



**THE CURRENT STATUS OF ORGANIZATIONAL STRUCTURE AND  
MANAGEMENT OF ETHIOPIAN FOOTBALL FEDERATION**

**BY**

**HAILU TEGEGNTESFAHUN**

**JUNE, 2020**

**ADDIS ABABA**

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**HAILUTEGEGNTESFAHUN**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES  
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REQUIREMENTS FOR THE DEGREE OF MSC IN SPORT SCIENCE**

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**ADDIS ABABA**

## **Declaration**

I, the undersigned, declared that this Thesis is my original work and has not been presented for a master in any other university, and that all sources of material used for the Thesis have been duly acknowledged.

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## **Acronyms and Abbreviations**

**EFF:** Ethiopian Football Federation.

**CAF:** African Football Confederation.

**FIFA:** International Football Federation.

**RCA:** Regional and City Administration.

**FAS:** England Football Association

**SAFA:** South African Football Association

## Abstract

*The main purpose of this study was examining the current status of organizational structure and management of Ethiopian football federation. The researcher applied descriptive survey research design, the target population was 156(N), and the sample size was 111+ 10% nonresponse rate(11)total111+11= 122(n). The researcher was used stratified random sampling for questioners. 122 employees and stakeholder was participated in the study, and 3 football coaches and 7 department head were interviewed through purposive sampling technique. The data collection instruments in this study were questionnaire, interview and document analysis. To consolidate the information obtained from the questionnaire and semi-structured interview was conducted on the sphere. In addition to this, document analysis was used in the study. The major finding of the study indicated improper organizational structure, constraints of human, financial and material resources, and the federation does not have stadia's which got recognition from concerned body. So that, the proper and updated organizational structure should be implemented, an appropriate selection, assigning of employees and volunteers should be applied and the number, and quality of stadiums up graded. The study will be useful to the concerned bodies to implement and developed Ethiopian football, and also call further research to be conducted the area.*

*Key words: - Organizational structure, Management, Football development.*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Football is essentially a simple game based on intelligent interposing for most easily grasped in a simple form (Arnold, Coker. T.P & Nucgeku, R.P, 1977). When we talk about the history of football goes in back as around 500 BC. It believed by many historians to have its roots in the Greek and Roman culture. We know that England laid the blue print for this sport around 1600 AD. In 1868, Henry Chad wick presented the game of football to the United States. No one expected this game to be as popular as it is today. After World War I football starts to demonstrate the signs of popularity among the people (Arnodet.At, 1977).

Football is the world's most popular form of sport, being played in every nation (Reilly, 'Physiological Aspects of Soccer', 3, 20; Reilly, 'Science and Soccer'.) football has millions of people, and has billions of fans and supporters all over the world including 209 nations and members of FIFA, (FIFA.com, 2016). FIFA which is the governing body of world football was formed 1904.

African football confederation formed by integration of Egypt, Sudan, Ethiopia and South Africa in 1957 at Khartoum. However, South Africa dismissed from confederation due to the apartheid system; the issue rose by Yidnekachew Tessema. Then the rest three countries expanded the confederation by registering new members, finally the confederation become strong. The CAF formed even before the formation of African union. Yidnekachew Tesemma serve as the founding member of the CAF from 1950 – 1965 E.C and he was president of CAF from 1965 – 1979 E.C./ Taddelle Yidnekachew, (1989) The game is rated Africa's best sport (Pannenberg, 'Football in Africa') with 54 countries affiliated to Confederation of African Football (CAF) and the Federation of International Football Associations (FIFA). To grow football in Africa, several structure and management of the sport arranged, with the umbrella governing body being the CAF. Furthermore, regional governing bodies established to supervise the growth and development of the sport in particular geographical regions of Africa. These include West African Football Union; Council of Southern Africa Football Associations; and Council of East and Central Africa Football Associations (CECAFA), which organizes annual football tournaments for the countries of the Eastern and Central Africa region. However, each of the countries has a national federation, which manages the

sport. Since 1930 when the first World Cup tournament took place in Uruguay, no African country has won it. The best achievements that have been realized reaching the quarter final stage by the Indomitable Lions of Cameroun in 1990, the Lions of Teranga from Senegal in the 2002 tournament and the Black Stars of Ghana in 2010 tournament held in South Africa. This shows organizational structure of the football federation of these nations is not well structured and the management might be poor .YidnekachewTessema he was born in Jima in September 1,1914 E.C from his father NegadrasEshete and from his mother Mulatwa G/sellasié. YidnekachewTessema was formed the Ethiopian football federation in 1936 E.C,the name of the organization was Ethiopian people football federation. At the same year, he was opened sport office under the ministry advertising. Then, in 1940 E.C he was strengthen the activities of the federation and the office transferred to Janmmeda.YidnekachewTessema who the player of Ethiopian football national team and he was served as the coach for Ethiopian football national team, and for the first time he was interpreting the lows of the game and established the rules and regulation of the federation. He was transmitted radio live as journalist, which is the FIFA, cup qualifying much between Ethiopia and Israel. In general during that time the Ethiopian football national team was strong at African level as well as the team have good name and results in European and other continents. Because of the talent of the players, the team got the name AfricanBrazil team (Tadelleyidnekachew, 1989).

Organization is most of us having worked in an organization of people.An organization of people drives in many forms. They might be a random group of people who impulsively came together to report a short-term need. The overall organization can have a diversity of small organizations within it, for instance, many departments and teams of people. The Structure delivers the framework for organizational tasks and the management. Organization structure can described as a framework that delegates responsibilities, working roles and relationship, and channel of communication (Njororai, 2018).

Organization structure is a framework, which discusses the needs of a project to be successful in organizing. Theframework established at the outset and be well understood by all concern otherwise it will be impossible to make important decision-makings. Too many projects have set out with no clear idea of who the customer is and who is empowered to take these important decisions, and a project which starts in this way is bound to encounter severe difficulties along the way even if it does not end in total disaster (ibid,2018). The structure of an organization refers to the division of labour and coordination of different tasks

differentiation and integration during an on-going process of adaptation to an uncertain and constantly changing environment (Miles, Snow et al, 1978). The structure of an organization can be related with its strategy (Chandler, 1978) or with its surroundings (Lawrence and Lorsch, 1967), meaning that the structure replies to the core task of the organization, or that it is a way to adjust to the external demands faced by the organization.

Football Organizations are systems of interrelated individual behaviour, within which each person develops a task. Those tasks constitute a part, or subsystem, of the core task into which they are integrated in order to achieve an effective performance of the whole system (Miller, 1987). The country Ethiopia which is one of the founders of CAF in 1957 G.C with three countries, such as Egypt, Sudan and South Africa has its own football organization and organizational structure but when we see the development of football, it is not well developed. Therefore, this Thesis will assess the status of organizational structure, management and football development of Ethiopian football Federation.

## **1.2. Statement of the Problem**

The mediocre performance of the three East African countries in international football competition and the low ranking on global index of performance have elicited various criticisms the way the sport is managed in these countries (Njororia, 2017).

These factors affecting sports performance can group in to two, namely internal and external one. The internal or inner factors are individual based and include ones disposition in terms of physical abilities, techniques, physique, tactics and psychological orientation. ‘Sport performance and its structure’, these factors are largely amenable to training except for their age height that is outside the hands of the coaches. Football coaches try in their day-to-day engagement to improve or modify these individual based factors so that they can produce winners. In addition to internal factors, there are external ones which include funding (finance), facilities, equipment’s, technical and administrative personnel, policies, officials, sport structure at national, regional and global level, among others (ibid, 2017).

Njororia(2017) in sign (sports performance and structure argued that ‘sports performance in international competition not only denotes the high level of efficiency of individual sports person but also gives expression to the overall efficiency of a nation, ‘society and culture’. The performance of sports (football) in East Africa has been indicated several factors. Studies indicate that, still too many structural weaknesses in the system and the organization. Thus the poor performance of the teams in East Africa could be attributed to micro and

mesoissues at administrative and management levels including adequacy of facilities, equipment's, personnel, funding, incentives, technical personnel, external exposure of coaches, criteria for their appointments and other perceived constraints to the development of football.

As it mentioned above the internal factors are more related with technical part, whereas the external factors are related with administrative part. So that this study focused on only external factors related with football development.

### **1.3. Basic Research Questions**

The followings are the questions of this study to go through:-

1. Does the organizational structure of Ethiopian football federation prepared based on standard and timely amended?
2. How the finance, facility, material, equipment and personnel management of Ethiopian football federation is going on?
3. What measures should need to be taken for minimizing the current organizational structure and management problems of Ethiopian football federation?

### **1.4. Objectives of the Study**

#### **1.4.1. General Objective**

To asses and examine the current status of organizational structure and management of Ethiopian football federation.

#### **1.4.2. Specific Objectives**

The study focused on to:-

- Examine the current status of organizational structure of Ethiopian football federation.
- Investigate the current financial, facility, material, equipment and human resource management of Ethiopian football federation.
- To put the solutions for better organizational structure and management of Ethiopian football federation that leads to the development of Ethiopian football.

