

**ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
COLLEGE OF NATURAL AND COMPUTATIONAL SCIENCES  
DEPARTMENT OF SPORT SCIENCE**

**THE EXISTING ORGANIZATIONAL STRUCTURE AND MANAGERIAL  
CHALLENGES OF ETHIOPIA MALE PREMIER LEAGUE: IN  
SELECTED FOOTBALL CLUBS**

**BY**

**BETELHEM ALEMNEW**

**DEC, 2020**

**ADDIS ABABA, ETHIOPIA**

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## DECLARATION

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

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## **ABBREVIATIONS AND ACRONYMS**

**AFL-** Australian football league

**CEO-** chief executive officer

**COVID 19-** corona virus disease 2019

**EC-** Ethiopian calendar

**EMPL-** Ethiopia male premier league

**FA-** football association

**FC-** football club

**FIFA-** Federation of International Football Associations

**GC-** Gregorian calendar

**SRS-** simple random sampling

## ABSTRACT

*The purpose of this study was to assess the existing structure and managerial challenges of football clubs. For the implementation of the study, a descriptive survey design was employed. The data were collected through questionnaire, interview and observation checklist. The researcher was employed Taro Yamane formula for sample size determination. By using simple random sampling methods, only four clubs were sampled among sixteen Ethiopia premier league clubs. Thus, the subjects in the study were 20 administrative staff members out of 27 total numbers and from 96 total numbers 70 players randomly selected from the four clubs. Four managers and four coaches were purposively selected. The study indicated that, organizational structure and management system, availability of facility and equipment, back ground and working experience of manager, educational levels of the administrative staff members of the club are major challenges in Ethiopia male premier league football clubs. These were the most challenges that faced to managerial system to apply the best suited club management style to enhance the clubs performance. There is a Lack of and a Need for FIFA standard club structure and management system and services in the football clubs, There is a Lack of and Need good and standardized facility and equipment management system in the football clubs, There is a Lack of and a Need good marketing and financial control system in the football clubs.*

*To overcome these problems, the following recommendations have been forwarded: all football clubs management staff, coach and players works cooperatively in order to solve the club management challenges, I recommend for that club management staffs let's give high priority to solve lack of modern club structure, and management problems of the club, in addition to this the club management should try to give attention for the club structure standardization, facility and equipment managing system of the football club. Finally each club tries to employ skilled and experienced managers.*

**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.

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.

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 manager's qualities, how local conditions impact on his formal role, the informal role he exercises, the commonly held beliefs and attitudes to employment. This paper by Perry (2000) provided a considered perspective of the football manager whilst suggesting clear potential for wider understandings within differing organizational contexts. He concluded that the football manager is an entrepreneur in the broadest sense.

Another study about African soccer administration by Arizona project 2010(FAIR Dossier, 2010) under the title 'killing soccer in Africa' was based on hard facts and concluded African soccer will not achieve until its administrators are reigned in and held accountable for their high-living, wasteful and destructive management style. Maybe 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. This notion, which states that appointing football managers who lack sufficient knowledge and skills in the area of football club management is one of the major challenges in the development of modern football clubs in Ethiopia, has also been raised by football journalists from both electronic and written mass media. 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 (Hinings et al., 1980) explains the common use of other organizational topics when discussing organizational structure.

This study tried to assess the structural and managerial challenges of some selected premier league football clubs in Ethiopia. As it has been tried to paraphrase, several things have been mentioned with regard to the various aspects of football club structure and managerial systems which are very important in accomplishing successful tasks. Management is the key factor that enables clubs to coordinate various valuable resources & attain their final goal based on the structure. Thus, this study focuses on investigating structural and management challenges in some premier league football clubs in Ethiopia.

## **1.2 Statement of the problem**

The aim of the study is the existing organizational structure and managerial problems, analyzing them and giving alternative solutions to the aforementioned problems.

- The performance of Ethiopia male Premier League clubs has been unimpressive in comparison to other country.
- Besides this, the performance of the football clubs as a premier league either managerial or structural level has also been too low.
- Furthermore, the national team has never qualified for the World Cup, the Olympic Games or even won the African Cup of Nations.

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 gives emphasis on some vital points; more

specifically on football club structure and management and how they are organized. Because, the researcher believes that the club structure and management has a paramount impact on some premier league football clubs in Ethiopia, this paper plans to answer the following questions.

## **Basic Research Questions**

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

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

## **1.3 Objectives of the study**

### **1.3.1 General objective**

The general objective of this study is to assess the existing organizational structure and managerial challenges of Ethiopia male premier league in selected football clubs.

### **1.3.2 Specific objectives**

1. To examine the clubs structural and managerial challenges.
2. To identify the clubs organizational structure and its management system.
3. To examine the clubs human resource, facility and equipment management system.
4. To investigate the clubs financial, marketing and communication management system.
5. To identify the clubs manager & administration staff resources organizational system, from professional human power standpoint.

## **1.4 Significance of the study**

The significance of the study and the strong belief of the researcher is that the outcome or finding of this study must be able to fill the research gaps in the area of structural and management challenges of Ethiopian premier league football clubs. Following significances:-

- Identify the problems that affect club structures and management process as a result it will help not only the sampled clubs but it also expected to help the remaining clubs of the population.
- It will be giving information about the way of the club finance, facility and equipment management process.
- It will be provides a starting ground for assessment of factors affecting the clubs in rendering high quality management
- It will have been paving the way for individuals who need to conduct further research as on the same area.

### **1.5 Delimitation of the study**

To study about the existing structure and managerial challenges of the whole population (i.e. sixteen Ethiopian premier league clubs) were not manageable in terms of many things, having understood this fact this study was delimited to the area of the study in the northern regional state Gondar, Adama and Addis Ababa city football club, namely, Fasil kenema, Adama kenema, Ethiopia coffee and St. George football club, (based on random sampling methods explained before). It also delimited in Male Ethiopia premier leagues only.

### **1.6 Limitation of the study**

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

- financial shortage
- Resource material
- Time
- Pilot study on the area
- The un expected COVID 19 epidemic

## 1.7 Organization of the Study

This study contained five chapters the first chapter contains introductory part, background of the study, statement of the problem, objectives of the study, significance of the study, delimitation and limitation as well as definition operational of terms. Chapter two, deals with review of related literature, chapter three also contain research design and methodology, it also includes a brief description of the study area. Chapter four deal with data presentation, analysis and discussion. The last chapter deals with summary, conclusions and recommendation of the study moreover, papers which have relevant information of the study have been attached in the appendix.

## 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.

**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

### 2. REVIEW OF RELATED LITRATURE

#### 2.1 The Nature of football

There is a question that what football is. To answer this question it is necessary to consider economists. 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 undoubtedly 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 football organization has a structure that outlines the tasks to be performed by individuals and teams. Finding the right structure for an organization involves juggling requirements to formalize procedures while fostering innovation and creativity. The right structure means one in which owners and managers can exert adequate control over employee activities without unduly affecting people's motivation and attitudes to work. It also provides clear reporting and communication lines while trying to reduce unnecessary and costly layers of management. An organization's structure is important because it defines where staff and volunteers fit in with each other in terms of work tasks, decision-making procedures, the need for collaboration, levels of responsibility and reporting mechanisms. In other words, the structure of an organization provides a roadmap for how positions within an organization are related and what tasks are performed by individuals and work teams within an organization.

## 2.4 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 follows:

- **Complexity:** - Complexity is the extent to which a sport organization is horizontally, vertically, or spatially (geographically) differentiated. Sport organizations are horizontally differentiated when work is broken down into 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). As differentiation increases in an organization, so does the complexity. In other words, complexity increases when organizations have many departments, multiple levels of authority, and physical separation between members. Poor communication, coordination, and supervision are a few of the problems organizations face when they become too complex.

- **Formalization:** - A means to control the amount of discretion individuals or groups have when performing job functions (Slack & 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 oeuvre. Formalization clarifies the tasks of individuals and the organization becomes less dependent on key figures to maintain it operation. Of course it is not possible to develop formalized rules and procedure for every situation that may rise. However, some principle can be introduced as guidelines for the practices of an organization (Slack, 1997). Further through formalization. Many sport organizations are characterized by low level of formalization, providing individuals with a high degree of freedom to carry out their tasks.

- **Centralization:** - 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:** - Specialization the concept that refers to the extent to which roles are differentiated according to a particular task or purpose and is related to increased differentiation of the organization. Specialization also implies increased organization complexity so tasks means that there are more roles and position to manage, and a more comprehensive system for coordinating between different tasks and role must be introduced (Slack:1997). Specialization of roles also means that persons with diverse values and competencies occupy various positions within the organization. This can create different approaches to organizational practice, for instance between a person within a football club from football background and a person trained in business administration and economics.

