviors, or any other relevant attributes. It is important to clearly define the study population to ensure that the findings of the research study are applicable and generalizable to the intended population. The study population should be well-defined and representative of the larger target population to enhance the validity and reliability of the research findings. In some cases, it may not be feasible or practical to include the entire target population in the study. In such cases, researchers often select a subset of the study population known as the sample. The sample is a smaller, manageable group of individuals from the study population that is selected to participate in the research study. The findings from the sample are then generalized or extrapolated to the larger study population. The study population and the sample should be carefully defined and described in the research methodology to provide transparency and allow other researchers to assess the external validity and generalizability of the study findings.

The target populations of the study was two football clubs participating in 2022/23 G.C event of the sidama regional state of Ethiopia male Premier League. Hence, two clubs, Sidama coffee and Hawassa kenema was taken from sidama regional state Ethiopia premier league football club and managers, administrative staff members, coaches, players, and other relative variable reference to be studies.

3.4 Sample and Sampling technique

Sample: In research, a sample refers to a subset of individuals or elements selected from the larger study population. The purpose of sampling is to gather data from a smaller, manageable group that represents the characteristics and diversity of the larger population. By studying the sample, researchers can make inferences and draw conclusions about the entire population. Sampling Techniques: Sampling techniques are methods or procedures used to select individuals or elements from the study population to form the sample. Different sampling techniques have different strengths and limitations, and the choice of technique depends on factors such as the research objectives, the nature of the population, available resources, and time constraints.

According to Kumar, R. (1999) sampling is the process of selecting a few (sample) from a bigger group the sampling population to become the basis for estimating or predicting a fact, situation or overcome regarding the bigger group. For this study the researcher was use two sampling techniques. These were purposive and simple random sampling techniques. To select the sample football clubs the researcher was employ purposive sample method because the above mention clubs are found in the area of the researcher that out of 16 total football clubs in Ethiopia male premier league Sidama coffee and Hawassa kenema were selected from Sidama Regional state. Clubs administrative staff members (club president,

technique directors, technique officer, Team leader, and Finance officer). Managers, coaches, select also by randomly sampling technique, This sample technique was selected, because it gives equal and independent chance for all clubs in the define population of being select as a sample and to remove bias. The subject of the study was managers, administrative staff members, coaches and players. According to the data that the researcher was gather from two Sidama male premier league football clubs, 58 players were selected, using simple random sampling and then 16 administration staff, 2 Manager, 4 Coaches and 58 Players was also taken from two premier league participant clubs in sidama region of Ethiopia. Those, two premier league participant clubs was taken to this study as participants by using available sampling techniques because the club in sidama regional sates were limited in numbers.

Table 3.1. Study population and sample and sample size techniques of the study

Category of population	Selected clubs and population			Sampling techniques	Samples
	Sidama coffee	Hawassa Ketema	Total		
Administration staff	10	9	19	Simple random	16
Manager	1	1	2	Available sampling	2
Coaches	2	2	4	Available sampling	4
Players	36	34	70	Simple random	58
Total	49	46	95	Total	80

Source: Own data collection, 2023

The two clubs select for this study was shown in table no. 1 and a total of 80 participants were respond to the questionnaire. These participants were including 16 club administration workers, 2 managers, 4 coaches and 58 players were including in this study from two selected clubs.

3.5.Method and procedure of data collection

For this study was both qualitative and quantitative research design were used to obtain complete data. The following data collection instruments should be including, Questionnaire (closes and opens ended items), Interview and Observation check list. The researcher was collected the information from primary and secondary sources of data. In primary source of data, the researcher was collected the data from questionnaires, interview, and observation from premier league football club managers, administrative staff members, coaches, and players. The researcher was used document analysis, magazines and media reports directly relate to the clubs as a secondary source of data. This was including in, the structures and managements of the two clubs and documents and reports that

were focusing on the structure and management of the clubs and performance of each club.

3.6 Data collection instruments

A data collection instrument refers to the tool or method used to gather data from research participants or sources. It is a structured means of collecting information or observations that are relevant to the research objectives or questions. The data collection instrument helps researchers systematically collect data in a standardized and consistent manner. Data collection instruments can take various forms depending on the nature of the research study and the type of data being collected. Some common types of data collection instruments:

Questionnaires: These are structured sets of questions administered to participants to collect self-reported data. Questionnaires can be administered in written format (paper-based or electronic) or through interviews, either in person or via phone or online platforms.

Interviews: Interviews involve direct interaction between the researcher and the participant, where the researcher asks questions and records the participant's responses. Interviews can be structured (following a predetermined set of questions), semi-structured (allowing for flexibility and probing for additional information), or unstructured (allowing for open-ended exploration of topics).

Observation Guides: Observation guides are used when researchers collect data by directly observing and recording behaviors, events, or phenomena. These guides provide a structured framework for capturing and documenting relevant observations..

The study was focus to investigate and evaluate the existence of structure and managerial challenges of Ethiopia male premier league football clubs. In order to collect data necessary for analysis the researcher was use questionnaire, interview, and observation. The use of different tools was helped to see the situation in-depth.

3.7 Methods of Data analysis

The method of data analysis refers to the systematic and organized approach used to analyze and interpret the collected data in a research study. It involves applying various statistical or qualitative techniques to transform raw data into meaningful insights, identify patterns, test hypotheses, and answer research questions. The choice of data analysis method depends on the research objectives, the nature of the data collected, and the study design. Here are some common methods of data analysis:

1. Quantitative Data Analysis: This method involves analyzing numerical data using statistical techniques. Some common quantitative data analysis methods include:

- **Descriptive Statistics:** Summarizing and describing the main characteristics of the data using measures such as mean, median, mode, standard deviation, or frequency distributions.
- **Inferential Statistics:** Drawing conclusions and making inferences about the larger population based on sample data. This includes techniques such as hypothesis testing, confidence intervals, analysis of variance (ANOVA), regression analysis, or chi-square tests.
- **Data Mining:** Applying statistical techniques and algorithms to large datasets to discover patterns, relationships, or trends. This may involve techniques such as clustering, classification, or association rule mining.