### **1.5. Significance of the Study**

- To create awareness of proper organizational structure and management of football federation.

- To allow the chance to improve the finance, facility, material, equipment and human resources management of Ethiopian football federation.
- To allow the chance to improve the development of Ethiopian football..
- To help as standing point for further study in the field.

### **1.6. Delimitation of the Study**

In fact conducting this research would have been more useful to asses and examine the current organizational structure, management and football development of Ethiopian football federation. However, this would be practically difficult due to a number of reasons such as , resource limitations and other constraints . Therefore this study delimited the area of the study in Ethiopian football federation main office.

### **1.7. Limitation of the Study**

During conducting this research, there were some limitations. The people who agreed to give response not appeared due to some personal reasons. Therefore, repeated trials and patience was the solution. It was not possible to meet all the participants personally. Telephone interviews became a useful option in getting participants who could not be physically available. Insufficiency of available important research materials was additional limitation encountered in this study. In addition, the scarcity of sufficient books and literature in the area of study was the major shortcoming during the execution of the study.

### **1.8. Operational Definition**

**Football:** A team sport played with spherical ball between two teams of eleven players. It has its own playground and laws of the game.

**National sport Federation:** The national governing bodies of a given sport.

**Association:** A football association, it's a member of FIFA, unless a different meaning is evident from the context.

**Confederation:** The governing body of a continental football.

**Ethiopian football federation:** The responsible body to expand developed and govern the Ethiopian football.

**League:** An organization that is subordinated to an association.

**Organizational structure:** The manner in which the work force of sport organization is organized in to specific jobs, roles and responsibilities to undertake work to accomplish goal.

**Sport management :** The process of application of five basic management functions .such as, planning, organizing, staffing, directing and controlling that utilize Human, financial and material resources.

**General assembly:** The general assembly is the supreme and legislative authority of a national association.

**Executive committee:** Group of directors appointed to act on behalf of, and within the power granted to them by, the board of director's .Typically it consists of chair person, vice – chair person, secretary and treasurer.

**Standing committee:** A subdivision of a committee usually organized for a specific purpose.

### **1.9. Organization of the Study**

This study contained five chapters the first chapter contains Background, statement of the problem, general and specific objectives of the study , delimitation and limitation as well as operational definition of terms. Chapter two, deals with review of related literature, chapter three also contain research design and method of research, chapter four deals with data analysis. 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.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1. Back Ground of Football from Global Prospective

The world's first international football competition was a difficult competition played in Glasgow in 1872 between Scotland and England with the first international competition the inaugural edition of British home Championship proceeding in 1884. At this stage, the sport was rarely played outside U. K. As football grew in popularity in other parts of the world at the turn of the century, it was held as a demonstration sport with no medal awarded at the 1900 and 1904 summer Olympic and at the 1906 intercalated game (FIFA document, 2010).

After FIFA was found in 1904, it tried to arrange an international Football tournament between nations outside the Olympic framework in Switzerland in 1906. These were current days for international football and the known history of FIFA describes the competition as having been unsuccessful. At the 1908 summer Olympic in London, football become an official competition that planned by the Football Association. England's football governing body, the competition was for unprofessional players only and regarded suspiciously as a show rather than a competition. Great Britain won the gold medal. In 1914, FIFA agreed to recognize the Olympic tournament as a world football championship for amateurs and took responsibility for managing the event. This paved the way for the world's first intercontinental football competition, at the 1920 summer Olympic contested by Egypt and thirteen European teams. Attributable to the achievement of the Olympic football tournament, FIFA again started looking at staging its own international competition outside of the Olympics. On 28 May 1928, the FIFA congress in Amsterdam confirms to stage a world championship itself (FIFA, 2010).

As Wondimu and Damene(2004) stated that "The first confederation of football association was CONMEBOL, the South American Confederation which was set up to organize a continental competition, the South America Champion Ship, in 1917." It was nearly half a century later when the demand arose elsewhere for continental tournament, before another such confederation was established. Thus, the Union of European Football Associations formed in 1954, the same year its Asian counterpart and two year before the African Football Confederation CAF, the central and North American and Caribbean body, was launched in 1961. This body of world football the Ocean football confederation formed in 1966. The tournament expanded to 24 teams in 1982, and then 32 in 1998, allowing more team from

Africa, Asia and North America to take part. Two handed teams entered the 2002 FIFA World Cup qualification round; 198 nations attempted to qualify 2010 FIFA World Cup (FIFA document, 2010). According to FIFA Leaders, typically have two functions

- A. To ensure the demands of the organization (club) is satisfied by the group effectively meeting its targets
- B. To ensure the needs of group members are satisfied clearly, those individuals who are responsible for appointing leaders or managers need to ensure that the visions and targets of both of the clubs and leader are compatible and that the potentials of the leader and group members are not incongruent.

## **2.2. Organizational Structure of Sport**

Mintzberg (1979) defined 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) stated "Organizational structure is the framework that outlines how tasks are divided, grouped and coordinated within an organization." Every 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 vital for this reason it describes where staff and volunteers fit in with each other in terms of work tasks, decision-making procedures, the need for collaboration, levels of responsibility and reporting mechanisms. In other words, the structure of an organization provides a roadmap for how positions within an organization are related and what tasks are performed by individuals and work teams within an organization.

## **2.3. Organizational Design**


Sport organizations which have clear, efficient and effective service are needs their own structure and must follow different management approaches. Sport organizations have different departments and branches; a good working relationship between departments plays a role in promoting developing the sport. This good working relationship between departments determined by their structure (SerdarSamur, 2018) . Work relationship between work units and departments are vertical and Horizontal, from these two working relationship,

Horizontal is the best to provide efficient and effective service. In addition, the most prominent management approaches are classical approach and system approach. Regarding this issue SerdarSamur (2018) stated “Some organizational principles that still maintain their validity in the Management Process Approaches, which is one of the classical management approaches in organizational design, are basically used as follows”(SerdarSamur, 2018) argue that Division of labour and Specialization, Division of departments, Order Command Structure, Hierarchical Structure, Control Field, Balance of Authority and Responsibility, Centralization, Number of Stages. A direction of these principles towards the objectives determined within a certain order is possible with the system approach.

The system conceptually defined as an organized and indivisible, consisting of two or more parts or sub-systems that are dependent on each other, with a certain limit in terms of their operating characteristics, distinguished from other systems, or related to the external environment from subsystems. The information needs also differ in different branches of the organization due to their different activities, working styles and differences in their structures, and as a result, the information systems of different qualities in organizations classified according to organizational structure or administrative level, functions, operations or activities, decision support, architectural structure, support areas. Management of businesses with functional structures causes communication problems between departments and unimportant competition. In process management, organizations directed in the direction of a horizontal structure that simple to communicate in system approach. The steps of process management are: Determination of processes, Identification of the processes and presentation of the current situation, Identification of process owners and formation of teams, Identification of relationships between processes, Determination of key processes, and Determination of process performance indicators(ibid).

#### **2.4.Dimension of Organizational structure of Structure of Sport**

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

 **Complexity:** - Complexity is the extent to which a sport organization is horizontally, vertically, or spatially (geographically) differentiated. Sport organizations are horizontally

differentiated when work is broken down 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 fewer levels of hierarchy and 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 variation is when the dissimilar purposes (or departments) of the organization take place in dissimilar locations (Slack Parent, 2006). As differentiation increases in an organization, so does the complexity. In other words, difficulty maximizes when an organization has many departments, multiple levels of authority, and physical separation between members. Poor communication, coordination, and supervision are a few of the problems organizations face when they become too complex.

✚ **Formalization:-** A means to control the amount of discretion individuals or groups have when performing job functions (Slack, 2006). Written documents, such as job descriptions, codes of conduct, and policies and procedure manuals, direct and control staff member behaviour. As slack (2006) stated formalization refers to the extent 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 clarifies the tasks of individuals and the organization becomes less dependent on key figures to maintain its operation. Of course, it is not possible to develop formalized rules and procedure for every situation that may arise. However, some principle can be introduced as guidelines for the practices of an organization (Slack, 2006). 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. Mintzberg (1979) stated that at a time all power for decision rests at each point in the organization eventually in the pointers 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