Specialization means increased complexity within organization, there are several advantages. Specialization implies that people become more skillful in their operation, since the task is frequently repeated. The chance of developing more efficient way of operating is also improved and the specific skills of individuals are used in the most efficient way.

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

## 2.5 Structural model of Sport organization

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

- **Simple Structure:** - The simple structure has a low degree of departmentalization and formalization, wide span of control and would most likely have decision centralized to few people. There would be no need for departments, as most decision and administrative task would be performed by the owner 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.
- **Bureaucratic Structure:** - The bureaucratic structure attempts to standardize the operation of an organization in order to maximize coordination and control of staff and activities. It relies on high levels of formalization, the use of departments to group people into discrete work team that deal with specific function or task, highly centralized decision making and a clear chain of command. An organization such a state or provincial government department of sport would be structured a long these line. Obviously, as an organization expand in size, increase the number of location it delivers services, or diversifies its range of activities, the more likely it is to reflect some elements of bureaucratize.
- **The matrix organization structure:** - The matrix organizational structure reflects the organization of groups of the people in to departments according to function and product. For example, an elite institute for sport might group specialist such as sport psychologist, biomechanics, skill acquisition coaches and exercise physiologists in to discrete team. At the sometime, individual in these teams might be involved in providing services to a range of different sporting groups or athletes, effectively creating two bosses for them. This breaks the unity of command principle but allows an organization to group specialists together to maximize sharing of expertise while facilitating their involvement in a number of project or service delivery areas. The argument for this arrangement is that it is better to have the specialists to work as a team than to appoint individuals to work in isolation to provide a range of services, it does increase the potential for function in regard to managing the demands from bosses, which in turn may lead to an increase in stress.

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

## **2.6 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 following club structure and administration for professional football clubs (Fig. 2.1) and emphasized that the relationship between the chairman and the club manager is a paramount importance. It also described that football club management requires people (with required skills, expertise and experience), Structure, Clarity of roles, and Management procedures.

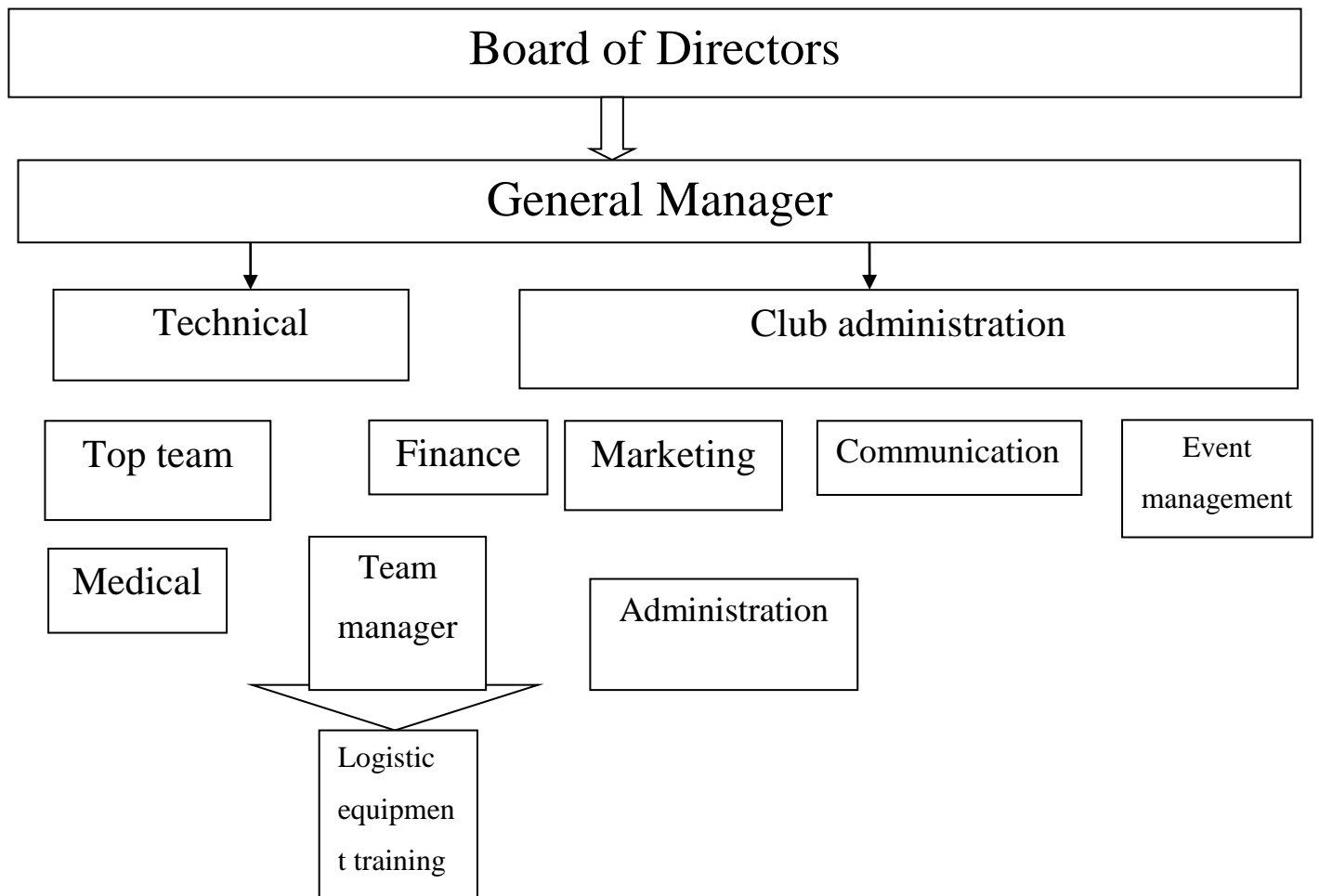


Fig. 2.1 FIFA’s recommended club structure and administration of professional football clubs.

## **I Board of directors**

The main objective and task of board of directors of a football club is making decisions for its club and is an authority under statutes (FIFA's document, 2011). It is generally the board's responsibility to represent the owners or members and it is the board which is accountable for the performance of the club. The boards of each club do, however, vary in terms of their roles, responsibilities, focus of control, decision making scope and composition (Morgan et. al., 2006). But, FIFA's document (2011) described that the main roles and responsibilities of board of directors is making decisions on important matters for the club management and appointing General Manager who implements the decisions. The important matters of the club which requires the decisions of board of directors are business plan of the club, important financial matters which include sale of assets, investment and loan, and other important matters for the club management.

## **II General Manager**

The main objective and task of General Manager is implementing the decisions and policies of Board of directors. Its roles include appointing and managing all staff, and reporting to the Board of directors through the Chairman (FIFA's document, 2011).

As fig2.1 indicates two large departments are found under the General Manager. These are the Technical department and Club Administration department which comprise other sub departments with differentiated and peculiar objectives and roles. Under the Club Administration department there are a number of sub-departments which include Administration, Finance, Logistics, Facilities, Marketing, Communications, and Event management. Thus, a person who will be appointed as General Manager of the club by board of directors and will manage all staff must have a profound (at least 10 years) management experience (executive experience is desirable) and a broad knowledge of football industry and management. The General Manager must work as full time basis and need to have strong leadership skills, interpersonal skills, conception skills, excellent communication skill, and good command of English.

## **III Technical department**

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

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

#### **IV Club administration department**

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

##### **A. Administration**

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

##### **B. Facility and equipment**

The objective of this sub-department is maintaining or securing training facilities for all teams in club. The roles and responsibility of this sub-department is maintaining training facilities, if the

club owns football pitch, gymnasium, dressing room and treatment facilities. If not, its primary role should be striving to secure training facilities by asking local government, schools, companies about availability of their facilities. Head of Facility dept. is required to have at least 10 years of working experience, with at least 5 years in football facility management. Head of Facility dept. should be full time employee and need to have sufficient knowledge of facility maintenance, especially football pitch and sufficient communication skill and having a network with local government, schools, companies, is desirable.