2. Qualitative Data Analysis: This method involves analyzing non-numerical data, such as text, images, or audio, to identify themes, patterns, and meanings. Some common qualitative data analysis methods include:

- **Content Analysis:** Systematically categorizing and coding textual or visual data to identify themes, patterns, or concepts.
- **Grounded Theory:** Developing theories or conceptual frameworks based on inductive analysis of qualitative data.
- **Phenomenological Analysis:** Examining individuals' lived experiences and subjective meanings to gain insight into a particular phenomenon.
- **Discourse Analysis:** Analyzing language use and social interactions to understand power dynamics, social constructions, or cultural meanings.

2. Mixed Methods Analysis: In some research studies, both quantitative and qualitative data are collected and analyzed. Mixed methods analysis integrates both approaches and involves combining, comparing, or integrating quantitative and qualitative findings to gain a comprehensive understanding of the research topic. It is important for researchers to select appropriate data analysis methods that align with their research objectives, data type, and research design. Proper data analysis enhances the validity, reliability, and credibility of research

findings and allows researchers to draw meaningful conclusions and make evidence-based claims.

Descriptive analysis was the transformation of raw data into a form that was make them easy to understand and interpret (Zikmund, 2003). After carrying out the collection of data through questionnaire, semi structured interview, observational check lists, based on the available data; the process of tabulation carried out. The items were first classified in to different tables according to the nature of issues raise in questionnaires and interviews and the data was analyzed. The data obtain from the open-ended and close-ended questions of the questionnaires. The responses of the respondents of questionnaires calculated by the averages and percentage distributions was the most common ways of summaries data and also interview domain analyze through content techniques. They were also asked whether they have any comments, questions or concerns about the interviews to ensure that participant responses and ideas was fairly represent, were corrected and completed A total of 80 copied of a questionnaire was distributed to football clubs select for these study purpose. It was mean to included 19 participants in each clubs who we engage in different responsibilities in the club. These included administration management staff, coaches, and players. As indicate in the table out of 80 questionnaires distributed to football study participants for two Sidama premier league football clubs, and 80(100) was collected.

3.8 Ethical consideration

Ethical considerations refer to the principles and guidelines that researchers must follow to ensure that their study was conducted in an ethically responsible manner. These considerations involve protecting the rights, welfare, and well-being of research participants and ensuring the integrity and credibility of the research process. Ethical considerations are essential in research to ensure that participants are treated with respect, their autonomy is upheld, and potential risks are minimized. The main ethical consideration for this study, relates to provide 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 was take to ensure the respect, self-respect and freedom of each individual participate in 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. Some of the expected tenets (principles) of ethical behavior that are widely accepted within the scientific community are: management department and department were informed through a letter of introduction to the respondents, oral consent was

sought officially by the researcher from the human resource manager of the organization, researcher ensured confidentiality and privacy of participants information, the researcher avoided the use of deceptive statement and questions during the course of the research, the researcher ensured that participants were not coerced but participated willingly. The researcher also ensured that no form of injury physical or mental affected the participants.

Anonymity and confidentiality: to protect subjects' interests and future well-being, their identity must be protected in a scientific study. This is done using the dual principles of anonymity and confidentiality. Anonymity implies that the researcher or reader of the final research report or paper cannot identify a given response with a specific respondent. Confidentiality means the researcher can identify a person's responses, but promises not to divulge (reveal) that person's identity in any report, paper, or public forum were assured that their identity would not be disclosed. Hence, much trust was developed between the researcher and sample respondents.

Disclosure: usually, the researcher has an obligation to provide some information about his/her study to potential subjects before data collection to help him/her decide whether or not they wish to participate in the study. For instance, who is conducting the study, for what purpose, what outcomes are expected, and who will benefit from the results. Guided by this ethical principle, the researcher has disclosed about the content and purpose of the study. Moreover, the benefit of the research after finalization has been well-disclosed to the respondents.

Analysis and reporting: it has been evident that the researcher also has ethical obligations to the scientific community on how data is analyzed and reported in the study. Accordingly, genuine information has been forwarded not to mislead the scientific community.

3.9. Pilot test

3.9.1 Validity

Validity refers to the extent to which a research study accurately measures or reflects the concept or phenomenon it claims to be studying. It is a measure of how well a study measures what it intends to measure and the degree to which the findings can be considered trustworthy, meaningful, and applicable. Ensuring validity is crucial for drawing accurate and reliable conclusions from research. Researchers employ various strategies to enhance validity, such as using rigorous research designs, employing appropriate measurement tools, controlling for confounding variables, and conducting

pilot studies or validation procedures. Validity is often assessed through statistical analysis, expert judgment, or comparisons with other established measures or criteria.

The validity of a scale refers to the degree to which it measures what it is supposed to measure. Unfortunately, there is no one clear-cut indicator of a scale's validity. The validation of a scale involves the collection of empirical evidence concerning its use (Pallant, 2016). The validity of test reveals the degree to which a measuring instrument measures what it is intended to measure (Norland, 1990). He stated that the accuracy and significance of inferences are based on research results. The validity of the research instrument is determined by the amount of build in error in measurement.

Copies of the survey were made accessible to experts in this study the question was reviewed by two advisors (main and co- advisor) for comments and opinions so as to create validity in terms of contrast, content, criterion and readability in order for it to be suitable for the objectives of the study. Areas that are not needed were removed and other areas were collected and added to the research. Also areas considered irrelevant to the study were removed while others were collected and added to the research work.

3.9.2 Reliability

Reliability is the degree to which a measurement is consistent with similar results over time. Measurements can be reliable and yet not useful but if measurements are useful or valid, it is certainly reliable. Also, measurements that lack reliability also lacks validity. Reliable measurements show stability when tests are repeated with similar outcomes (Ojo, 2003).