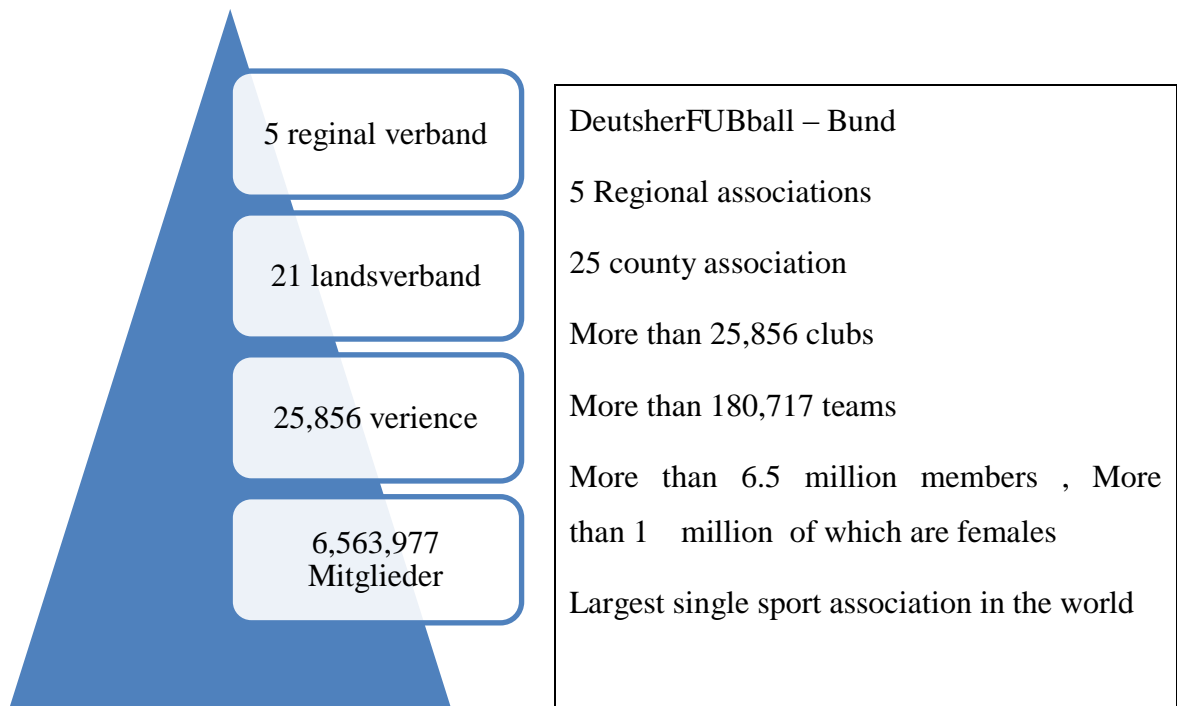
decentralized governing body, decisions are made by a greater number of people at lower levels in the organization.

✚ **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, 2006). Speciality of roles furthermore means that persons with various values and competencies occupy different positions within the organization. This can make various approaches to organizational exercise. Specialization implies that people become more skilful 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 analysed in terms of technical procedures, administrative procedures, workplace arrangements, equipment and tools, among others.

## **2.5.Organizational Chart**

The national football federations which are responsible for promoting, strengthening and enhancing the development of national football have their own organizational chart, with the majority of them are using pyramid shape or tree shape organizational chart. Accordingly, the organizational chart of the federations shows the working relationship of individuals and units, as well as the local, continental and international relationship.



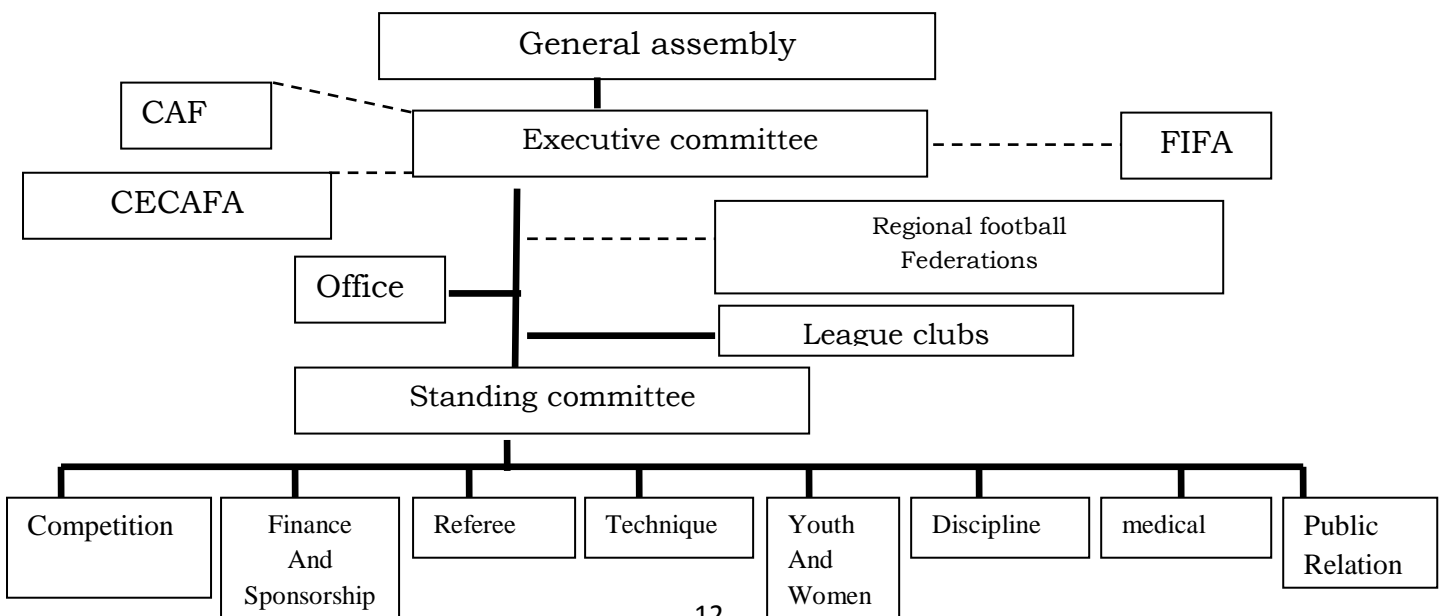
Source: FIFA Reports, 2013

Figure 1 Structure of Germen Football Federation (DFB)  
Regional and county Association

- 5 Regional Association
- 21 county Association k
- League Association DFL

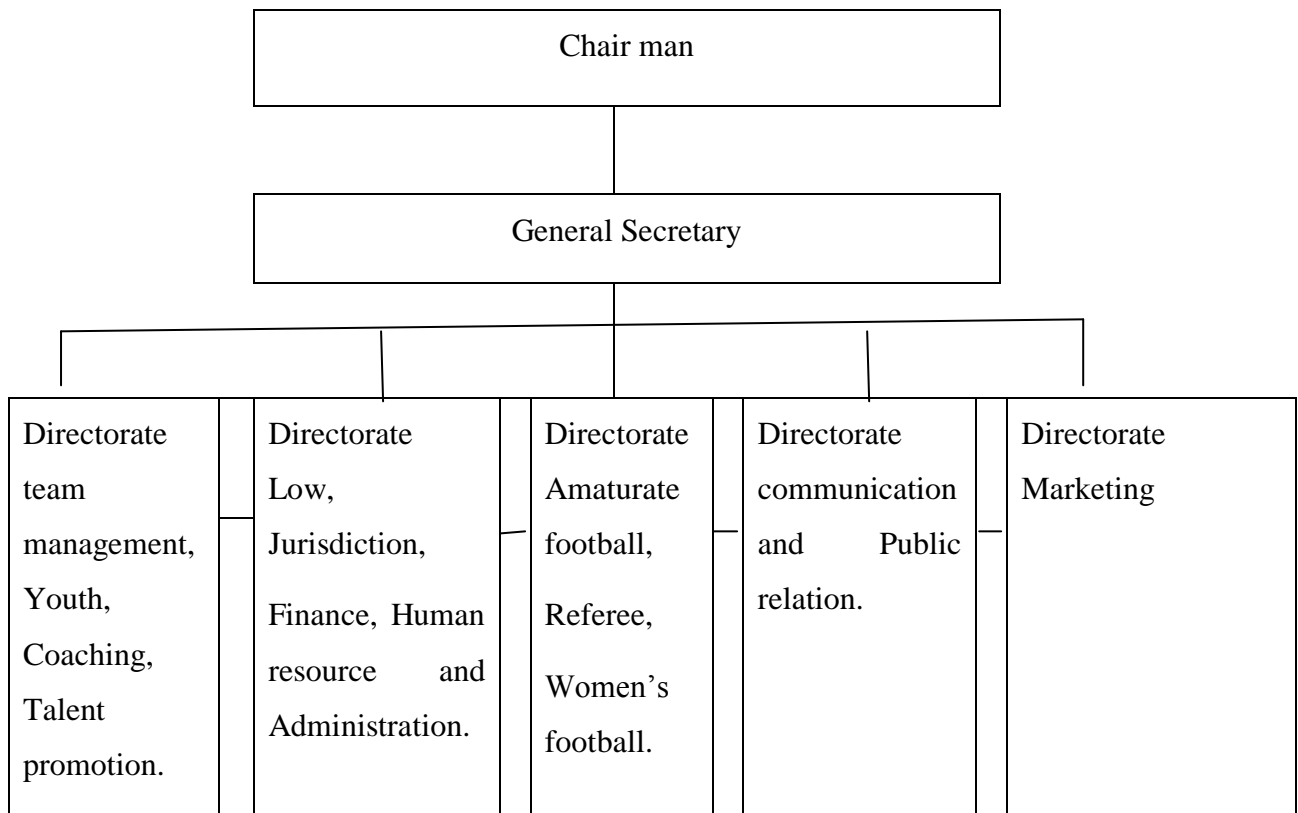
## 2.6. Ethiopian football federation Organizational chart

The Ethiopian football federation organizational structure which mentioned below is established in 1991 E.C. It indicated only the classification of standing committee but the federation has different departments right now.