### **C. Treasurer**

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

### **D. Legal**

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

### **E. Marketing**

The objectives of this sub-department are promoting the image of the club and providing the club with financial resources. Its roles and responsibilities are Sponsorship (Finding sponsors, relationship with sponsors), Ticketing (Ticket package development, Selling and distribution), Merchandising (Product development, Supply chain management [manufacturer, distributor, seller], Managing licensee), Media rights (TV rights, Radio rights, Internet rights), Promotion (Advertising, Promotion of match, Promotion of merchandising), and Fan development (Fan

club, Fan event, Relationship with community). Head of marketing department is required to have at least 10 years of working experience, with at least 5 years in marketing field. The qualification of Head of marketing department should be Degree in marketing (Post-graduate degree is desirable) with a broad knowledge of marketing in football industry and excellent communication skill with good command of English. Head of marketing department should be full time employee and ability to create extensive network with potential sponsors is desirable.

#### **F. Communication**

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

#### **G. Event Management**

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

The main tasks that will be carried out at each stage are listed down.

##### **1. before match activities**

It is the preparation stage for the match. The major tasks to be carried out are Facility inspection, Setting advertising boards, Ticketing, Security, Logistics, Rehearsal, and Refreshment.

##### **2. Match day activities**

This stage is the day when the match is held out. The major activities that would be carried out by the event management department on match day are Reception, Guidance, Warm up, Match countdown, Security, Rights protection, Press conference, mixed zone and Departure.

### **3. Post-match activities**

The major activities which would be performed by the event management department after the match day are handling issues related to match events, and debriefing and reviewing the performed activities during the whole time of the match. Head of event management department is required to have at least 10 years of working experience; with at least 5 years in event management field (Experience in football events is desirable). Head of event management department needs to have broad knowledge of event management, leadership skills and excellent communication skill with good command of English. Sufficient time must be available to execute the tasks.

### **4. Team Manager**

Not a member of the technical staff and reports to the General Manager. The objective of team manager is managing team operational requirements to a high level. Its roles and responsibilities are managing the team requirements of Logistics, Equipment, and Training Facilities being supported by a kit man.

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.

## **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. It selects and approves executive staff such as the CEO and coach, but is not involved at all with the day-today operations of the club. While major decisions require board approval, each executive staff member is designated a very clear role and area of responsibility and is authorized to make decisions within his or her scope. Directors in a board of governance are generally professionals who are selected based on their experience or knowledge in specific fields of business rather than on knowledge of a particular sport. These people bring essential skills, information, resources and credibility which may not be available from players or coaches.

Morgan et. al. (2006) lastly concluded by referring to Foreman (2003) that the literature tends to promote the adoption of a board of governance model, but some successful professional football clubs still operate under a board of management. According to Morgan et. al. (2006) no literature exists which supports the adoption of a preferred organizational structure for professional football clubs in relation to either marketing success or overall performance.

The findings of a research done by Morgan et. al. (2006) 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 BSkyB 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 'favour', 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. The extended role of a football manager is summarized below.

Table 2.1 Roles of football manager (perry, 2000)

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

## 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**

### **3. RESEARCH DESIGN AND METHODOLOGY**

This part discusses 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 Research Design**

This study is descriptive type of research in which the data collected were described and analyzed on the basis of qualitative and quantitative methods based on the data conducted through questionnaire, interview and observational checklist. The study has collected qualitative data through interviews with club administrative staff member including manager coaches and players of the football clubs. This study used a mixed method qualitative and quantitative approach. Basically the study design concerning on semi structured interview, questionnaires (closes and opens ended) and observation.

#### **3.2 Sources of Data**

The researcher collected the information from primary and secondary sources of data.

##### **3.2.1 Primary source of data**

In primary source of data, the researcher collects the data from questionnaires, interview, and observation.

##### **3.2.2 Secondary source of data**

The researcher used document analysis, magazines and media reports directly related to the clubs as a secondary source of data. This is including, the structures and managements of the four clubs and documents and reports that are focusing on the structure and management of the clubs and performance of each club.

### 3.3 Population of the study

The target populations of the study were sixteen football clubs participating in 2019/20 G.C tournament of the Ethiopia male Premier League.

Table 3.1 List of sixteen football clubs participating in 2019/20 G.C EMPL

No	Football club	Location
1	St. George	Addis Ababa
2	Mekelle 70 enderta	Mekelle
3	Sebeta ketema	Sebeta
4	Sidama coffee	Hawassa
5	Fasil kenema	Gondar
6	Jimma aba jifar	Jimma
7	Adama kenema	Adama
8	Shire Endasilassie	Shire
9	Ethiopia coffee	Addis Ababa
10	Wolaitta Dicha	Sodo
11	Welwalo Adigrat University	Adigrat
12	Bahir Dar kenema	Bahir Dar
13	Hadiya Hossana	Hossana
14	Dire Dawa kenema	Dire Dawa
15	Wolkite city	Wolkite
16	Hawassa kenema	Hawassa

Therefore the specific participants are Ethiopia premier league football club managers, administrative staff members, coaches, players, and other connection with the variable mentioned to be studied.

### 3.4 Sample and Sampling technique

According to Kumar, R. (1999;148) 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.

To conduct the research; the researcher used two sampling techniques. These are purposive and simple random sampling (SRS) techniques.

To select the sample football clubs the researcher employed random sampling method so that out of 16 total football clubs in Ethiopia male premier league focused on Addis Ababa, Adama, and Gondar city, four football clubs included in the study based on simple random sampling technique. Clubs administrative staff members (club president, technique directors, technique officer, Team leader, and Finance officer).Managers, coaches, selected also by purposive sampling technique, Football Players from four football clubs selected by using simple random sampling method. The subject of the study was managers, administrative staff members, coaches and players. According to the data that the researcher gathered from four Ethiopia male premier league football clubs, there are a total of sixteen premier league participant clubs in Ethiopia. Among those, four clubs seventy players were selected, using simple random sampling and then 20 administration staff members were randomly selected from four premier league participant clubs. Finally 4 coaches and 4 managers were selected using purposive sampling. The selection of 4 football clubs was conducted by simple random sampling techniques. This sampling technique was selected because it gives equal and independent chance for all clubs in the define population of being select as a sample.

The total populations of the study are discussed below as follow:

Table 3.2 Summary of population, sample and sampling technique

No	Category of pop/n	Pop/n of selected clubs				Total	Sampling technique	sample
		St. George F.C	Et coffee F.C	Adama kenema	Fasil kenema			
1	Administration Staff	8	8	5	6	27	SRS	20
2	Managers	1	1	1	1	4	Purposive	4
3	Coaches	1	1	1	1	4	Purposive	4
4	Players	25	25	23	23	96	SRS	70
	Target population	131						98

## Sample Size Determination

➤ Using Taro Yamane Formula

$$\text{i.e. } n = \frac{N}{1 + N(e)^2}$$

Where:

n:- signifies the sample size

N: - signifies the pop/n under study

e:- signifies the margin error

$$\therefore n = \frac{131}{1 + 131(0.05)^2}$$

$$= \frac{131}{1 + 131(0.0025)}$$

$$= \frac{131}{1 + 0.3275}$$

$$= \frac{131}{1.3275}$$

$$n = 98.4 \sim 98$$

The four clubs selected for this study are shown in table no. 1 and a total of ninety eight participants responded to the questionnaire. These participants encompass twenty club administration workers, four managers, four coaches and seventy players were included in this study from all selected clubs.

### 3.5 Tools of Data Collection

For this study the follows both qualitative and quantitative research design to obtain complete data. The following data collection instruments were included.

- a. Questionnaire (closes and opens ended items)
- b. Interview
- c. Observation check list

### **3.6 Procedure of data collection**

The main focus of the study was 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 used questionnaire, interview, and observation. Triangulation a multi method approach was implemented to maintain the validity of the study and to acquire information from different sources. The uses of different tools help see the situation in-depth. The detail of each data collection instruments were discussed as follows.

#### **3.6.1 Questionnaire**

Questionnaires were also used to collect relevant information from administrative staffs, managers, coaches and from their players. Open and close ended questions were distributed and collected from the respondents. For those respondents who have select, the final copies of the questionnaires distributed in face-to-face and used by e-mail and telegram application software because of situational epidemic (COVID 19). Out of from the total 108 questionnaires distributed to the target population 98 were returned. The questionnaires are prepared by English and Amharic language.

#### **3.6.2 Interview**

Interview guide was prepared semi-structured and conduct 4 managers 4 coaches and in order to gain information about the management systems, 22 administrative staffs in order to gain information about the availability of facilities, and equipment's, qualification level of the managers and coaches, relationships of the managers and other administrative staff members in order to working cooperatively for clubs performance.