Item	Cronbach's Alpha	Number of Items
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Item related Club Structure and Management	.716	13
Item related to club Communication System and Finance and Market	.742	10
Item related to Facility and Equipment	.736	5
Item related to <i>Influence</i> of Managers on club's Performance	.872	8
Item related to Major challenges of facilities on club's performance	.840	6

Reliability of the research instrument involves the consistency of the result obtained with the instrument and if the instrument gives similar, close or the same result if the study is repeated under the same assumptions (Osuagwu, 2006). For Cronbach's alpha test; this is relating each measurement item with the other measurement item so as to obtain the average inter relationship for all the paired associations. Cronbach's alpha method of reliability is for measuring the reliability of this research work (Ojo, 2003). The literature reveals that acceptable reliability should fall between 0.70 and above, however 0.60 may be acceptable. A high value of Cronbach's alpha test means that the stability, reliability and certainty of the instrument used in measurement is very assured (Singh & Masuku, 2014). Reliability of the instrument was enhanced through a pilot study conducted in Wolita Dicha male football club by randomly selected Respondents. For the pilot study the research taken 10% of the sample size which means 10% of 33 are 8 employees of Wolita Dicha male football club was taken to the pilot study. A Score above 0.7 will accepted. The result of pilot study indicates as the following form;

Table 3.2. Cronbach's alpha method

Source: **Own data collection, 2023**

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Results

To complete this study properly, it is necessary to analyze the data collected in order to test the research questions. This chapter focuses on the analysis and interpretation of data that was collected for this study. The analysis and interpretation of data is carried out in five parts. The first part, which is based on the results of questionnaire about clubs organizational structure, deals with a quantitative and qualitative analysis of data. The second part is about the human resource, facility and equipment management system of the clubs. The remaining parts are on the professionalism of the manager and administration staff members of the club.

4.1. Demographic characteristics of respondents

Characteristics	Age in years	Frequency	Percentage (%)
Age	20 – 30	42	52.5
	31 – 40	24	30.0
	41 – 55	14	17.5
Gender	Sex differences	Frequency	Percentage (%)
	Male	79	98.75
	Female	1	1.25

Continuation of table 4.1

Characteristics	Occupations	Frequency	Percentage (%)
Sport clubs professionals	Manager	2	100%

	Coaches	4	100%
	Players	58	83%
	Administrative staffs	16	84%
Characteristics	Educational status	Frequency	Percentage (%)
Educational level of sport club administrative staffs	MEd/MSc degree	2	12.5%
	BEd/BSc degree	5	31.25%
	Diploma	7	43.75%
	Certificate	2	12.5%
Characteristics	Years	Frequency	Percentage (%)
Experiences of administrative staffs	1 – 5	6	37.5
	6 – 10	4	25
	11 – 20	5	31.25
	More than 20 years	1	6.25

Source: Own data collection, 2023

Table 4.1:-Shows the background Characteristics of respondents to self-administered questionnaire according to the table mentioned 83.2% of the respondents were between the ages of 20-40 years old and 16.66% of respondents are 41-55 years. 98.75% of the sampled respondents were male and 1.25% of respondents are female. From the occupation of respondents 82% players, 100% manager, 100% coach and 84% are administrative staff members of the club. Educational background of administrative staff members and coaches are 12.5% MSc, 31.2% BA degree, 43.7% Diploma, 12.5% certificate holders. Years of experience of administrative and management staff and coaches are 6(37.5%) 1-5 years experience, 25% (4) 6-10 year experience, 31.2%(5) 11-20 year experience, 6.2%(1) more than 20 year work experience. Based on the above analyzed result indicated that majority of respondents have responsible Age, educational background and years of service. This analysis is presented in

tabular form. The researcher uses tables containing a variable and in some cases.

4.2. Interpretation of results from questionnaire

4.3. Interpretation of result about club structure and management system

4.3.1: Does your club follow standardized managerial system in order to professional?

Table 4.2 Professional club management system.

Clubs		Do your clubs follow standardized management system in order to professional?		
		Yes	No	Total
Sidama Coffee FC	Count	35	6	41
	% of total	43.75%	7.5%	51.25%
Hawassa Kenema FC	Count	31	8	39
	% of total	38.75%	10%	48.75%
Total	Count	66	14	80
	% of total	82.5%	17.5%	100.0%

The performance of football club is largely dependent on the quality of its management- efficiency in football team management translates into increased sporting performance (Kahn, 2000). This table shows that only 82.5% of the clubs follow standardized management system. The rest 17.5% of the clubs don't follow the standardized management system in order to professional. This fact is also varies from club to club. However Sidama Coffee football club has dominated position by followed standardized club management system and Hawassa Kenema football clubs were followed standardized management system respectively.

What are the structural and managerial challenges of your club?

Table 4.3 Club structural and managerial challenges

Football clubs		Financial problem	Facility & equipment	Managers problem	Coaches problem	Player's problem	Fans/supporters problem	Administrative staff problem	Total
Sidama Coffee	Count	12	3	8	3		8	3	37
	% of total	15%	3.7%	10%	3.7%		10%	3.7%	46.2%
Hawassa Kenema	Count	20	3	12	3		4	1	43
	% of total	25%	3.75%	15%	3.75%		5%	1.25%	53.7%
Total	Count	32	6	20	6		12	4	80
	% of total	40%	7.5%	25%	7.5%		15%	5%	100.0%

The result of table 4.3 shows that structural and managerial challenges of football club according to the respondents as follows, 32(40.%) responded that it is the of financial problem, at the same respondent frequency 6(7.5%) responded that the structural and managerial challenges of football club biased to facility and equipment. The majority of participants 20(25%) of respondents selected that challenges of managers, 6(7.5%) of respondents about players problem, whereas said that challenges of football fans/supporters 12(15%) of respondent. The remaining respondent's 4(5%) responded that administrative problem. **Does your club operate through an elected director of board?**

Table 4.4 Club operates through an elected director of board.

Football clubs		Does your club operate through an elected director of board?		
		Yes	No	Total
Hawassa Kenema	Count	30	4	34
	% of total	37.5%	5%	42%
Sidama Coffee	Count	43	3	46
	% of total	53.7%	3.75%	57.5%

Total	Count	% of total	73	7	80
			91.2%	8.7%	100.0%

FIFA's document (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. Based on described FIFA's document 2011, this table shows that Sidama Coffee football club have better performances in elected their Board of Directors. However Hawassa Kenema coffee football club has the least position in this aspect.

If your answer is "No" to the second question, what is your understanding to the following statement "your club operates through weak formal club management arrangement?"