## 2.7. Departmentalization

National football federations have different departments that handle the day to day operations of the federations, And in some countries each unit is organized independently, while in other countries it is coordinated.



Source: FIFA Reports 2013

**Figure 2 Organizational Structure**

## 2.8. Constitution of Sport Organization

When any sport organization is established to expand, promote and develop a country sport there should be a set of rules and regulation a head of time. If one sport organization has its own rules and regulation it gives guide to decide the number of members that should be involved in sport federation, specifies their activities as well as the responsibilities of each members. so that a sport federation without rules and regulation is like the moving ship without leader. In connection with this issue Roger and Richard (2001) stated: The foundation of most sport organization is the constitution, often referred to as to rules or the statues. The constitution sets out the aims and objectives of the organization and lays own the manner in which it should conduct it business. By and large the constitution can prescribe how the members of the organization wish it to be organized. Once determined and enshrined

in the constitution. The rule must be followed. They can only be changed in a predetermined manner which is laid down in the constitution. The stability of the organization depends on people “not being able to move the goal posts during the match.

### **2.9.General Assembly**

The national football federations which are responsible for expanding, strengthening and promoting the development of a national football sport will have a general assembly that conducts various decisions to be implemented by the federation. And also approves the federation physical, financial plan and audit report. The general assembly that conducts various decision at regular or emergency meetings. Regarding this issue Boillat and Raffaele (2014) stated: ‘Power balance between stakeholders in the national association general assembly Representation in an association’s general assembly is important .An association is usually headed by two main governing bodies: the general assembly (or council, congress, etc.) and the executive committee (or board of directors).’

The general assembly is the supreme and legislative authority of a national association. It is the meeting of the representatives of all members of the association. For example, duties of FAS Council, as presented in FAS statutes, include: ‘to make, adopt or amend the FAS Constitution’, ‘to approve financial statements’, ‘to approve annual budget’, ‘to admit, suspend, expel or revoke a Member’, and so on. In addition, general assembly does usually elect the members of the executive committee. The general assembly takes place once a year, but extraordinary assemblies can be organized upon special request.

As a national association governs, at least in theory, all football activities of a country, its general assembly usually gathers a large number of members since the bodies represented are numerous (leagues, clubs, regional associations, interest groups, etc.) Furthermore, each body may have a large ‘

### **2.10. Executive Committee**

Various functions and authorities are tasked with carrying out in sport federations and are often the forefront of the organizers of these functions is the executive committee. The executive committee working different tasks throughout the year. The tasks which are given from the general assembly and finally the accomplishment of the activities are reported to the general assembly. Regarding this aspect Roger and Richard (2001) stated ‘The pattern of an organization structure has strong influence on the development of executives. Managers at different levels are continuously trained developed and tested for assuming greater

responsibilities and meeting new challenges of managerial positions. There is bound to be proper management development program in the enterprise.’’

### **2.11. Standing Committee**

Governing body of international football, which is FIFA has different standing committees they accomplish different tasks. In connection with this aspect FIFA statutes ( 2013) stated: Finance committee, Audit and compliance committee, strategic committee, Event organizing committee, Referees committee, Medical committee, Development committee, Stadium and security committee, Marketing committee ,media and Television committee, Players status committee, committee for fair play and social responsibilities. The chairman and deputy chairman of standing committee shall be member of the executive committee with the exception of those of the audit and compliance committee who may not belong to the executive committee.

### **2.12. Stakeholders in the National Association General Assembly**

The participation of stakeholders in national association is very important to develop a country football. However the stakeholders of the national associations are different one nation to the other. Regarding this Boillat and Raffaele (2014) stated:‘’The representation of stakeholders other than the top tier leagues or clubs in national association general assembly also greatly varies according to country.’’For example, while only the regional associations are part of the FCF (Cape Verdean association) General Assembly , the SAFA (South African association) includes three main types of stakeholders: the National Soccer League (NSL, South African top tier league), fifty-three regional associations and twelve interest groups (football doctors’ association, coaches’ associations, school football, university football, army football, veteran football, corporative football, deaf football, intellectually impaired football, festal, supporters’ association, players’ associations)’’

Sport federations should work with stack holders, which can support them with knowledge, finance and material.connection to this issue RutaCavenaghi (2012) cited: The management of sport requires addressing the organization structures and systems, considering simultaneously critical environmental issues, challenges to decision-making, demands from multiple stakeholders, the changing environment and board leadership. The shortages of management resources that the sports organizations have develop their strategy in opposition to their corporate counterparts (Ferkins, Shilbury, & McDonald, 2005).

### 2.13. The Number of Members at National Association General Assemblies

The numbers of member's general assembly of the national football federation of states varies according to the composition of the federations of the countries, while some of countries are large; others are medium and low numbers of general assembly members. Regarding this issue Boillat and Raffaele (2004) stated:

**Table 1 Member of National General Assemblies**

National Associations	Number of members At general assembly
Norway(NFF)	350
England(FA)	100 -110
Spain(RFEF)	180
Senegal(FSF)	N/A
Tunisia(FIF)	N/A
Australia(FFA)	10
New Zealand(NZF)	7
Ethiopia(EFF)	146

**Source:**Boillat and Raffaele(2004)

### 2.14. The Formation of League Company

The relationship and coordination between the national football federations and the league determines the development of football of the countries and the relationship requires legal form that may organize the federation and the league together or separately. In relation to this point Boillate andRaffaele(2014) stated “In present-day football, question of the relationships across national football associations and professional leagues is paramount.” It raises crucial governance issues such as income distribution, representation and political power. Ultimately, the ways in which these relationships are governed heavily impact football development throughout the world.

The legal form of a league consists of its legal designation. Every state having its own allowed system, various legal forms can be creating. Nonetheless, with respect to football leagues, these legal forms are often the same. Commonly speaking, two groups may be illustrious: the association model and the different entity model. In the association model, leagues have the similar legal form as the country federation to which they belong. In legal terms, an association is the grouping of persons or other entities (for example football clubs) with a common purpose. With regard to football leagues or associations, associations regularly (8) require membership, written rules and statutes, and the yearly organisation of a general assembly to which all entitled members may participate and vote<sup>1</sup>. Any association affiliated to another association. In such a case, the affiliated association must follow the rules of the parent association. Furthermore, in football, most organisations are non-profit associations. This does not mean that they have no economic activity, but rather that they must reinvest their profits in the association as they cannot pay dividends to members(ibid, 2014).

The second group, the differentiate entity model, refers to leagues for which the legal form is that of a company with an independent ownership structure. The decision making power belongs to the shareholders. Consequently, in the separate entity model, the association is usually less involved in the running of the league. Most of the time, clubs are the main shareholders of the league. However, the association can also be one of them, if not the only one. The association can thus maintain strong influence in decision-making. Beyond the ownership structure, leagues and associations in the separate entity model still maintain close relationships with regard to some specific competences usually managed by the associations such as the appointment of referees, disciplinary processes and the rules of the game. The leagues in the separate entity model can have different legal forms depending on their business activities, but also according to the legal system of the country in which they are located. Yet, most of the leagues organised as a business owned by shareholders are limited liability companies. These companies usually have nominative shareholders and only specific entities (for example clubs competing in the league) can own shares. Most national associations have the legal form of an association. However, in some cases (like the FA – English association – and the FFA – Australian association), the national association has the legal form of limited liability company (ibid, 2014).

## **2.14.Importance of Organizational Structure**

When we say about the starting time of organizational structure, it started before along years ago. Organizational structure is the foundation of any organization. It determines the relationship between individual-to-individual, department-to-department and organization to organization. Any football federations should make clear and define organizational structure to achieve their goal. Organization chart contains of functions, responsibilities, authorities, relationships, and communications of individuals of employees and management within each department. The modern depiction of structure is the organization chart. According to PielkeJr, R. (2013) The formalized organizational chart was been formed since 1854, by Daniel McCallum, who used organization structure to create a sense of standardized flow of departments and positions that are align with respective individuals skills and knowledge as result, the organization chart formed a clear line that showed the authority of supervisors as well as the communication flow available for the subordinates to their immediate supervisors Having an organization structure is for purpose of being organized is to achieve goals and objectives by fully utilizing available resources. Being organized is the process by which the work is divided among departments and employees, and these department and jobs are linked together to form a unified system. It shows the organization design of the company. This organizational design also shows the chart of the company. Also, included the work specialization, chain of command, span of control, degree of centralization, and not forgetting the departmentalization of an organization.”

### **2.14.1. Types of Organizational Structure**

PielkeJr, R. (2013) stated that there are four types of organization structure at which common that, any organization would use for their company. The four structures consist of Entrepreneurial structure, Functional structure, Matrix structure and Divisional structure.

- First, the entrepreneurial organization structure is an adapting structure that brings activities of management and process that related to gaining profitability upon specific opportunities. This structure hold strong management process accordingly in order to gain necessary speed, agility and creativity to utilize opportunities. From the entrepreneurial structure, it is clearly understood that departments are diversified at wide range where the link between departments are several and each top management departments resembles other sub-departments that lay under them for example like the operation department which holds warehouse & logistics department and quality assurance department.