#### **3.6.3 Observation**

In order to obtain information about the existing of structure and managerial challenges of Ethiopian male premier league football clubs about management system, about the preparation of standardized structure, availabilities of facilities and equipment's observation was employed two-two times by the researcher in each the samples football clubs.

### 3.7 Data analysis

Descriptive analysis is the transformation of raw data into a form that will 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 raised in questionnaires and interviews and the data were analyzed. The data obtain from the open-ended and close-ended questions of the questionnaires. The responses of the respondents of questionnaires calculate by the averages and percentage distributions were the most common ways of summarizing data and also interview domain analyzed through content techniques. They were also asked whether they had any comments, questions or concerns about the interviews to ensure that participant responses and ideas have been fairly represented, are accurate and complete.

Table 3.3The number of questionnaires distributed to respondents.

Clubs	Distributed questionnaire	Collected questionnaire	Difference percentage
St. George	27	24	3(12.5%)
Ethiopia coffee	27	26	1(3.8%)
Fasil kenema	27	24	3(12.5%)
Adama kenema	27	24	3(12.5%)
Total	108	98	10(10.2%)

**Table 3.3** shows the number of questionnaires distributed to respondents. A total of 108 copies of a questionnaire were distributed to football clubs selected for this study purpose. It was meant to include twenty seven participants in each clubs who were engaged in different responsibilities in the club. These include administration management staff, coaches, and players. As indicated in the table out of 108 questionnaires distributed to football study participants for four Ethiopia premier league football clubs, and 98(100%) were collected, whereas 10(9.2%) questionnaires

were not responded and this small number of unreturned questionnaires does not affect the data required for the analysis of the study.

### **3.8 Ethical consideration**

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

### **3.9. Validity and Reliability of Research Instruments**

#### **3.9.1 Validity of the Instruments**

Expert opinions, literature search and pre-testing of close and open-ended questions helped to establish content validity (Wilkinson, 1991). The researcher prepared the instruments in close consultation with advisor to ensure that the items in the questionnaire covered all the areas under investigation. Advisor was given the instrument to validate. After getting feedback, questionnaire was distributed to the sample population.

#### **3.9.2 Reliability of the Instruments**

Reliability is the consistency of a certain measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of a certain measurement. Reliability is not measured, it is estimated. Jonathan (2007) defines reliability as the degree to which a measurement technique can be depended upon to secure consistent results upon repeated application. Test-retest technique was utilized whereby the questionnaires were administered twice to some respondents, with two weeks interval, to allow for reliability testing.

## **CHAPTER FOUR**

### **4. DATA PRESENTATION, ANALYSIS AND DISCUSSION**

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 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 on the questionnaire domain

Table 4.1 Background characteristics of the respondents

<b>Characteristics</b>		<b>frequency</b>	<b>Percentage</b>
<b>1</b>	<b>Age</b>		
	20-30	50	51.0%
	31-40	34	34.6%
	41-55	14	14.2%
<b>2</b>	<b>Sex</b>		
	M	98	100%
	F	-	0%
<b>3</b>	<b>Occupation</b>		
	Club Manager	4	4.08%
	Coach	4	4.08%
	Player	70	71.4%
	Other Staff member	20	20.4%
<b>4</b>	<b>Educational level of administrative and management staff members</b>		
	Ma/MSc	6	21.4%
	Degree	7	25%
	Diploma	9	32.1%
	Certificate	4	14.2%
	Secondary school	2	7.1%
	Primary school	-	-
<b>5</b>	<b>Years of experience administrative staff member</b>		
	1-5	10	35.7%
	6-10	9	32.1%
	11-20	7	25%
	More than 20 years	2	7.1%

Table 4.1:- Shows the background Characteristics of respondents to self-administered questionnaire according to the table mentioned 85.6% of the respondents were between the ages of 20-40 years old and 14.2% of respondents are 41-55 years. 93.8% of the sampled respondents were male and 7.1% of respondents are female. From the occupation of respondents 71.4% players, 4.08% manager, 4.08% coach and 20% are administrative staff members of the club. Educational background of administrative staff members and coaches are 6.75% MSc, 25% BA degree, 32.1% Diploma, 14.2% certificate and 7.1% secondary school. Years of experience of administrative and management staff and coaches are 64.2% more than six years. 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 1a Professional club management system

Football clubs		Do your clubs follow standardized management system in order to professional?		
		Yes	No	Total
St. George FC	Count	22	2	24
	%of total	22.4%	2.0%	24.4%
Ethiopia coffee FC	Count	21	5	26
	%of total	21.4%	5.2%	26.6%
Fasil kenema FC	Count	20	4	24
	%of total	20.4%	4.0%	24.4%
Adama kenema FC	Count	19	5	24
	%of total	19.3%	5.2%	24.5%
Total	Count	82	16	98
	%of total	83.6%	16.4%	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 83.6% of the clubs follow standardized management system. The rest 16.4% of the clubs don't follow the standardized management system in order to professional. This fact is also varies from club to club. However St. George football club has dominated position by followed standardized club management system followed by Ethiopia coffee and Fasil kenema football clubs respectively.

#### 4.3.2 What are the structural and managerial challenges of your club?

Table 2a.Club structural and managerial challenges

Football clubs		Financial problem	Facility & equipment Problem	Managers problem	Coaches problem	Player's problem	Fans/supporters problem	Administrative staff problem	Total
St. George	Count	7	5	9	2	0	1	0	24
	% of total	7.1%	5.1%	9.1%	2.0%	0%	1.0%	0%	24.5%
Ethiopia coffee	Count	5	4	9	1	0	1	6	26
	% of total	5.1%	4.0%	9.1%	1.0%	0%	1.0%	6.1%	26.5%
Fasil kenema	Count	9	1	10	0	0	0	4	24
	% of total	9.1%	1.0%	10.2%	0%	0%	0%	4.0%	24.5%
Adama kenema	Count	6	2	9	1	0	3	3	24
	% of total	6.1%	2.0%	9.1%	1.0%	0%	3.0%	3.0%	24.5%
Total	Count	27	12	37	4	0	5	13	98
	% of total	27.5%	12.2%	37.7%	4.0%	0%	5.1%	13.2%	100.0%

The result of table 2a shows that structural and managerial challenges of football club according to the respondents as follows, 27(27.5%) responded that it is the of financial problem, at the same respondent frequency 12(12.2%) responded that the structural and managerial challenges of football club biased to facility and equipment. The majority of participants 37(37.7%) of respondents selected that challenges of managers, 0(0.0%) of respondents about players problem, whereas said that challenges of football fans/supporters 5(5.1%) of respondent. The remaining respondent's 13(13.2%) responded that administrative problem.

#### 4.3.3 Does your club operate through an elected director of board?

Table 3a Club operates through an elected director of board.

Football clubs		Does your club operate through an elected director of board?		
		Yes	No	Total
St. George	count	24	0	24
	%of total	24.4%	0%	24.5%
Ethiopia coffee	count	25	1	26
	%of total	25.5%	1.0%	26.5
Fasil kenema	count	23	1	24
	%of total	23.4%	1.0%	24.5%
Adama kenema	count	22	2	24
	%of total	22.4%	2.0%	24.5%
Total	count	94	4	98
	%of total	95.9%	4.09%	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 St. George have better performances in elected their Board of Directors. However Ethiopia coffee, Fasil kenema and Adama kenema football club has the least position in this aspect.

4.3.4 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 4a 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
St. George	count	12	10	1	0	1	24
	%of total	12.2%	10.2%	1.0%	0%	1.0%	24.5%
Ethiopia coffee	count	9	11	6	0	0	26
	%of total	9.1%	11.2%	6.1%	0%	0%	26.5%
Fasil kenema	count	10	9	4	1	0	24
	%of total	10.2%	9.1%	4.0%	1.0%	0%	24.5%
Adama kenema	count	13	10	1	0	0	24
	%of total	13.2%	10.2%	1.0%	0%	0%	24.5%
Total	count	44	40	12	1	1	98
	%of total	44.8%	40.8%	12.2%	1.0%	1.0%	100.0%

Since there is lack the formal election of Board of Directors, 85.6% of the respondents are agree that their clubs’ are operating through a less formal club management arrangement environment.

4.3.5 The club does have organizational structure?

Table 5a The clubs organizational structure

Football clubs		The club does have organizational structure?		
		Yes	No	Total
St. George	Count	18	6	24
	%of total	18.3%	6.1%	24.5%
Ethiopia coffee	Count	17	9	26
	%of total	17.3%	9.1%	26.5%
Fasil kenema	Count	16	8	24
	%of total	16.3%	8.1%	24.5%
Adama kenema	Count	13	11	24
	%of total	13.2%	11.2%	24.5
Total	count	64	34	98
	%of total	65.3%	34.6%	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 65.3% of the clubs have club management structure. The remaining 34.6% indicated that they have not club organization structure.