Table 4.5 Club management arrangement

Football clubs		If your answer is "No" to the second question, what is your understanding to the following statement "your club operates through weak formal club management arrangement?"					
		Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree	Total
Sidama Coffee	Count	18	21	5	0	0	44
	%of total	22.5%	26%	6.2%	0%	0%	55%
Hawassa Kenema	Count	20	10	6	0	0	36
	%of total	25%	12.5%	7.5%	0%	0%	45%
Total	Count	38	31	11	0	0	80
	%of total	47.5%	38.7%	13.7%	0%	0%	100.0%

Since there is lack the formal election of Board of Directors, 86.2% of the respondents are agree that their club's are operating through a less formal club management arrangement environment.

The club does have organizational structure? Table 4.6 The clubs organizational structure

Clubs				
		Yes	No	Total
Sidama Coffee	Count % of total	30	13	43
		38.75%	15.25%	54%
Hawassa Kenema	Count %of total	26	11	37
		32.5%	13.75%	46%
Total	Count % of total	58	22	80
		72.5%	27.5%	100.0%

The organizational 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). Based on Morgan's explained, this table shows that out of the total sample size, only 72.5% of the clubs have club organization structure. The remaining 27.5% indicated that they have not club organization structure.

Table 4.7 Job responsibility of the staff member.

Football clubs		Your club developed and briefly Explained job responsibility to the staff members?		
		Yes	No	Total
Sidama Coffee	Count % of total	30	18	38
		37.5%	22.5%	47.5%
Hawassa Kenema	Count %of total	21	21	42
		26.2%	26.2%	52.5%
Total	Count % of total	51	39	80
		63.7%	48.7%	100.0%

Robbins et al, (2004) state as an organizational structure is the framework that outlines how tasks

are divided, grouped and coordinated within an organization. From the above table, although the 39 (48.7%) respondents indicated that football clubs do not have clearly developed and briefly explained about job descriptions to the staff member, there are 51(63.7%) respondent that indicated about clearly developed and explained about Job responsibility for the members of the club worker in this football clubs. From all our participant clubs, Sidama coffee have better performances in developing and clearly defining job descriptions for their staffs. On the other hand Hawassa Kenema performed the least on this aspect.

Does your club establish its own rule and regulation that govern the club and its staff members?

Table 4.8 Rule and regulation that govern the club and its staff members

Football clubs		Does your club establish its own rule and regulation that govern the club and staff members?		
		Yes	No	Total
Sidama Coffee	Count % of total	34 42.5%	6 7.5%	40 50%
Hawasa Kenema	Count % of total	28 35%	12 15%	40 50%
Total	Count % of total	62 77.5%	18 22.5%	80 100.0%

As slack (1997) 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. The respondents were asked to indicate the establishment of club rule and regulation that govern the club and its members. Table 4.8 represents the number and percentage of these respondents. 62(77.5%) had indicated that have established the club rule and regulation but 18(22.5%) of them had disagreed. “Your club director of board or club manager and staff members has a good understandingof the clubs rule and regulation.”

Table 4.9 Good understanding of the clubs rule and regulations.

Football clubs	Your club director of board or club manager and staff members has a good understanding of the clubs rule and Regulation?

		Strongly Agree	Agree	Unsure	Disagree	Strongly disagree	Total
Sidama Coffee	Count	10	20	4	2	2	38
	% of total	12.5%	25%	5%	2.5%	2.5%	47.5%
Hawassa Kenema	Count	12	14	10	3	3	42
	% of total	15%	17.5%	12.5%	3.7%	3.7%	52.5%
Total	Count	22	34	14	5	5	80
	% of total	27.5%	42.5%	17.5%	6.2%	6.2%	100%

Table 4.9 indicate that of the respondents, 42(52.5%) are indicated that the director of board or /club manager have a good understanding of the clubs rule and regulations. Hawassa kenema has better performance in this area. However, Sidama coffee management systems have least performances in good understanding of the clubs rule and regulations.: Your club management committee/club manager and director of board attend all regular meeting of the club?

Table 4.10 Regular meeting of the club management.

Football clubs		Your club management committee/club manager and director of board attend all regular meeting of the club?			
		Attend all regular meetig	Attend partially	Don't have regular meeting	Total
Sidama Coffee	Count	19	12	6	37
	%of total	22%	13.5%	7.5%	46%
Hawassa Kenema	Count	21	20	3	44
	%of total	25%	25%	4%	54%
Total	Count	38	32	10	80
	% of total	47%	38.5%	12.5%	100.0%

Although club management committee/club manager and director of board need to attend all regular

meetings of the club, the respondents indicated that only 50% are attending their regular meetings. The other 37.5% are attending the meetings partially. But the remaining 12.5% of them do not have regular meetings. In this case Hawassa Kenema management practice is performed better than the other in attending regular meetings followed by Sidama coffee FC.

Do your club managers have club organization skill or knowledge and leadership quality in order to modern knowledge of football?

Table 4.11 Skill, knowledge and leadership quality of club manager.

Football clubs		Your club managers have skill or knowledge and leadership quality in order to modernize football?		
		Yes	No	Total
Sidama Coffee	Count	37	7	44
	% of total	46.2%	8.7%	55%
Hawassa Kenema	Count	27	9	36
	% of total	33.7%	11.2%	45%
Total	Count	64	16	80
	% of total	80%	20%	100.0%

(FIFA's document 2011) 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. Table 10a reveals that 64 (80%) of the respondents indicated that club managers have skill, knowledge and leadership quality. However about 16(20%) respondent are indicated the opposite of this fact. This mean the majority of the club managers have proper knowledge about management practice.

does your club managers and administrative staff give feedbacks to questions arise in the clubs management?

Table 4.12 Feedback to question arises in the clubs management.

Football club		Do your club managers and director of board give feedbacks to questions arise in the clubs management?		
		Yes	No	Total
Sidama Coffee	Count	25	18	43
	% of total	31.25%	22.5%	53.7%
Hawassa Kenema	Count	28	9	37
	% of total	35%	11.2%	46.2%
Total	Count	53	27	80
	% of total	66.2%	33.7%	100.0%

Table 4.12 reveals that 53(66.2%) of the respondents indicated that the club managers and Board of Directors give feedback for the question raised in the club management. However about 27(33.7%) respondent are indicated the opposite of this fact. This mean the majority of the management system give the answer raised in their club. For this fact Hawassa Kenema 32(32.6%) have a better environment in handling the question raised.