- Secondly is the functional structure where an efficient workflow depends on the integration of various tasks within the organization. Most firms use this basic approach in structuring their organizations. The functional approach is straightforward and usually effective in practice. Functional Structure usually best and more suitable for either medium or small sized businesses that do not have wide range of products or production requirements. The functional structure works well for organizations who suggestions products or services that are solitary. Below shows the illustration of a functional structure: From the diagram illustrating the functional organization structure, Functional structure can be described as an organization structure which hold minimum departmental sections and are not complicated with linking each top management departments with more sub-departmental divisions relating to the respective departments. This type of structure is best applicable by organizations that consists small number of organization members.
- The third type of organization structure known as the Matrix structure often used for short periods to solve a problem or complete a project. It can be a stable preparation in business where job assigned by project, cutting across functional departments. In this structure, individuals have more than one boss.
- Divisional structure a kind of an organizational structure that characterized by divisions inside an organization. The Divisions made to facilitate large sized organization that are either manufacturing more than one product or operating in more than one market or in geographic area.

## **2.15. Factors that Influences Structure of Sport Organization**

The structure of sport organization should influenced by many factors. Among the factors that influence structure of sport organization the following are evident in football.

**A. Organizational Strategy:** -Australian Sports Commission (2004) suggested that strategic plan is a document that designed to give the sporting organization some direction over a desired period (for example four years). Strategic planning is the maculation of strategy to assist management in planning to take advantage of long-range organizational goals. In general a strategic plan incorporates the following areas:- Vision, mission and values, Key stakeholders , Key result areas , Long-term objectives and rationale , Strategic priorities, Key performance indicators , Multi-year summary of strategic priorities , and Implementation framework. All sport organizations formulate strategies: - the may be deliberate or emergent. Deliberate strategies are intended course of action that realized. In

contrast, emergent strategies those that are realized but not necessary intended. In is of course, Possible that deliberate strategies, as they become realized may become in part emergent strategies in time get formalized as deliberate. In summary, strategy may then be planned and deliberate, it may emerge as a stream of significant decision or it may be some combination of both. In any of these situation organizations decision makers base their choice of strategy on their perception of the opportunities and threats in the environment, and the internal strengths and weakness of their organization According to Slack (1997) the following are factors affecting the structure of sport organization:

- B. Environment:-** A dominant theme in the study of organization is that the environment in which an organization operates influence its structure and processes. To be effective, an organization must adapt to the demands of its environment. According to Slack (1997) organizational structure divided in to two type of environment: general environment and task environment.
- **General environment:-** It includes those sectors which, though they may not have a direct impact on the operations of sport organization can influence the sport industry in general ways that ultimately have an impact on the organization. The general environment of sport organization included as:- Economic factors; the general economic conditions in which a sport organization operates.
  - **Political Situation:-** The prevailing political situations, the extent to which political power is concentrated, the ideology of the party in power are all factors which can influence a sport organization.
  - **Socio-culture:-** Socio-culture factors that influence a sport organization include the class structure of the social system, the culture in which the sport organization exists, traditions of the area in which the organizations is situated.
  - **Task environment: -** A sport organization's task environment is made up of those aspects of its general environment that can impact upon its ability to achieve its goals. Typically included in a sport organization's task environment are such group members, fan, staff, suppliers, competitors and regulatory agencies. In contrast to the general environment, which is more removed from the sport organization, the task environment is of more immediate concern to the sport manager, because it contains those constituents that can strongly impact the success of the organization.

As the author of this study trust, success of football clubs as an organization should be influenced on task environmental factors like group members cohesion and fan identification.

As Caron (1993) Stated that group cohesion is a dynamic process which is reflected in the tendency for a group to stick together and remain united in the pursuit of goal and objective. It is the elusive ingredient that changes a disorganized collection of individual into a team. According to William (1985) team cohesion in an organization makes:-

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

Fan identification is also an important factor of numerous affective, cognitive, and behavioural reactions in sport context identification with a sports team involves the spectators' attachment to a sport team. In this sense, sport team can generate high level of identification among customer, compared with other service. According to the Krohan, et.al (cited in Kyaw, 2007) there are three types of sport fan. First type is that some sports fan like to attain sporting event not only to witness an event, but also to be part of the group and to be included in the overall atmosphere of the game. The others two type of fans are fans, which are attending to enjoy the excitement of athletic competition. As fan identification and belongingness with a team increase, the collective self-concept or group esteem tends to be higher among groups with strong attainment to a team.

## **2.16.Human, Finance, Material and Equipment Resources Management**

Football federations to reach the high level that they need to achieve, they should have enough human power, finance, material and equipment. But human, finance, material and equipment resources need not only be manipulated, but also properly managed and use. Regarding this issue Megheirkouni, M. (2019) stated“Managers need to govern the proper skills and knowledge. Manage, lead, coordinate, decide - it must understand. Management, in addition to science, it is also art. It needs art of creating, governing, managing, organizing, forecasting, planning, designing, can be considered a part of art. Management is, de facto, the Sciences and Arts. Science and art are absolute, as they work in synergy, not to put out. No art by science, or science with creation, the dose of art.” Human resource management in sport is a new theoretical, scientific and practical approach, which on the one hand, refers to

the management of athletes by coaches, team of experts and sports scientists, on the other hand, the efficient and effective management of the entire sport organization by control in sport, sports managers, marketing managers and sports volunteers. Management of sports involves the study of disordered and proven knowledge of how a sports organization succeed its goals, procuring, distributing and the use of limited human, material, information and financial sources of its success. Becoming of a systematic, scientific-structured knowledge of sports management is related with the growth of professionalization of sport and its rules determination -service market economy, and the urgent of management science, first in the profit sector, corporate business, and then, and it's step being to the sector of non-profit public and private sector. Start sports management as a scientific field related with the 1980s for years (Bittel, 1988). During the 1990s the administration of sports, athletics and recreation is in a serious state of transition, the 1970s and 1980s of years, due to the expansion of opportunities and the commercialization of sport, the demands have grown to discover effective and efficient ways of managing sports organizations. After the 1970s a lot has changed in terms of sports Management Company. The five functions of management (planning, organization, personnel management, management and control) are present in areas of activity of each manager. Legal Aspects of Sport; Economics of Sports; Management of sports facilities and events; Governing bodies and structures in sport; Practical experience in sports management. At today's high stage of sports achievements in the world, and the implementation of sports science and simulation technology, more focus is paid to human resource management in sport and business positions in sports organizations. In this regard, it is generally known that the high level of sports science, training and management technology, directly caused by the human resources in sports organizations. Same as is known, that without adequate qualified and creative human resources cannot be implemented development policy, science and technology in any control system in society, and consequently even in sports, because, as you know, people are agents of the reform , development and progress. In the contemporary theory and practice of sport, it is considered that the development trend of modern sports results is the origin of high competitive effectiveness.

### **2.17.Management of Volunteers**

In national federations, there are volunteers and fulltime employees often disagreement between volunteers and fulltime employees due to lack of clearly defined duties and responsibilities. The members of the board meet at certain times of the year. Most of the work

is doing by fulltime staff. So that the duties, responsibilities of each individual and departments kept clear and there must be defined guideline that creates a work report. In connection this aspect Roger and Richard Palmer (2014) stated "Where a NOC or National federation employees persons to act as executive directors, technical directors, coaches or the like, there can be difficulties in the relationship between these employees and volunteers. Conflict can occur when responsibilities and Authorities are not clear." They can occur because of personality conflicts or differing options on goals and strategies. Board, which may meet only a few times a year, may feel the fulltime employees are running the organization their way, rather than being subordinate to the board. Thus for every organization that depends on volunteers, it is extremely helpful if the employees, the volunteer the board and executive committee are clear about their roles and authorities and whom they report. Most important, an attitude by all to work cooperatively for threw well of sport, to support and encourage each other's, efforts and to recognize the contribution of each is paramount for success.

The leadership of the organization has on important role to play to ensure these conditions are meeting. These main process elements seen as an application of a structure like a living organism that gathers the basic components of football. According to JarostawDomanski (2011)without volunteers, they may not be able to deliver these outcomes (Akingbola, 2006). Additionally, due to the increasingly episodic nature of volunteering and a decline in volunteer numbers, organizations often find themselves in a position where they are accepting volunteers who do not possess the necessary skills to carry out a particular role (Taylor & McGraw, 2006) which makes volunteer training all the more important. It is also important that volunteer managers and/or coordinators facilitate frequent interactions between paid staff and volunteers to ensure that volunteers feel supported by the organization's employees.

Taylor & McGraw (2006) and Hidalgo& Moreno (2009) study's the findings provide significant practical and research implications for organizations relying on volunteer labour. At a time when volunteer organizations are struggling to retain their volunteers and attract new members, the study highlights the importance of support and engagement of key stakeholders to ensure the on-going commitment of volunteers. For example, volunteer organizations should spend in training in their annual budgets to carrying out induction programs to facilitate volunteers' timely adjustment into their role.