#### 4.3.6 Your club developed and briefly explained job responsibility to the staff members?

Table 6a Job responsibility of the staff member

Football clubs		Your club developed and briefly explained job responsibility to the staff members?		
		Yes	No	Total
St. George	count	13	11	24
	%of total	13.2%	11.2%	24.5%
Ethiopia coffee	count	12	14	26
	% of total	12.2%	14.2%	26.5%
Fasil kenema	count	9	15	24
	%of total	9.1%	15.3%	24.5%
Adama kenema	count	10	14	24
	%of total	10.2%	14.2%	24.5%
Total	count	45	53	98
	% of total	45.9%	54.0%	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 53 (54.0%) respondents indicated that football clubs do not have clearly developed and briefly explained about job descriptions to the staff member, there are 45(45.9%) 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, St. George and Ethiopia coffee have better performances in developing and clearly defining job descriptions for their staffs. On the other hand Adama kenema and Fasil kenema performed the least on this aspect.

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

Table 7a 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
St. George	count	20	4	24
	%of total	20.4%	4.0%	24.5%
Ethiopia coffee	count	24	2	26
	%of total	24.4%	2.0%	26.5%
Fasil kenema	count	19	5	24
	%of total	19.3%	5.1%	24.5%
Adama kenema	count	17	7	24
	%of total	17.3%	7.1%	24.5%
Total	count	80	18	98
	%of total	81.6%	18.3%	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 7a represents the number and percentage of these respondents. 80(81.6%) had indicated that have established the club rule and regulation but 18(18.3%) of them had disagreed.

4.3.8 “Your club director of board or club manager and staff members has a good understanding of the clubs rule and regulation.”

Table 8a 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?					Total
		Strongly agree	Agree	Unsure	Disagree	Strongly disagree	
St. George	Count	7	10	2	3	2	24
	% of total	7.1%	10.2%	2.0%	3.0%	2.0%	24.5%
Ethiopia coffee	Count	5	14	5	2	0	26
	% of total	5.1%	14.2%	5.1%	2.0%	0%	26.5%
Fasil kenema	Count	9	14	0	0	1	24
	% of total	9.1%	14.2%	0%	0%	1.0%	24.5%
Adama kenema	Count	7	5	7	3	2	24
	% of total	7.1%	5.1%	7.1%	3.0%	2.0%	24.5%
Total	Count	28	43	14	8	5	98
	% of total	28.5%	43.8%	14.2%	8.1%	5.1%	100.0%

Table 8a indicate that of the respondents, 71(72.4%) are indicated that the director of board or /club manager have a good understanding of the clubs rule and regulations. Fasil kenema has better performance in this area. However, Adama kenema and St. George management systems have least performances in good understanding of the clubs rule and regulations.

4.3.9: Your club management committee/club manager and director of board attend all regular meeting of the club?

Table 9aRegular meeting of the club management

Football clubs		Your club management committee/club manager and director of board attend all regular meeting of the club?			Total
		Attend all regular meeting	Attend partially	Don't have regular meeting	
St. George	Count	17	7	0	24
	%of total	17.3%	7.1%	0%	24.5%
Ethiopia coffee	Count	12	10	2	26
	%of total	12.2%	10.2%	2.0%	26.5%
Fasil kenema	Count	10	10	4	24
	%of total	10.2%	10.2%	4.0%	24.5%
Adama kenema	Count	8	12	4	24
	%of total	8.1%	12.2%	4.0%	24.5%
Total	Count	47	39	10	98
	%of total	47.9%	39.7%	10.2%	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 47.9% are attending their regular meetings. The other 39.7% are attending the meetings partially. But the remaining 10.2% of them do have regular meetings. In this case St. George management practice is performed better than the other in attending regular meetings followed by Ethiopia coffee FC. However, Adama kenema and Fasil kenema management practice have least performance in attending regular meetings.

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

Table 10a Skill, knowledge and leadership quality of club manager

Football clubs		Do your club managers have club organization skill or knowledge and leadership quality in order to modern knowledge of football?		
		Yes	No	Total
St. George	Count	22	2	24
	% of total	22.4%	2.0%	24,5%
Ethiopia coffee	Count	21	5	26
	% of total	21.4%	5.1%	26.5%
Fasil kenema	Count	19	6	24
	% of total	19.3	6.1%	24.4%
Adama kenema	Count	21	3	24
	% of total	21.4%	3.6%	24.5%
Total	Count	83	16	98
	% of total	84.6%	16.3%	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 83 (84.6%) of the respondents indicated that club managers have skill, knowledge and leadership quality. However about 16(16.3%) respondent are indicated the opposite of this fact. This mean the majority of the club managers have proper knowledge about management practice.

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

Table 11a 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
St. George	count	13	11	24
	% of total	13.2%	11.2%	24.5%
Ethiopia coffee	count	15	11	26
	% of total	15.3%	11.2%	26.5%
Fasil kenema	count	17	7	24
	% of total	17.3%	7.1%	24.5%
Adama kenema	count	15	9	24
	% of total	15.3%	9.1%	24.5%
Total	count	60	38	98
	% of total	61.2%	38.7%	100.0%

Table 11a reveals that 60(61.2%) of the respondents indicated that the club managers and Board of Directors give feedback for the question raised in the club management. However about 38(38.7%) respondent are indicated the opposite of this fact. This mean the majority of the management system couldn't give the answer raised in their club. For this fact Adama kenema (15.3%) and Fasil kenema (17.3%) have a better environment in handling the question raised.

#### 4.3.12 does your club have sufficient administrative staff in order to professional?

Table 12a Performance of administrative staff in order to professional

Football clubs		Does your club have sufficient administrative staff in order to professional?		
		Yes	No	Total
St. George	count	10	14	24
	% of total	10.2%	14.2%	24.5%
Ethiopia coffee	count	12	14	26
	%of total	12.4%	14.2%	26.5%
Fasil kenema	count	9	15	24
	%of total	9.1%	15.3%	24.5%
Adama kenema	count	10	14	24
	%of total	10.2%	14.2%	24.5%
Total	count	41	57	98
	%of total	41.8%	58.1%	100.0%

Having historical records is very important factors the achievements of future plan in any industry. In this regard, the football club needs sufficient administrative staff members in order to professional to maintain and build a better performance in clubs future. The fact under table 12a shows that about 41(41.8%) of the respondents indicated that the clubs have sufficient administrative staff members for developed and maintained effectiveness of the club's activities. But the remaining 58(58.1%) respondents indicated that there is little or no such adequate effort to have administrative staff.

#### 4.3.13your club managers provide capacity building training for club staff members including coach and players?

Table 13a 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
St. George	count	11	12	1	24
	%of total	11.2%	12.2%	1.0%	24.5%
Ethiopia coffee	count	10	16	0	26
	%of total	10.2%	16.3%	0%	26.5%
Fasil kenema	count	9	15	0	24
	%of total	10.2%	15.3%	0%	24.5%
Adama kenema	count	12	10	2	24
	%of total	12.2%	10.2%	2.0%	24.5%
Total	count	42	53	3	98
	%of total	42.8%	54.0%	3.0%	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 42(42.8%) respondents are indicated that their club managers can provide them capacity training to club staff members including coaches and players. How every about 53(54.0%) of them indicated that the capacity building training are little in number. The remaining 3(3.0%) 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.

When we see the individual performance of each club in giving capacity building Adama kenema (12%) scores better than the other and followed by St. George FC. However Ethiopia coffee and Fasil kenema needs to have some improvement.

#### 4.3.14 Does your club management system is updating?

Table 14a Club management system is updating

Football clubs		Does your club management system is updating?		
		Yes	No	Total
St. George	count	19	5	24
	% of total	19.3%	5.1%	24.5%
Ethiopia coffee	count	17	9	26
	% of total	17.3%	9.1%	26.5%
Fasil kenema	count	18	6	24
	% of total	18.3%	6.1%	24.5%
Adama kenema	count	15	9	24
	% of total	15.3%	9.1%	24.5%
Total	count	69	29	98
	% of total	70.4%	29.5%	100.0%

According to table 14a above about 69(70.4%) respondent indicated that their club However, about 37(52.9%) of them indicate management system is updating.