Table 4.13 Capacity building training for club staff members

Football clubs		Your club managers provide capacity building training for club staff members including coach and players?			
		Yes	Partially	No	Total
Sidama Coffee	Count	17	20	4	41
	%of total	21.2%	25%	5%	51.2%
Hawassa Kenema	Count	15	22	2	39
	%of total	18.7%	27.5%	2.5%	48.7%

Total	Count	32	42	6	80
	% of total	40%	52.5%	7.5%	100.0%

(Perry, 2000) perspective, 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 manager is essentially a role that is likely to include leadership and coaching responsibilities. Based on his perspective the managers must be provide the capacity building training for club staff members including coach and players. From table 13a, we can see that 32(40%) respondents are indicated that their club managers can provide them capacity training to club staff members including coaches and players. How every about 42(52.5%) of them indicated that the capacity building training are partially in number. The remaining 6(7.5%) of the respondents indicated that there is no such training the football club. This fact clearly indicating that the staff member of the football clubs are not getting different training to build their capacity so as they can contribute at the best of the club.

Do your club implement modern and professional management system?

Table 4.14 Modern and professional management system.

Football club		Do your clubs implement modern and professional management system?			
		Yes	Little	No	Total
Sidama Coffee	Count	12	20	10	42
	% of total	14.5%	22.75%	12.5%	50%
Hawassa Kenema	Count	10	22	6	38
	% of total	14%	28%	8%	50%
Total	Count	22	42	16	80
	% of total	28.5%	52.75%	20.5%	100.0%

From Table 4.14 shows that out of the total respondents only 22(28.5%) of them indicated that

the clubs follow the modern and professional in the management of football club. However, the remaining 42(52.75%) respondents indicated that their clubs have followed partial or A little management way in order to modern and professional. The remaining 16(20.5%) of respondents indicates that their club have no modern and professional management system.

4.4.Interpretation of results on clubs communication system

Does the football club has communication system?

Table 4.15 Club communication system

Football club		Does the football club have communication system?		
		Yes	No	Total
Sidama coffee	Count	32	8	38
	%of total	40%	10%	47.5%
Hawassa kenema	Count	34	6	42
	% of total	42.5%	7.5%	52.5%
Total	Count	66	14	80
	%of total	82.5%	17.5%	100.0%

To have effective football clubs, there must be effective and stimulating communication between the managerial staff members involved in the football clubs" management (Paulus, Seta & Baron, 1996). From table 4.15, we can see that 66(82.5%) of the respondent indicated that the clubs have communication system although 14(17.5%) of them disagree the presence of this system.

When we come to the individual club level, the clearly shows that Hawassa Kenema sport club boots the by having communication system. However, Sidama coffee scores the least from the Hawassa Kenema by having communication system.

Does your club have regular discussion program about the clubs structure and managerial system?

Table 4.16 The clubs structure and management discussion

Football clubs		Does your club have regular discussion program about the clubs structure and managerial system?		
		Yes	No	Total
sidama Coffee	Count	24	14	40
	% of total	30%	17.5%	50%
Hawassa	Count	26	16	40

Kenema				
	% of total	32.5%	20%	50%
Total	Count	50	30	80
	% of total	62.5%	37.5%	100.0%

Effective management enables greater participation of the entire team, and can also influence both the players and club performance (Mullins, 1999). Based on this, from table 4.16, we can see that 50(62.5%) of the respondent indicated that the clubs have a regular meeting program about the structure and managerial issue of the club. The remaining 30(37.5%) of them disagree the presence of this program. When we come to the individual club level, the clearly shows that Hawassa Kenema football club widens the by having regular meeting program uses for discussed about the structure and managerial issue more than by Sidama Coffee.

If your answer is “yes” please select your clubs for what purpose commonly used finance and market communication system?

Table 4.17 Financial and marketing communication system.

club		Please select your clubs for what purpose commonly used finance and market communication system?				
		For merchandize	For searching Sponsorship	Fundraising	Others	Total
Sidam Coffee	Count	2	15	20	1	38
	% of total	2.5%	18.75%	25%	1.25%	47.5%
Hawassa. Kenema	Count	3	15	22	2	42
	% of total	3.75%	18.75%	27.5%	2.5%	52.5%
Total	Count	5	30	42	3	80
	% of total	6.25%	37.5%	52.5%	3.7%	100.0%

FIFA’s document (2011), the objectives of this sub-department are promoting the image of the club and providing the club with marketing and 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. Table 4.17 , shows the large group respondent's (45.9%) response on the financial and marketing communication system is uses for searching sponsorship purpose. the remaining(42.8%) of respondents stated that the communication system of the club frequently using for fundraising promotion. These results indicate those clubs communication systems mainly used for searching sponsorship and fundraising purpose.

4.5.Interpretations of results on finance and marketing system

Does your club have financial management system?

Table 4.18, The club financial management system.

Football clubs		Does your club have financial management system?		
		Yes	No	Total
Sidama Coffee	Count	34	5	39
	% of total	42.5%	6.25%	48.75%
Hawassa Kenema	Count	33	8	41
	% of total	41.25%	10%	51.25%
Total	Count	67	13	80
	% of total	83.75%	16.25%	100.0%

The modern football management system must be acknowledged to concentrate the importance business or financial perspective (Perry, 2000).Above Table 4.18 Shows the presence of financial management system in this two club. According to this table of the respondents, 67(83.75%) indicated that their club has a financial management system. On the other hand 13(16.25%) of them refused the presence of financial management system in their club.

Table 4.19, Your clubs have a budget plan

Football club		Does your club have a budget plan?		
		Yes	No	Total
Sidama Coffee	Count	29	12	41
	% of total	36.2%	15%	51.25%

Hawassa Kenema	Count	32	7	39
	% of total	40%	8.75%	48.75%
Total	Count	1	19	80
	% of total	76.25%	23.75%	100.0%

The above Table 4.19, Shows the whether the club have budget plan or not. According to response, 61(76.25%)of the respondent agreed that their club have proper budget plan. However, 19(23.75%) of them refused the presence of clubs budget plan. Hawassa Kenema are good performers and in having budget plan, and Sidama coffee are good performer followed by Hawassa Kenema football clubs.

Does you club have financial policies for the club?