While non-profit organizations are typically under-resourced as identified in this study, may focus more on other areas of their business than on developing their volunteer human resources, training and development is often instrumental in allowing organizations to provide their services, and should be made a priority by organizations. Moreover, due to the increasingly sporadic nature of volunteering and a decline in volunteer numbers, organizations often find themselves in a position where they are accepting volunteers who do not possess the necessary skills and ability to perform a role which makes training and development all the more (Taylor & McGraw, 2006).

## **2.18. Women Participation in Sport**

Sport federations needs actively involve women in their organization in order to achieve their goal. International Olympic committee also promotes women participation in sport.

According to Roger and Richard (2001) "The international Olympic committee strives to promote women's participation in sport activities and the Olympic Games. Sport, whether competitions sport or sport for all, has become a social force with a major impact on the structure of society and the condition of women." Sport belongs to all human being. It is important to women and men as sport provides opportunity to learn, to experience success teamwork and moment of excellence. Women still under represented in countries where cultural traditions limit their advancement. However, we will see more and more women either choosing to take up a sport, or breaking with the norms of their society or staying within them. The speed of women advancement in sport, which started, does of course vary, but it is important that is underway more or less everywhere. However, many obstacles remain to overcome. At the political level, and particularly in developing countries, the process is hampered by economic difficulties which place access to sport well behind the fight against poverty, and the improvement of health and education.

And also regarding to women participation in sport Q Christine E. Wegner Gareth J. Jones Jeremy S Jordan (2019) cited 'The results of the present survey indicate that a large amount of work outside of contracted hours, which supports the conclusions of York et al., 2017 that employment conditions are not "family friendly". Human resource (HR) practices and limited resources for HR managers in sport organisations may assist in retaining women within the sport science field. Practices associated with equity-HRM and perceived organisational support (such as employee accomplishments and appreciation of employee effort) have been found to influence women's intentions to stay at a sport organisation.'

## **2.19.Financial Management**

It is impossible to develop football without sufficient financial resource and proper financial management so that it is necessary to implement sports structures to enhance and strengthen the financial capacity of the federation. Regarding this issue: (UEFA, 2018) cited available from <http://www.uefa.com>. The top management unit of football requires professional teams to continually improve the management standard, achieve organizational levels that increase economic and financial opportunities, bring more discipline and rationality to football accounting, and achieve effective management and organizational skills through income generated by football. These demands from UEFA brings a methodical approach to organize existing sports facilities in the framework of today's business principles with organizational structure of football, management styles, sportive, financial, legal and sportive substructure, in other words institutional management to the agenda. Today's businesses include applications such as Total Quality Management, Core Capability, and Benefits from Outsourcing, Change Engineering, Benchmarking, Downsizing and Stage Reduction, Matrix Organization Structure and Project Management. In our age, asserts that businesses are accepted as living organisms. Businesses that are aware of this change today have begun to prefer to transition from a result-oriented work system to process management, closely following customer expectations in order to exist in the future as well.

Continuous control and improvement of the process and long-lasting and stable determination of the error-free results are necessary. (York et al., 2017)emphasized that if management does not establish systems to improve processes, it will fail in the results. The process is a sequence of related activities and operations that start with an input and produce a needed output by adding value.

### **2.19.1. Association model: Level of National Association Involvement and Financial Relationships with the National Association**

Football federations need a legal frame work in order to monetize and manage their revenue. Connection to this pointBoillat and Raffaele (2014) stated “National federations and league needs a model to manage financial issues and other administrative issues.” In addition to the structure that they form jointly and separately, .On the other hand when theleague financially dependent on national football federations, the federations funds the leagues and the leagues operates the other administrative activities. Whereas, when the leagues are financially self-sufficient, the leagues take over the whole of the financial and other administrative issues.

According to Boillat and Raffaele(2014) ‘‘The second key criterion to describe the structural model of leagues is the level of association involvement from a management perspective. In the association model, two major distinctions made’’

- Association model with national association management: An association model with national association management meaning that the league totally managed by the national football association. The league does not have its own statutes; it cannot govern by a specific board or executive committee and usually does not have a specific administration. In this case, the league is not a distinct legal entity and generally does not have specific statutes. A standing committee (competition committee, league committee, professional football committee, etc.) or an office within the national association structure and without a separated administrative delegation handled the management of the league. For example, this is the case in Zambia, Ivory Coast.
- Association model with self-management: An association model with self-management means that the national association delegates the management of the league to an affiliated association. This association has its own governing bodies (board/executive committee), statutes and administration. The association model with self-management can be more separated into two sub-categories in accordance with the level of financial independence vis-à-vis the national association to which they belong:

### **2.19.2. Revenue of Sport Organization**

According Barbora and Simeckova (2020) The income generations of sport organization as follows:

- Sport Broadcast: Football federations’ needs to see various aspects like, sport broadcast, sport law, and sport licensing, sponsorship and marketing in order to strengthen their financial capacity. In related to this issue Barbora and Simeckova (2020) cited Sport Broadcasting – and sport television in specific – is one of the primary (if not the primary) driver of the business of sport. It contains sport television and web casting. While some leagues are still gate-driven (dependent primarily on ticket sales to make a profit), leagues such as the NFL receive more money from television rights than any other revenue stream.
- Sport Law: Contract management – both with highly paid players and with sponsorship and other commercial agreements, including broadcast contracts – has become a defining characteristic of the business of sport. For that reason, in addition to increasing

importance placed on finance, marketing and salary cap professionals in recent years, lawyers and legal specialists have emerged as critical players in most professional sport organizations.

- **Sport Licensing:** Sport licensing covers everything from the licensing of merchandising rights (i.e. Reebok having the rights to market and sell replica jerseys in the NHL) to the licensing of video games (EA Sports licensing the FIFA name and logo for FIFA 11, as an example). It entails the formal process of issuing a license, typically governing sales or marketing or branding rights. In the business of sport, licensing almost universally involves written permission or consent in the form of a license. The vast majority of Sport Licensing in North America is in the area of sport merchandising or apparel by manufacturers or professional leagues or collegiate institutions.
- **Sport Media:** Sport Media typically includes newspapers, television, radio, magazine and their online applications. The branch of the business of sport has expanded significantly since 1995 and the rise of Internet, and with it, sport web sites and blogs.
- **Sport Sponsorship:** In most sport organizations, Sport Sponsorship accounts for a significant percentage of revenues, often second only to ticketing in gate-driven businesses and third behind ticketing and broadcast in the most complicated of leagues that carry strong broadcast partnerships.
- **Sport Television:** Sport television is the primary distribution channel for the sports entertainment sector and is by far the primary driver of revenues for leagues such as the National Football League in the U.S. It is the way most fans "consume" professional sport, in some cases by a factor of 20:1 compared to in arena attendance.
- **Marketing** is one of the ways to get revenue, so that sport federation should provide their goods and services to sell and should strengthen their capital.

## **2.20.Facility Management**

Football federations must have stadiums which owned by clubs .These stadiums should give safety and comfort of the athletes and spectators and also they must get recognition by the responsible bodies to give permission to conduct international competition. In addition the federations must assist the clubs to own their stadiums and the stadiums should not give services before the construction is completed. Regarding to this aspect Roger and Richard (2001) stated “There are several indoor stadiums with removal roof to allow sport to be played “ out door” When the weather is good and indoor at other times. Spectators convenience and service at new stadiums has developed enormously – Whether quality

seating , private boxes , quality sound systems better food concessions – all improved so as to keep the spectators coming to events. If the facilities are to be used for international competitions, be sure you understand the IF requirements.’’

### **2.20.1. Designing and Planning On Facility**

Management for the provision of equipment and amenities involves important dedication on the part of the facility management to generate events that have value and to present them in the most attractive, most convenient and safest environment possible. The facility management entails a wide array of disciplines, including, but not stop to, planning, designing, leasing, space planning, project management, capital management, construction management, property management, facility marketing, building and operations management and real estate acquisition and planning and disposal (Teicholz and Noferi, 2002).

Moreover, a facility manager must provide and maintain safe equipment and facilities and timely search out for problem or other hazardous conditions prior to use. Upon the finding of problem, the facility manager must remove the defective equipment or avoid the use of unsafe facility until the problem is corrected (Appenzeller, 1993). The facility management entails every direction of confirming that a building is operating efficiently in terms of safety, revenue production, tenant satisfaction and preventive maintenance.

### **2.21. Football Development**

To confirm the development of football a country, there are different pillars. Among these various pillars policy development, financial strength, coaching development and the level and participation of national and international competitions.

According to Barney . J, (1991)The sport policy factors leading to international sporting achievement can be categorized under the following nine ‘pillars’: financial support, integrated approach to policy development, foundation and participation, talent identification and development system, athletic and post-career support, training facilities, coaching provision and coach development, national and international competition and scientific research.’’

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1. Research Design**

The main objective of the study was to analyse the current status of organizational structure and management of Ethiopian football federation. Descriptive survey method has been employed to analyse the collected data. As its nature, this method is appropriate to define, describe and understand the strength and limitations of the Ethiopian football federation regarding to organizational structure and management. It was a triangulation of research techniques, which refers to a combination of mainly qualitative and quantitative methods of data collection and analysis. This method is more appropriate to gather variety of data related to the study and to analyse the data in mixed type of quantitative and qualitative approach (Creswell, 2003).