St. George and Fasil kenema clubs are among the top achievers compare to the other clubs. But, Ethiopia coffee and Adama kenema, are the lower achievers in this aspect.

#### 4.3.15 if your answer is “yes” how often does your clubs managerial system is updating?

Table 15a Managerial system updating

Football club		How often does your clubs managerial system is updating?					
		monthly	quarterly	Half of year	Annually	Other	Total
St. George	count	0	0	3	21	0	24
	% of total	0%	0%	3.0%	21.4%	0%	24.5%
Ethiopia coffee	count	1	0	3	22	0	26
	% of total	1.0%	0%	3.1%	22.4%	0%	26.5%
Fasil kenema	count	0	0	2	21	1	24
	% of total	0%	0%	2.0%	21.4%	1.0%	24.5%
Adama kenema	count	1	0	1	19	3	24
	% of total	1.0%	0%	1.0%	19.3%	3.0%	24.5%
Total	count	2	0	9	83	4	98
	% of total	2.0%	0%	9.15	84.6%	4.0%	100.0%

Table 15a shows that the large number of respondents 83(84.6%) feedback is the club managerial system is updating within a year.

#### 4.3.16 Do your club implement modern and professional management system?

Table 16a Modern and professional management system

Football club		Do your clubs implement modern and professional management system?			
		Yes	Little	No	Total
St. George	count	7	10	7	24
	% of total	7.1%	10.2%	7.1%	24.5%
Ethiopia coffee	count	9	12	5	26
	% of total	9.1%	12.2%	5.1%	26.5%
Fasil kenema	count	10	12	2	24
	% of total	10.2%	12.2%	2.0%	24.5%
Adama kenema	count	13	10	1	24
	% of total	13.2%	10.2%	1.0%	24.5%
Total	count	39	44	15	98
	% of total	39.7%	44.8%	15.3%	100.0%

From Table 16a shows that out of the total respondents only 39(39.7%) of them indicated that the clubs follow the modern and professional in the management of football club. However, the remaining 44(44.8%) respondents indicated that their clubs have followed partially or A little management way in order to modern and professional. The remaining 15(15.3%) of respondents indicates that their club have no modern and professional management system.

#### 4.3.17 does your football club have human resource manager?

Table 17a The clubs have human resource manager

Football clubs		Does your football club have human resource manager?		
		Yes	No	Total
St. George	count	9	15	24
	% of total	9.1%	15.3%	24.5%
Ethiopia coffee	count	12	14	26
	% of total	12.2%	14.2%	26.5%
Fasil kenema	count	8	16	24
	% of total	8.1%	16.3%	24.5%
Adama kenema	count	10	14	24
	% of total	10.2%	14.2%	24.5%
Total	count	39	59	98
	% of total	39.7%	60.2%	100.0%

(Holcomb et al., 2009; Wright et al., 1995) Through experience, human resource 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. as his explanation this table shows that of the total sample size, as human resource management is one of the most complicated affairs for sport clubs. But, only 39.7% of the clubs have human resource manager. The remaining 60.2% indicated that they have not human resource manager.

## 4.4 Interpretation of results on clubs communication system

### 4.4.1 Does the football club has communication system?

Table 1b Club communication system

Football club		Does the football club have communication system?		
		Yes	No	Total
St. George	count	21	3	24
	%of total	21.4%	3.0%	24.5%
Ethiopia coffee	count	20	6	26
	%of total	20.4%	6.1%	26.5%
Fasil kenema	count	19	5	24
	%of total	19.3%	5.1%	24.5%
Adama kenema	count	20	4	24
	% of total	22.4%	2.0%	24.5%
Total	count	82	16	98
	%of total	83.6%	16.3%	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 1b, we can see that 82(83.6%) of the respondent indicated that the clubs have communication system although 16(16.3%) of them disagree the presence of this system.

When we come to the individual club level, the clearly shows that St. George sport club boots the others by having communication system followed by Adama kenema respectively. However, Ethiopia coffee and Fasil kenema scores the least from the other by having communication system.

#### 4.4.2 If your answer is “yes” what is the major role of communication system in your club?

Table 2b Roles of football club communication system

Football club		What is the major priority of communication system in your club?				Total
		To solving management problem	Communicate about the organizational Structure	For communicate around facility and equipment	Discussed about financial and marketing issue	
St. George	Count	7	3	6	5	21
	% of total	7.1%	3.0%	6.1%	5.1%	21.4%
Ethiopia coffee	Count	5	1	8	6	20
	% of total	5.1%	1.0%	8.1%	6.1%	20.4%
Fasil kenema	Count	8	3	6	2	19
	% of total	8.1%	3.0%	6.1%	2.0%	19.3%
Adama kenema	Count	6	4	8	2	20
	% of total	6.1%	4.0%	8.1%	2.0%	20.4%
Total	count	26	11	28	15	80
	% of total	26.5%	11.2%	28.5%	15.3%	81.6%

From table 2b above we can see that 28(28.5%) of the respondent indicated that their clubs major roles of communications around the facility and equipment issue of the club. However 26 (26.5%) of them indicated that the major roles of communication system in the club is used for solving problems around management system. Fasil kenema football club has a better performance on this aspect communication system of the club uses for managerial issue followed by St. George respectively. But Ethiopia coffee and Adama kenema are on the bottom line of this case.

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

Table 3b 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
St. George	count	13	11	24
	% of total	13.2%	11.2%	24.5%
Ethiopia coffee	count	18	8	26
	% of total	18.3	8.1%	26.5%
Fasil kenema	count	11	13	24
	% of total	11.2%	13.2%	24.5%
Adama kenema	count	9	15	24
	% of total	9.1%	15.3%	24.5%
Total	count	51	47	98
	% of total	52.0	47.9	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 3b, we can see that 51(52.0%) of the respondent indicated that the clubs have a regular meeting program about the structure and managerial issue of the club. The remaining 47(47.9%) of them disagree the presence of this program.

When we come to the individual club level, the clearly shows that Ethiopia coffee football club boots the others by having regular meeting program uses for discussed about the structure and managerial issue followed by St. George. However, Fasil and Adama kenema scores the least from the other by having regular discussion program.

#### 4.4.4 Do your clubs use communication system for clubs financial and marketing issue?

Table 4b Uses of communication system for financial and marketing issue

Football clubs		Do your clubs use communication system for clubs financial and marketing issue?		
		Yes	No	Total
St. George	count	20	4	24
	% of total	20.4%	4.0%	24.5%
Ethiopia coffee	count	23	3	26
	% of total	23.4%	3.0%	26.5%
Fasil kenema	count	21	3	24
	% of total	21.4%	3.0%	24.5%
Adama kenema	count	18	6	24
	% of total	18.3%	6.1%	24.5%
Total	count	82	16	98
	% of total	83.6%	16.3%	100.0%

From Table 4b we can see most respondents (83.6%) indicated that the football club commonly used communication system for financial and marketing purpose. St. George and Ethiopia coffee has dominated position in using club communication system although Fasil Kenema and Adama kenema are average performance using this method of communication system.

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

Table 5b Financial and marketing communication system

Football club		Please select your clubs for what purpose commonly used finance and market communication system?				
		For merchandize	For searching sponsorship	Fundraising	Others	Total
St. George	count	1	10	11	2	24
	% of total	1.0%	10.2%	11.2%	2.0%	24.5%
Et. Coffee	count	3	7	16	0	26
	% of total	3.0%	7.1%	16.3%	0%	26.5%
Fasil. K	count	0	15	8	1	24
	% of total	0%	15.3%	8.1%	1.0%	24.5%
Adama. K	count	4	13	7	0	24
	% of total	4.0%	13.2%	7.1%	0%	24.5%
Total	count	8	45	42	3	98
	% of total	8.1%	45.9%%	42.8%	3.0%	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 5b, 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

##### 4.5.1 Does your club have financial management system?

Table 1c The club financial management system

Football clubs		Does your club have financial management system?		
		Yes	No	Total
St. George	count	19	5	24
	% of total	19.3%	5.1%	24.5%
Ethiopia coffee	count	22	4	26
	% of total	22.4%	4.0%	26.5%
Fasil kenema	count	24	0	24
	% of total	24.4%	0%	24.5%
Adama kenema	count	22	2	24
	% of total	22.4%	2.0%	24.5%
Total	count	87	11	98
	% of total	88.7%	11.2%	100.0%

The modern football management system must be acknowledged to concentrate the importance business or financial perspective (Perry, 2000). Table 1c, Shows the presence of financial management system in each club. According to this table of the respondents, 87(88.7%) indicated that their club has a financial management system. On the other hand 11(11.2%) of them refused the presence of financial management system in their club. Fasil kenema and St. George are among the top performers and in having financial management system. However, Ethiopia coffee and Adama kenema is the medium performer.