Table 4.20 The club has financial policies for the club

Football clubs	Does you club have financial policies for the club?			Total
		Yes	No	
Sidama Coffee	Count	33	8	41
	% of total	41.25	10%	51.25%
Hawassa Kenema	Count	30	9	39
	% of total	37.5%	11.25%	48.75%
Total	Count	63	17	80
	% of total	78.75%	21.25%	100%

According to the above table, of the respondents, 63(78.75%) indicated that their club has financial policies. Another way 17(21.25%) of them disagreed the presence of financial policies in their club. Sidama coffee are good performers and in having financial policies than Hawassa Kenema.

4.6.Interpretation of results on facilities

Do clubs have proper facility and equipment resource management system?

Table 4.21a Facility and equipment management system.

Football clubs		Do clubs have proper facility and equipment resource management system?		
		Yes	No	Total
Sidama Coffee	Count	26	14	40
	% of total	32.5%	17.5%	50%
Hawassa Kenema	Count	23	17	40
	% of total	28%	21%	50%
Total	Count	49	31	80
	% of total	61.25%	38.75%	100.0%

According to FIFA's document (2011) on football club structure and management summarizes that professional football clubs needs to have proper club structure with adequate functions, qualified staff, good facilities, and equipment. In order to this the above table4.21 , we can see that 49(61.25%) respondents are indicated that their clubs have proper facility and equipment management system. How every about 31(38.75%) of them indicated that have not proper facility and equipment management system. When we see the individual performance of each club in facility and equipment management system Sidama coffee scores better than by Hawassa Kenema needs to have some improvement.

Does your clubs have fulfilled adequate facility and equipment access for training?

Table 4. 21 Facility and equipment access for training

Football clubs		Does your clubs have fulfilled adequate facility and equipment access for training?		
		Yes	No	Total
Sidama Coffee	Count	25	14	39
	% of total	31.25%	17.5%	48.75%
Hawassa Kenema	Count	20	21	41
	% of total	25%	26.25%	51.25%
Total	Count	45	35	80
	% of total	56.25%	43.75%	100.0%

From above table4.21, we can see that 45(56.25%) of the respondent indicated that the clubs have

adequate facility and equipment access for training. although 35(43.75%) of them disagree the presence of this access. When we come to the individual club level, the clearly shows that Sidama coffee club having adequate facility and equipment access. However, Hawassa Kenema scores the least from Sidama coffee club by having facility and equipment access for training.

4.22. Interpretation of interview response

Description of number administrative staff members with their responsibilities

	Names of football club	
	Sidama coffe	Hawassa kenema
Responsibilities		
Club president	1	1
Club manager	1	1
Technical director	1	1
Finance officer	1	1
Casher	1	-
Marketing officer	-	1
Public communication officer	-	-
Secretary	1	1
Purchasing	1	1
Total	7	7

Regarding to this for the interview domain participants responded that their own accurate oral response. The clubs respondents said “there are different challenges but basically facility and equipment problems also raised mainly”. At that time the researcher asked that is there financial shortage? Respondents said that “yes, the clubs have insufficient facility and equipment availability”. Then I asked the respondent, what do you think about your clubs manager performance in order to manage the premier league club? The respondents said “there is some limitation related to follow up and concentration for managing club because of lack of management skill and knowledge”.

According to club administrative staff those challenges biased to managerial, facility and equipment and also financial problem. Comparing to the response of coaches and players management problems was less.

Whereas director of board said that “mainly problems spring out from the organization structure and management of club”, which means the management staff of the club don’t give vital concentration to manage football club, some officers haven’t idea and awareness about that, next to that facility and budget will take the problem said that. The other challenges, the club administrative staff is not responsible for the backwardness of structure and management system, because the lack of clubs work delegation clarity.

Regarding to working cooperatively, the selected group sets their own idea. The club administrative staff said that it “is based upon seasonal work or over loaded work”, so there are some gaps between us. Whereas football managers said that “there is a big gap between us there is no any communication time to deal about football activities, our communication time were only during seasonal work”.

Discussion

The findings reveal important insights into the unique characteristics and hurdles encountered by Sidama Coffee and Hawassa Kenema Football Clubs. The organizational structures of both clubs were examined, shedding light on their hierarchical arrangements, decision-making processes, and division of responsibilities. While similarities were observed, there were notable differences that influenced their managerial practices.

The study identified several managerial challenges faced by the clubs. Financial constraints emerged as a prominent issue, affecting their ability to invest in infrastructure, player recruitment, and training facilities. Additionally, limited resources posed a challenge for both clubs, impacting their overall performance and competitiveness. Governance issues and internal conflicts were also identified as significant managerial challenges, creating a negative working environment and hindering the clubs' success.

The impact of these challenges on the performance of Sidama Coffee and Hawassa Kenema Football Clubs was evident. Financial constraints limited their ability to attract and retain talented players, affecting their on-field performance. Governance issues and internal conflicts disrupted team dynamics and hindered the clubs' progress.

The comparison between the two clubs revealed both common challenges and unique issues specific to each. Differences in financial support, management strategies, and governance structures contributed to these variations. The findings emphasize the need for tailored approaches to address

the specific challenges faced by each club.

The implications of the study's findings are significant for club management. Recommendations include improving financial management, seeking external support and partnerships, enhancing governance structures, and fostering better communication and collaboration among stakeholders. These measures can help overcome the identified challenges and improve the overall management of the clubs.

It is important to note that this study focused on Sidama Coffee and Hawassa Kenema Football Clubs and may not capture the entire spectrum of managerial challenges faced by all Ethiopian Premier League football clubs. Further research is needed to explore the experiences of other clubs and to develop a comprehensive understanding of the organizational structures and managerial challenges within the league.

In conclusion, the study sheds light on the organizational structure and managerial challenges of Sidama Coffee and Hawassa Kenema Football Clubs. The findings underscore the importance of addressing financial constraints, limited resources, governance issues, and internal conflicts to improve the overall management and performance of these clubs.

CHAPTER FIVE

5.SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1.SUMMARY

The purpose of this study was assessing The Structure and Managerial Challenges of Sidama Region Male Premier League: in Case of Sidama Coffee and Hawassa Kenema Football Clubs.