#### **3.2. Research Methodology**

In order to attain objectives of the study, valuable information had been gathered from different sources. Besides triangulation of various data gathering tools used to obtain relevant information, intensive reviews of related literatures were made to support the study with empirical knowledge in the area.

The primary and secondary data sources had been used regarding to the instruments of data collection. The combination of the primary and secondary information from different sources or employing multiple instruments of data collection techniques increase the credibility of the research findings and minimize the risk of mistaken conclusion.

##### **3.2.1. Primary Data Source**

The primary resources were the Ethiopian football federation employees, executive committee, premier league club coaches, premier league club managers, female first division coaches, youth coaches and international referees.

##### **3.2.2. Secondary Data Source**

In addition to those of the above mentioned primary data sources the researcher obtained the data from secondary resources like, journal, articles, books and internet materials.

### 3.3. Method of Sampling

#### 3.3.1. Population of the Study

There were 156 target populations which includes the Ethiopian football federation employees, executive committee, premier league club coaches, premier league club managers, female first division coaches, youth coaches, international referees, men and female main national team coaches.

#### 3.3.2. Sample of the Study

The total number of participants were 156, then the researcher selected 111 employers and stakeholders by using Yamane's (1967) formula  $n = \frac{N}{1 + N(e)^2}$ . Assumption for the sampling size determination,  $N =$  sample size,  $n =$  total population,  $e = 95\%$  confidence interval and  $0.05\%$  error. According to Yamane's finite population formula the sample size was 111 participants and  $10\%$  non-response rate  $(11) 111 + 11 = 122$ . Then the researcher selected those respondents through stratified random sampling system. Three football coaches and seven department head respondents were selected the use of purposeful sampling technique to interview.

#### 3.3.3. Area of the Study

This study was restricted Ethiopian football federation main office Addis Ababa, Ethiopia. Which is located Bole road around Wollosefer. Addis Ababa which is the capital city of Ethiopia and the African Union is based. It also hosts the headquarters of the United Nations Economic Commission for Africa (ECA), as well as various continental and international organizations presented.



Figure 3 Area of the Study

Source: Google map, 2020

### **3.4.Data Collection Instrument**

The researcher employed a number of data collection tools to gather the information. It has just for the sake of obtaining reliable sample data, drawing an appropriate conclusion, in turn to formulate valid recommendations and suggestions. Accordingly, three kinds of data collection instruments had used, such as questionnaire (closed ended), semi structured interview (open-ended) and document analysis had been employed to obtain adequate and variety of information for the study.

#### **A. Questioners**

According to kumar (1996) questionnaire is a written list of questions, the answers to which are recorded by respondents. In line with that, a questionnaire used to collect relevant information from employees, executive committee, premier league coaches, premier league managers, female first division coaches, youth coaches and international referees. Accordingly, close - ended questionnaires had been prepared in Amharic to make simple for respondents and to understand it easily.

#### **B. Interview**

Interview guide has been prepared and conducted in order to gain relevant information, which was related with objectives. Accordingly, semi-structured interview questions had been prepared and collected the key informant from 3 male and female main national team coaches and 7 department heads.

#### **C. Document analysis**

Document analysis used to collect data from the actual processes of the football organization regarding the issue of Strategic plan, rules and regulation and law of the game.

### **3.5.Procedures of Data Collection**

The data collection instruments were questionnaire, interview and document analysis. The research identified the sample size of participants, dispatched the questioners and collected, the interview was administered and finally documents analysis was conducted.

### **3.6.Method of Data Analysis**

The organized data had been presented and analysed quantitatively by the methods of descriptive statistics (percentage and frequencies). After analyses, the discussion and interpretation followed. Finally, conclusions and recommendations discussed.

### **3.7. Pilot Study**

To make sure the relevance of the questionnaire 10 respondents were selected from Addis Ababa sport commission and federal sport commission who working in sport association department. Then, the actual questionnaire prepared based on the feedback of the pilot through SPSS alpha coefficient reliable test with the result of 0.831. It was equally important to triangulate the three types of data gathering, namely interview, questionnaire and document analysis they were interlinked and relevance to the study.

### **3.8. Ethical Consideration**

Ethical clearance was obtained from Addis Ababa University College of natural and computational Science Department of sport science. Then after the respondents were informed about the purpose of the study and their role in the study. And their written informed consent were obtained prior to the study commencement. Confidentiality of the information gained from the respondent was guaranteed by omitting their name from the questionnaires and keeping their privacy during their stay in the study.

## CHAPTERFOUR

### ANALYSIS AND INTERPRETATION OF DATA

#### 4.1. Background information of the respondents

**Table 1: Background information of the respondent**

Characteristics	Number of respondents		Percentage
Sex	M	91	74.5%
	F	31	25.4%
Age	18-30	14	11.4%
	31-40	74	60.6%
	41-50	22	18%
	Above 50	12	9.8%
Educational background	Certificate	-	-
	Diploma	34	27.8%
	BA/BSC	46	37.7%
	MA/MSC	42	34.4%
Experience	2-5	39	31.9%
	6-10	54	44.2%
	11-20	16	13.1%
	More than 20 Years	13	10.6%

Source: Survey data, 2020

The above table 2 shows that all respondents 91 (74.5%) were male and 31 (25.4%) were females. And the participants' age ranged from 31-40 years were the vast majorities 74 (60.6%), 18-30 years old age were 14 (11.4%) and 41-50 years old age were 22 (18%) and there were respondents in the age of above 50 were 12 (9.8%). Regarding to the educational level of the respondents is 34 (27.8%) were Diploma, 46 (37.7%) were BA/BSC and 42 (34.4%) were MA/MSC. The experience of the respondents 39 (31.9%) were 2-5 years, 54 (44.2%) were 6-10 years, 16 (13.1%) were 11-20 years and 13 (10.6%) were above 20 years.

#### 4.2.Data analysis from the respondents

**Table 2: Responses to Organizational Structure related questions**

No	Variable	Alternative	Frequency	Percentage
1	Who makes the final decision of the Ethiopian football federation?	General assembly	81	66.3%
		Congress	-	-
		Council	-	-
		Government	41	33.7%
2	How often the general assembly meeting held?	Per year	104	85.2%
		In six months	10	8.1%
		In three months	8	6.6%

Source: Survey data, 2020

Table two item 1 shows that the respondents respond related with final decision of the Ethiopian football federation, The results indicated 81(66.3%) respondents said the final decision maker of the federation is general assembly and 41(33.7%) respondents said government.

According to the above table item 2, 104(85.2%) respondents said the general assembly meeting was held per year, 10(8.1%) respondents said the general assembly meeting was held per six months and 8(6.6%) respondents said the general assembly meeting was held per three months.

**Table 3: Responses to Organizational Structure related questions**

No	Variable	Alternative	Frequency	Percentage
1	Does the Ethiopian Football Federation has its own organizational chart?	Yes	83	68.1%
		No	39	31.9%
		Partially	-	-
2	Which one is the characteristic of Ethiopian football federation organizational structure?	Functional	47	38.5%
		Matrix	67	54.9%
		Divisional	8	6.6%

Source: Survey data, 2020

On the above table item 1, 83(68.1%) respondents said yes means that the Ethiopian Football Federation has its own organizational chart but 39 (31.9%) respondents replied that no.

On the above table item2, the respondents respond related with the characteristic of Ethiopian football federation organizational structure, 47(38.5%) respondents said functional, 67(54.9%) respondents said divisional, and 8(6.6%) said matrix.

**Table 4: Responses to League related questions**

No	Variable	Alternative	Frequency	Percentage
1	Does the Ethiopian football federation has League company?	Yes	106	86.9%
		No	16	13.1%
2	Where from the Ethiopian football federation represent chairpersonof League company?	clubs	76	62.3%
		Ethiopian football federation	31	25.4%
		Regional and city administration football federation	15	12.3%

Source: Survey data, 2020

According to the evidence in table 4 item 1,106(86.9%) respondents said yes, it mean that Ethiopian football federation has League company but 16(13.1%) respondents said no.

According to the responses from the table4 item 2, 76 ( 62.3%) respondents said the Ethiopian football federation represent chairman of League company from clubs, 31 (25.4% ) respondents said the Ethiopian football federation represent chairman of league company from Ethiopian football federation, and 15 (12.3% ) respondents respond that the Ethiopian football federation represent chairman of league company from regional and city administrations football federation.