#### 4.5.2 Does your club have a budget plan?

Table 2c The club budget plan

Football club		Does your club have a budget plan?		
		Yes	No	Total
St. George	Count	21	3	24
	% of total	21.4%	3.0%	24.5%
Ethiopia coffee	Count	25	1	26
	% of total	25.5%	1.0%	26.5%
Fasil kenema	Count	20	4	24
	% of total	20.4%	4.0%	24.5%
Adama kenema	Count	22	2	24
	% of total	22.4%	2.0%	24.5%
Total	Count	88	10	98
	% of total	89.7%	10.2%	100.0%

Table 2c, Shows the whether the club have budget plan or not. According to response, 88(89.7%) of the respondent agreed that their club the club have proper budget plan. However, 10(10.2%) of them refused the presence of clubs budget plan. St. George and Ethiopia coffee are among the top performers and in having budget plan, followed by Adama and Fasil kenema football clubs.

### 4.5.3 Your club management team review and finalize the budget and financial processes together?

Table 3c Club management, budget and financial processes together

Football club		Your club management team review and finalize the budget and financial processes together?					Total
		Strongly agree	Agree	unsure	disagree	Strongly disagree	
St. George	count	13	4	6	1	0	24
	% of total	13.2%%	4.0%	6.1%	1.0%	1.0%	24.5%
Ethiopia coffee	count	11	9	0	1	5	26
	% of total	11.2%	9.1%	0%	1,0%	5.0%	26.5%
Fasil kenema	count	5	6	2	3	8	24
	% of total	5.1%	6.1%	2.0%	3.0%	8.1%	24.5%
Adama kenema	count	9	4	5	2	4	24
	% of total	9.1%	4.0%	5.1%	2.0%	4.0%	24.5%
Total	count	38	23	13	7	17	98
	% of total	38.7%	23.4%	13.1%	7.1%	17.3	100.0%

In professional team sports, organizational goals including finance and marketing issues finalize together and outcomes are much clearer than in most other sectors (Kahn, 2000). Table 3c, Shows the whether the club management team review and finalize the budget and financial processes together or not. According to this table of the respondents, 61(62.1%) of the respondent agreed that their club has a habits of reviewing and finalizing the budget and financial processes as a team. However, 37(37.6%) of them refused the presence of budget plan in their club. St. George and Ethiopia coffee are among the top performers and in having Budget plan. However, Fasil kenema and Adama kenema are the low performers.

#### 4.5.4 Does you club have financial policies for the club?

Table 4c The club has financial policies for the club

Football clubs		Does you club have financial policies for the club?		
		Yes	No	Total
St. George	count	21	3	24
	% of total	21.4%	3.0%	24.5%
Ethiopia coffee	count	19	7	26
	% of total	19.3	7.1%	26.5%
Fasil kenema	count	20	4	24
	% of total	20.4%	4.0%	24.5%
Adama kenema	count	18	6	24
	% of total	18.3%	6.1%	24.5%
Total	count	78	20	98
	% of total	79.5%	20.4%	100.0%

According to table 4c, of the respondents, 79(79.5%) indicated that their club has financial policies. On the contrary 20(20.4%) of them disagreed the presence of financial policies in their club. St. George and Fasil kenema are among the top performers and in having financial policies. However, Ethiopia coffee and Adama kenema are among the low performers.

#### 4.5.5 Does your club get sufficient income from match entrance?

Table 5c The club gets sufficient income from match entrance

Football clubs		Does your club get sufficient income from match entrance?		
		Yes	No	Total
St. George	Count	16	8	24
	% of total	16.3%	8.1%	24.5%
Ethiopia coffee	count	16	10	26
	% of total	16.3%	10.2%	26.5%
Fasil kenema	count	9	15	24
	% of total	9.1%	15.3%	24.5%
Adama kenema	count	7	17	24
	% of total	7.1%	17.3%	24.5%
Total	count	48	50	98
	% of total	48.9%	51.0%	100.0%

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 finance and the market of 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). Table 5c, shows the sufficient amount of income from entrances by the clubs. According to this table, only 48(48.9%) of the respondent indicated that sufficient amount of income can be obtained by the clubs from match entrance. On the other hand 51(51.0%) of them said that the income from match entrance are not sufficient.

## 4.6 Interpretation of results on facilities

### 4.6.1 Do clubs have proper facility and equipment resource management system?

Table 1d Facility and equipment management system

Football clubs		Do club have proper facility and equipment resource management system?		
		Yes	No	Total
St. George	count	16	8	24
	% of total	16.3%	8.1%	24.5%
Ethiopia coffee	count	14	12	26
	% of total	14.2%	12.2%	26.5
Fasil kenema	count	13	11	24
	% of total	13.2%	11.2%	24.5%
Adama kenema	count	15	9	24
	% of total	15.3%	9.1%	24.5%
Total	count	58	40	98
	% of total	59.1%	40.8%	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 table 1d, we can see that 58(59.1%) respondents are indicated that their clubs have proper facility and equipment management system. How every about 40(40.8%) 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 St. George (16.3%) scores better than the other and followed by Adama Kenema. However Ethiopia coffee needs to have some improvement.

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

Table 2d Facility and equipment access for training

Football clubs		Does your club have adequate facility and equipment access for training?		
		Yes	No	Total
St. George	Count	20	4	24
	% of total	20.4%	4.0%	24.5%
Ethiopia coffee	Count	18	8	26
	% of total	18.3%	8.1%	26.5%
Fasil kenema	count	12	12	24
	% of total	12,4%	12.4%	24.5%
Adama kenema	count	13	11	24
	% of total	13.3%	11.2%	24.5%
Total	count	63	35	98
	% of total	64.2%	35.7%	100.0%

From table 2d, we can see that 63(64.2%) of the respondent indicated that the clubs have adequate facility and equipment access for training. although 35(35.7%) of them disagree the presence of this access.

When we come to the individual club level, the clearly shows that St. George sport club boots the others by having adequate facility and equipment access followed by Ethiopia coffee and Fasil kenema. However, Adama kenema scores the least from the other by having facility and equipment access for training.

4.6.3 Please indicate what you think should be the club's highest priority in relation to facility and equipment

Table 3d The club's highest priority in relation to facility and equipment

Football clubs		Please indicate what you think should be the club's highest priority in relation to facility and equipment			Total
		Provide playing field and equipment	Prepare players camping service	Other	
St. George	count	9	10	5	24
	% of total	9.1%	10.2%	5.1%	24.5%
Ethiopia coffee	count	12	8	6	26
	% of total	12.2%	8.1%	6.1%	26.5%
Fasil kenema	count	9	8	7	24
	% of total	9.1%	8.1%	9.1%	24.5%
Adama kenema	count	9	8	7	24
	% of total	9.1%	8.1%	8.1%	24.5%
Total	count	39	34	25	98
	% of total	39.7%	34.6%	25.5%	100.0%

Table 3d, shows the club's highest priority in relation to facility and equipment. As shown in the table, 39.7% of the respondents indicated that their club has a highest priority to prepare playing fields. According to the response, only 34.6% of the clubs prioritize the preparation of player's playing equipment.

According to these responses, Ethiopia coffee has high priority in preparing playing fields. St. George has high priority in preparing player's players playing equipment. But Fasil kenema and Adama kenema has equal priority in preparing playing fields and player's paying equipment.

## 4.7 Interpretation of interview response

Table 4.2 Description of number administrative staff members with their responsibilities

Responsibilities	Names of football club			
	St. George	Ethiopia coffee	Fasil kenema	Adama kenema
Club president	1	1	1	1
Club manager	1	1	1	1
Technical director	1	1	1	1
Finance officer	1	1	1	1
Casher	1	1	-	-
Marketing officer	1	1	1	-
Public communication officer	1	1	-	-
Secretary	1	1	1	1
Purchasing	1	1	1	-
Total	9	9	7	5

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”.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1. SUMMARY

The purpose of this study was assessing the existing structure and managerial challenges of Ethiopia male premier league in the case of some selected football clubs, St. George, Ethiopia coffee, Fasil kenema and Adama kenema FC. In this study all possible efforts were made to get the most probable answers to the basic questions by making strong review of related literature such as organizational structure of the club, human resource, facility and equipment management system, about club manager and administrative case, financial and marketing management. Next to that the crucial or back bone of the study were research methodology basically incorporated research design, source of data, tools of data collection, procedures of data collecting and method of data analysis. Whereas chapter four have summarize in this section. To this end, this study has the following specific objectives:

- To examine 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 investigate the clubs financial, marketing and communication management system.
- To identify the clubs manager & administration staff resources organizational system, from professional human power standpoint.