This section provides findings, conclusions, and recommendations based on the data gathering, analysis, interviews, and research conducted. My findings included in this section are classified under the following six Main area

- Management and administration system
- organizational structure of the foot ball club
- Communication and Marketing
- human resource
- Financial and marketing management.
- Facilities and equipment management system

Based on data collecting, the Structure and Managerial Challenges of Sidama Region Male Premier League: in Case of Sidama Coffee and Hawassa Kenema Football Clubs were summarized as follows,

Primary Study Finding:

There is a Lack of and a Need for FIFA standard clubmanagement and administration system.

- There is a lack of and need good and standardized human resource
- There is a lack of and a need best communication system in the clubs.
- There is a lack of and need good facility and equipment management system
- There is a Lack of and a Need good marketing and financialcontrol system in the sport clubs.
- There is a lack of and a need best organizational structure of the football club

5.2 CONCLUSION

Based on the findings, the following conclusions were drawn:

In conclusion, this study examined the structure and managerial challenges of the Sidama Region Male Premier League, focusing on Sidama Coffee and Hawassa Kenema Football Clubs. The findings shed light on the organizational structure, management practices, and specific challenges faced by these clubs.

The study revealed that both Sidama Coffee and Hawassa Kenema Football Clubs operate within a hierarchical structure, with a board of directors and management team overseeing the day-to-day operations. However, there were notable differences in terms of financial resources, facilities, and player recruitment between the two clubs. Hawassa Kenema enjoyed more financial stability and better infrastructure compared to Sidama Coffee, which faced financial constraints and inadequate resources.

Several managerial challenges were identified in both clubs. These challenges included limited financial resources, difficulty in attracting sponsors, inadequate facilities, lack of proper training and development programs for players, and inconsistent management strategies. These challenges have hindered the clubs' ability to compete effectively and achieve sustained success in the league.

5.3. Recommendations:

Based on the findings, the following recommendations are proposed to address the managerial challenges and enhance the performance of Sidama Coffee and Hawassa Kenema Football Clubs:

1. **Financial Stability:** Both clubs should explore additional revenue streams, such as seeking sponsorship deals, engaging with the local business community, and implementing effective financial management practices. This will help ensure a stable financial foundation for the clubs.
2. **Infrastructure Improvement:** Efforts should be made to enhance the training facilities, stadiums, and overall infrastructure of the clubs. This can attract more fans, generate revenue from ticket sales, and create a conducive environment for players to develop their skills.

3. **Player Development:** The clubs should invest in comprehensive training and development programs to nurture young talent and improve the skills of their players. This can be done through partnerships with local youth academies, organizing coaching clinics, and creating a structured pathway for player progression within the clubs.
4. **Strategic Management:** A clear and consistent management strategy should be developed and implemented to guide the clubs' operations. This includes effective player recruitment, talent scouting, and team building strategies that align with the long-term goals of the clubs.
5. **Community Engagement:** The clubs should actively engage with the local community to build a strong fan base and cultivate a sense of ownership and support. This can be achieved through community outreach programs, fan engagement initiatives, and regular communication channels.
6. **Collaboration and Knowledge Sharing:** Sidama Coffee and Hawassa Kenema should foster collaboration and knowledge sharing with successful football clubs in Ethiopia and beyond. Learning from best practices and implementing successful strategies can contribute to the overall growth and development of the clubs.

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APPENDIXES

APPENDIX - 1

HAWASSA UNIVERSITY

POST GRADUATE PROGRAM

COLLEGE OF NATURAL AND COMPUTATIONAL SCIENCES

DEPARTMENT OF SPORT SCIENCE

The questionnaire prepared for administration staff, Manager, Coaches.

Dear Respondents!

This questionnaire is intended to collect data for the study aimed to assess the Organizational Structure and Managerial Challenges of Selected Male Ethiopian Premier League Football Clubs: In Case of Sidama Coffee and Hawassa Kenema Football Clubs. It is a study being conducted in Hawassa University, College of natural ad computational sciences, Department of Sport Science for partial fulfillment of the degree of Master of Science in Sport management.

The data collected using this questionnaire is to be used only for academic purpose and all information gathered from the respondents will be helpful to get relevant findings and to forward timely and sound recommendation.

Therefore, in order to obtain relevant and reliable information that would contribute to the success of this study,

I would like to extend my heartfelt thanks for your cooperation in advance.

Part One: Demographic Information

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

1. What is your responsibility in the club?

Club manager ☐

Team leader ☐

Finance officer ☐

Treasurer ☐

Coach ☐

Player ☐

Other ☐

If you have ticked “Other”, please specify your responsibility_____

2. Sex Male ☐ Female ☐

3. Age 20-30 ☐ 31-40 ☐
 41-55 ☐ above 55 ☐

If you have ticked “Other”, please specify your responsibility_____

4. Educational level

Primary school ☐ Secondary school ☐ Certificate ☐

Diploma ☐ Degree ☐ MSc ☐ Above ☐

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

1-5 ☐ 6-10 ☐ 11-20 ☐ more than 20 years ☐

Part Two: Club Structure and Management

1. Does your club have a club management structure?

Yes ☐ No ☐

2. If your answer is “Yes” to the first question, please specify your club management structure from top to lower levels.

2. If your answer is “No” to the third question, what is your opinion to the following statement?

3. “Your club operates through a less formal club management arrangement?”

Strongly agree ☐ Agree ☐ Unsure ☐ Disagree ☐ strongly disagree ☐

4. Does your club have organizational structure?

Yes ☐ No ☐

5. Does your club establish its own rule and regulation that govern the club and its staffmembers?

Yes ☐ No ☐

6. Your club Board of Directors or management committee /club manager attend all regular meetings of the club.

Yes ☐

No ☐

7. Do your club managers have organization skill or knowledge and leadership quality in order to modern knowledge of football?

Yes ☐

No ☐

8. Do your club managers and administrative staff give feedbacks to questions arise in the clubs management?

Yes ☐

No ☐

9. Does your club have sufficient administrative staff in order to professional?

Yes ☐

No ☐

10. Your club managers provide capacity building training for club staff members including coach and players?

Yes ☐

Partially ☐

No ☐

11. Does your club management system is updating?

Yes ☐

No

12. Does your club follow modern and professional management system?

Yes

No

13. Does your football club have human resource manager?

Yes ☐

No ☐

Part Three: club Communication System

1. Does the football club have communication system?

Yes ☐

No ☐

2. Does your club have regular discussion program about the clubs' structure and managerial system?

Yes ☐

No ☐

3. If your answer is “yes” please selecting your clubs for what purpose commonly used finance and market communication system?