Based on data collecting, the structural and managerial challenges of Ethiopia male premier league football clubs were summarized as follows,

- There is a lack of and a need for FIFA standard organizational structure and management system in the football clubs.
- There is a lack of and need good and standardized facility and equipment in the sport clubs.
- There is a lack of and a need best communication system in the sport clubs.
- There is a lack of and a need good marketing and financial management system in the sport clubs.

- Majority of participants responded that structural and managerial challenge including the weakness of skill and experience of man power.

## 5.2 CONCLUSION

Based on the findings, the following conclusions were drawn:

- The study has indicated that structure and managerial challenges widely faced out concerning on football clubs, especially regarding to implementation, inspiration and follow up of football club management, so the study indicates under expected or low structural and managerial skill and to contribute the management system of football club.
- It is concluded that the clubs haven't proper/standardized organizational structure and managerial system. Because of this of human resource, public communication, marketing, and facility and equipment management system is under expected based on the standards.
- The club managers and administrative staffs are not familiar with updated skill and knowledge of management of football and do not apply them in their management affairs. The club managers/administrative workers were not effective in their clubs in terms of their managerial and technical roles.
- All the clubs that were observed had playing field, balls, uniform, boots and goal post. But overall the management system and availability of clubs facilities and equipment is not adequate related to the significant influence on the clubs performance. This means that the management system of club facilities and equipment is not satisfactory as a premier league level.
- Communication in sports marketing helps sports clubs and organizers attract participants and spectators to their sport or their venue. It helps them raise revenue through sponsorship or investment. The football clubs need to increase their communication at the best of these facts.
- The analysis produced a number of interesting findings in the sport club concerning their marketing and financial management system. Thus result in this research shows that football clubs haven't adequate and strong marketing and financial management system.

- The analysis produced a number of interesting findings in showing the level of facilities and equipment in the football club. The result shows that our football clubs have insufficient level of standard and different level of priorities in order to satisfy the demand required.

### **5.3 RECOMMENDATIONS**

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

As indicated that analyses, the performance of the football club in their management system is weak.

They need to build a strong and efficient structural and management system in their club by:

- Electing skilled and experienced managers.
- Preparing club management structure properly.
- Facilitate adequate facility and equipment access.
- In phase two of the analyses the performance of the sport club in their public communication system is weak in many ways. Therefore, they need to have very good communication system in their club by choosing the right method to convey your messages. There are many ways of getting your messages across from flyers, newsletters, electronic newsletters, local media (newspapers, radio, TV), website and engaging an online audience via email or social media
- Hiring experienced and well-credentialed administrative staff members.
- Provide standardized financial and marketing management system.

The most common factor that separates the success of any football club or organization is the effective and responsible management of financial resources. Therefore, the sports club need to:

- a market plan and financial policies
- Identify all sources of income and fundraising and Sponsorship mechanisms.

This study revealed that the clubs have structural, managerial, and financial challenges. Different clubs faced structural, managerial and financial challenges but those obstacles couldn't solve by

only governmental budget allocation, there are different mechanisms like: employ skilled and experienced managers and provide fundraising, finding fans/supporters and sponsorship investors, and different marketing system.

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## APPENDIXES

## **APPENDIX- I**

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**FACULTY OF NATURAL SCIENCE**

**DEPARTMENT OF SPORT SCIENCE**

**QUESTIONNAIRE (ENGLISH VERSION)**

### **Questionnaires to be filled by club's administration staff members**

This questionnaire is designed to gather data on the “structural and managerial challenges of Ethiopia male premier league: the case of some selected football clubs”. Dear respondents, with this respect, your information is taken as a crucial input for the success of this study. This information is intended purely for academic research purpose and will be kept confidential, therefore, kindly requested to fill in the questionnaire for which the success of this study will directly depend upon your genuine and truthful responses to the questions.

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

***Thank you for your heart felt cooperation in advance!***



7. Your club management committee/club manager and director of board attend all regular meeting of the club?
- Yes  No
8. Do your club managers have organization skill or knowledge and leadership quality in order to modern knowledge of football?
- Yes  No
9. Do your club managers and administrative staff give feedbacks to questions arise in the clubs management?
- Yes  No
10. Does your club have sufficient administrative staff in order to professional?
- Yes  No
11. Your club managers provide capacity building training for club staff members including coach and players?
- Yes  Partially  No
12. Does your club management system is updating?
- Yes  No
13. Does your club follow modern and professional management system?
- Yes  No
14. 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. If your answer is “yes” what is the major role of communication system in your club?
- To solving club management problem
- To communicate about the organizational structure

- For communicate around facility and equipment
  - Discussed about for financial and marketing system
3. Does your club have regular discussion program about the clubs structure and managerial system?
    - Yes  No
  4. Do your clubs use communication system for financial and marketing issue?
    - Yes  No
  5. If your answer is “yes” please select your clubs for what purpose commonly used finance and market communication system?
    - For fundraising  For searching sponsorship
    - For selling (t-shirt, ticket)  Others
  6. If you answer is "other" please write your clubs finance and communication system using for what purpose\_\_\_\_\_.

#### **Part Four: Finance and Market**

1. Does your club have a strategic plan?
  - Yes  No
2. Does your club have a budget plan?
  - Yes  No
3. Your club management team review and finalize the budget and financial processes together?
  - Strongly agree  Agree  unsure  disagree  strongly disagree
4. Does you club have financial policies for the club?
  - Yes  No
5. Does your club get sufficient income from match entrance?
  - Yes  No
6. From what sources does your club get its finances?

- Corporate Sponsors
- Members' contribution
- Gate collections
- Donations
- Fund raising

Any other specify \_\_\_\_\_

**Part Five: Facility and Equipment**

1. Do club have proper facility and equipment resource management system?
  - Yes
  - No
2. Does your club have fulfilled adequate facility and equipment access for training?
  - Yes
  - No
3. Please indicate what you think should be the club's highest priority in relation to facilities.
  - Provide playing field and equipment
  - Prepare players camping service
  - Player's dormitory
  - other
4. If your answer is out of the option, what do you think should be the club's priority relation to facility? \_\_\_\_\_.

## APPENDIX-II

ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

FACULTY OF NATURAL SCIENCE

DEPARTMENT OF SPORT SCIENCE

### QUESTIONNAIRE (ENGLISH VERSION)

#### Questionnaires to be filled by players

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 day running. 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**

<b>Influence of Managers on club's Performance</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>DA</b>	<b>SD</b>
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

<b>Influence of facilities on club's Performance</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
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.					

9. Please rate the following statements relating to how financial resources at your disposal affect the performance of your team. The responses are on a 5 point Likert Scale of Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1)

<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
Your club has adequate financial resources to enable it to perform well					
Incentives given to players are adequate to motivate them perform well					
Your club receives sufficient sponsorship that encourages it to perform well					
Your club has competent coaches that enable it to perform well					
The efficiency of the technical personnel in your club helps the players attain impressive performances					
Your club has adequate facilities for training and competition to enhance performance					
Regular maintenance of facilities ensure safety of players hence boost performance					

## **APPENDIX- III**

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**FACULTY OF NATURAL SCIENCE**

**DEPARTMENT OF SPORT SCIENCE**

### **Opens and closes ended semi structured Interview Schedule for managers and administrative staff members**

Thank you for agreeing to participate. This is an interview designed to obtain information on the structural and managerial challenges of Ethiopia male premier league football clubs. Therefore kindly requested to give genuine and truthful responses. The interview will be recorded with your permission and later destroyed. Offer a summary of the report.

**Thank you in advance for your cooperation!**

1. How do you describe the structural and managerial challenges of your club?
2. Does your clubs administered by the organizational structure and management system?  
How to implement \_\_\_\_\_
3. How do you describe human resource, Facility and equipment availability of the club?
4. From what sources does your club get its finances?
5. 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?

## APPENDIX- IV

### OBSERVATION CHECKLIST

<b>Facilities</b>	<b>Available</b>	<b>Not available</b>	<b>comment</b>
Playing field			
Changing rooms			
Gymnasiums			
Washrooms			
<b>Equipment's</b>			
Balls			
Uniform			
Boots			
Nets			
Goal posts			
Goalkeeper gloves			