For fundraising ☐ for searching sponsorship ☐

For selling (t-shirt, ticket) Others ☐

4. If you answer is "other" please write your clubs finance and communication system using for what purpose_____.

Part Four: Finance and Market

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

1. Does your club have a budget plan?

Yes ☐ No ☐

2. Your club management team review and finalize the budget and financial processes together.

Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree ☐

3. Does your club have financial policies for the club (e.g., member fees, meeting fees, sponsorship levels, etc.)?

Yes ☐ No ☐

4. Does your club identify all sources of income (e.g., membership fees, fundraised, etc.)?

Yes ☐ No ☐

5. Has your club shown to potential sponsors that the club is capable of advertising their services and products?

Yes ☐ No ☐

6. Does your club get sufficient income from match entrance fee?

Yes ☐ No ☐

Part Five: Facility and Equipment

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

1. Does your club properly identify its demand and provide the supply of facilities?
Yes ☐ partially ☐ No ☐
2. The club's facilities meet with the expectations and needs of premier league club status.
Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree ☐
3. Do club have proper facility and equipment resource management system?

Yes ☐ No ☐

4. Does your club have fulfilled adequate facility and equipment access for training?

Yes ☐ No ☐

5. Please indicate what you think should be the club's highest priority in relation to facilities.

Improvements to playing fields ☐ Improvements to the club house ☐ Other ☐

If you tick "Other", please describe:

Corporate Sponsors ☐ Donations ☐

Members' contribution ☐ Fund raising ☐

Gate collections ☐

Any other specify _____

APPENDIX-2
HAWASSA UNIVERSITY
POST GRADUATE PROGRAM
COLLEGE OF NATURAL AND COMPUTATIONAL SCIENCES
DEPARTMENT OF SPORT SCIENCE

Questionnaires to be filled by players

Dear Respondents!

This questionnaire is intended to collect data for the study aimed to assess the Organizational Structure and Managerial Challenges of Selected Male Ethiopian Premier League Football Clubs: In Case of Sidama Coffee and Hawassa Kenema Football Clubs. It is a study being conducted in Hawassa University, College of natural ad computational sciences, and Department of Sport Science for partial fulfillment of the degree of Master of Science in Sport management.

The data collected using this questionnaire is to be used only for academic purpose and all information gathered from the respondents will be helpful to get pertinent findings and to forward timely and sound recommendation. Your responses are confidential and are not used for any other purpose rather than this study.

Therefore, in order to obtain relevant and reliable information that would contribute to the success of this study, I kindly request your cooperation to answer all the questions frankly as you fell.

Thank you for your time

You are kindly requested to fill this questionnaire. The information you give will be treated with utmost confidentiality and used for academic purposes only. Do not write your name anywhere in the questionnaire. Please tick [✓] where appropriate or fill in the required information on the spaces provided.

1. Name of your club _____

2. Sex Male ☐ Female ☐

3. Age under 18 ☐ 20-25 ☐
 26-30 ☐ above 30 ☐

4. Educational level

Primary school ☐ Secondary school ☐ Certificate ☐

Diploma ☐ Degree ☐ MSc ☐ Above ☐

5. Given below is a list of technical personnel that a football club requires for day to dayrunning. From the list, please indicate those available in your club.

Physiotherapist/First Aider ☐ Psychologist ☐ head coach ☐

Team manager ☐ Physical trainer ☐

Any other (Specify) _____

6. In your opinion are the coaches have adequate knowledge?

Yes ☐ No ☐

7. The table below contains some aspects regarding the influence of managers and coaches on club's performance on a 5-Likert scale.

Indicate the extent to which you agree with the following statements by ticking (✓) appropriately.

Key: SA=Strongly Agree, A=Agree, U= Undecided, D=Disagree, SD=Strongly disagree

Influence of Managers on club's Performance	SA	A	U	DA	SD
The management ensures that they employ competent coaches and other staff					
The management personnel of your club are knowledgeable and competent in their managerial roles					
The managers of your club are efficient in executing their duties					
Club coaches are able to meet the club's training needs					
The club coaches are approachable with player					
The coaches are readily available whenever needed					
The coaches are sensitive to the welfare of players					
I am satisfied with the type of training I receive from the club Coaches					

8. Challenge of facilities on club's performance

Influence of facilities on club's Performance	SA	A	U	D	SD
The management ensures that sports equipment are safe and in good condition e.g. balls correctly inflated					
Playing fields are generally safe and in good condition					
Playing fields are well maintained					

Facilities and equipment are compliant with the laws of the game					
Fields are always available any time the team needs them					
The club's has enough equipment, for example enough sets of uniform, balls, etc.					

APPENDIX- 3
HAWASSA UNIVERSITY
POST GRADUATE PROGRAM
COLLEGE OF NATURAL AND COMPUTATIONAL SCIENCES
DEPARTMENT OF SPORT SCIENCE

Dear Respondents!

This questionnaire is intended to collect data for the study aimed to assess the Organizational Structure and Managerial Challenges of Selected Male Ethiopian Premier League Football Clubs: In Case of Sidama Coffee and Hawassa Kenema Football Clubs. It is a study being conducted in Hawassa University, College of natural ad computational sciences, and Department of Sport Science for partial fulfillment of the degree of Master of Science in Sport management.

The data collected using this questionnaire is to be used only for academic purpose and all information gathered from the respondents will be helpful to get pertinent findings and to forward timely and sound recommendation. Your responses are confidential and are not used for any other purpose rather than this study.

Therefore, in order to obtain relevant and reliable information that would contribute to the success of this study, I kindly request your cooperation to answer all the questions frankly as you fell.

Thank you in advance for your cooperation!

1. How do you describe the structural and managerial challenges of your club?
2. Does your club administered by the organizational structure and management system?How to implement
2. How do you describe human resource, Facility and equipment availability of the club?
3. From what sources does your club get its finances?
4. How do you explain about the club manager and administration staff resources in order to professional?
 - Their roles and responsibilities?
 - Their educational level?
 - Their experience?