**Table 5: Responses to Committee related questions**

No	Variable	Alternative	Frequency	Percentage
1	Does the Ethiopian football federation has executive committee?	Yes	122	100%
		No	-	-
2	Does the Ethiopian football federation has standing committee to conduct various activities?	Yes	17	13.9%
		No	89	73%
		Partially	16	13.1%
3	Does the Ethiopian football federation fill immediately, when the members of executive stand and subcommittee missing?	Yes	21	17.3%
		No	101	82.7%
4	Does makes the Ethiopian football federation women participation in executive, standing and subcommittee?	Yes	21	17.3%
		No	74	60.6%
		Partially	33	22.1%

Source: Survey data, 2020

Table 5 shows that, all respondents replied 122(100%) that the Ethiopian football federation has executive committee and regarding to standing committee 17(13.9%) respondents said yes, that means the Ethiopian football federations has standing committee to conduct various activities, but 89(73%) respondents said no and 16 (13.1%) respondents said partially. The

above table implies that, 21(18.9%) respondents said yes the Ethiopian football federation fill immediately when the members of executive standing and subcommittee missing, but 90(81.1%) respondents said no the Ethiopian football federation not fill immediately, when the members of executive standing and subcommittee missing. The next item shows,21(17.3%) respondents replied yes regarding to the Ethiopian football federation women participation in executive and standing committee and 74(66.6%) repliers said no. And 27(22.1%) repliers said in Ethiopian football federation women partially participation in executive and standing committee.

**Table 6: Responses to human resource management related questions**

No	Variable	Alternative	Frequency	Percentage
1	Does the Ethiopian football federation has enough full time employees?	Yes	18	14.8%
		No	9	7.4%
		Partially	95	77.9%
2	Are the Ethiopian football federation full time employees eligible for educational preparation and work experience for their assigned position?	Yes	72	59%
		No	14	11.5%
		Partially	36	29.5%
3	Does the Ethiopian football federation has enough volunteers?	Yes	30	24.6%
		No	16	13.1%
		Partially	76	62.3%
4	Does the Ethiopian football federation offer job description for a full time employee?	Yes	28	23%
		No	27	13.9%
		Partially	77	63.1%
5	Does the Ethiopian football federation drive recruitment for volunteer service?	Yes	31	25.4%
		No	91	74.6%
6	Does the Ethiopian football federation has a way of encouraging volunteers?	Yes	20	16.4%
		No	15	12.3%

		Partially	87	71.3%
7	Does the Ethiopian football federation provide orientation for new recruits employees and volunteers?	Yes	11	9%
		No	81	66.4%
		Partially	30	24.6%
No	Variable	Alternative	Frequency	Percentage
8	Does the Ethiopian football federation offer on job training for full time employees and volunteers?	Yes	11	9%
		No	27	22.1%
		Partially	84	68.9%
9	How many years of the service time of volunteers of Ethiopian Football Federation?	one term	7	5.7%
		Two terms	33	27%
		Above two terms	82	67.2%

Source: Survey data, 2020

From table 7 item 1, 18 (14.8%) respondents said yes Ethiopian football federation has enough full time employees, but 9(7.4%) respondents said no and 95(77.9%) respondents said partially.

From the above table item 2 , 72(59%) respondents said yes, the Ethiopian football federation full time employers are eligible for educational preparation and work experience for their assigned position, 14 (11.5%) respondents said that no. And 36 (29.5%) respondents said partially they are eligible for educational preparation and work experience for their assigned position. Item 3, 30(24.6%) of respondents said yes the Ethiopian football federation has enough volunteers, but 16(13.1% ) respondents said no and 76 (62.3%) respondents said partially.

From the above table item 4, the respondents respond that, 28(23%) of said yes the Ethiopian football federation offer job description for a full time employers whereas, 17(13.9%) of the respondents replied no and 77 (63.1%) repliers said partially.

Item 5 shows, 31(25.4%) repliers give response yes the Ethiopian football federation drivesrecruitment for volunteer services and 91(74.6%) repliers said the federation does not

drive a recruitment for employees. Item 6 told that, 20(16.4%) respondents said yes the Ethiopian football federation has a way of encouraging volunteers, but 15(12.3%) said no and 87(71.3%) said partially.

Item 7 The above result indicated, 11(9%) of respondents said yes the Ethiopian football federation provides orientation for new recruits employees and volunteers, but 81(66.4%) respondents said no and 30(24.6%) respondents said partially.

In accordance with the above table item 8, 11(9%) respondents said yes the Ethiopian football federation offered on job training for full time employees and volunteers, 27(22.1%) respondents said no the federation does not offer on job training for a full time employees and volunteers and 84(68.9%) respondents said that partially. As the above table item 9 indicated regarding to the Ethiopian football federation volunteers service time 7(5.7%) respondents said one term, 33(27%) respondents said two terms and 82(67.2%) respondents said above two terms.

**Table 7: Responses to Financial management related questions**

No	Variable	Alternative	Frequency	Percentage
1	Does the Ethiopian football federation financially independent?	Yes	37	30.3%
		No	12	9.8%
		Partially	73	59.8%

Source: Survey data, 2020

On the above table 8 item 1 shows, 37(30.3%) respondents revealed yes the Ethiopian football federation financially independent, 12(9.8%) respondents said no the Ethiopian football federation financially dependent and 73(59.8%) respondents said it is partially dependent.

**Table 8 : Responses to Facility management related questions**

No	Variable	Alternative	Frequency	Percentage
1	Who owner the stadia's where the Ethiopian football federation is computing?	Clubs	13	10.7%
		Regions and city administrations	95	77.9%
		Ethiopian foot Ball federation	14	11.5%
2	Is there support from the Ethiopian football federation for clubs to own their stadia?	Yes	24	19.7%
		No	69	56.6%
		Partially	29	23.8%
3	Are the stadia's in service before the construction is completed?	Yes	72	59%
		No	25	20.5%
		Partially	25	20.5%
5	Does the Ethiopian football federation have its own gymnasium for national team's preparation?	Yes	21	17.2%
		No	101	82.8%

Source: Survey data, 2020

The above table 8 item 1 shows, 13(10.7%) respondents said clubs are the owner of the stadia's, 95(77.9%) respondents said regions and city administrations are the owner of the stadia's and 14(11.5%) respondents said Ethiopian football federation is the owner of the stadia's.

Item 2 shows, 24(19.7%) repliers said yes the Ethiopian football federation support the clubs to own their stadia, but 69 (56.6%) repliers said the Ethiopian football federation does not support the clubs to own their stadia. And 29(23.8%) repliers said partially.

On the above table, item 3 shows, 72(59%) the respondents said yes that means the stadia's are in service before the construction is completed, 25(20.5%) respondents said no the stadia's do not deliver service before the construction is completed and 25(20.5%) respondents said partially. Finally, item 4 shows, 21(17.2%) respondents said yes the Ethiopian football federation have its own gymnasium for national team's preparation but 101(82.8%) respondents said no.

**Table 9: Responses to material and equipment management related questions**

No	Variable	Alternative	Frequency	Percentage
1	Does complete the materials and equipment that are necessary for all departments of Ethiopian football federation?	Yes	21	17.2%
		No	16	13.1%
		Partially	85	69.7%
2	Does the Ethiopian football federation has sponsorship for kit of national team?	Yes	94	77%
		No	8	6.6
		Partially	20	16.4

Source: Survey data, 2020

The above table 9 item 1 show, regarding to the materials and equipment, 21 (17.2%) respondents said yes the federation full fill the important materials and equipment for all departments but 16(13.1%) respondents said no the federation does not full fill the important materials and equipment for all departments and 85(69.7%) respondents said partially.

The above table item 2 shows, 94 (77%) respondents said the Ethiopian football federation have sponsorship for kit of national team but 8(6.6%) respondents said the federation has no sponsorship for kit of national teams. And 20(16.4%) o respondents said partially.

**Table 10: Response to Communication management related questions**

No	Variable	Alternative	Frequency	Percentage
1	How describes the working relationship between the Ethiopian football federation and CECAFA, CAF, FIFA and Regional and city administration football federation?	Horizontal	86	70.5%
		Vertical	36	29.5%
2	How describes the working relationship between the Ethiopian football federation and FDRE sport commission?	Horizontal	19	15.6%
		Vertical	103	84.4%
3	Does the Ethiopian football federation via all necessary information on its website?	Yes	90	74%
		No	32	26%

Source: Survey data, 2020

The above table 10 item 1 indicated about the working relationship between the Ethiopian football federation and CECAFA, CAF, FIFA and Regional and city administration football federation, 86(70.5%) of respondents said vertical and 36(29.5%) respondents said horizontal. Item 2 indicated about the working relationship between the Ethiopian football federation and FDRE sport commission, 19(15.6%) respondents said vertical and 103(84.4%) respondents said horizontal.

Item 3 shows regarding to utilization of website, 32(26%) respondents replied yes the Ethiopian football federation via all necessary information on its website and 90(74%) respondents said the federation does not via all necessary information on its website.

**Table 11: Responses to Football development related questions**

No	Variable	Alternative	Frequency	Percentage
1	How do you put the status of Ethiopian premier League Football clubs?	professional	12	9.8%
		Semi professional	70	54.4%
		Not professional	40	32.8%
2	How do you put the result of Ethiopian main male national team at international level?	Excellent	-	-
		very good	-	-
		Good	-	-
		Poor	122	100%
3	How do you put the result of Ethiopian main female national team at international level?	Excellent	-	-
		very good	13	10.7%
		Good	91	74.6%
		Poor	18	14.8%

Source: Survey data, 2020

The above table 11 item 1 shows, regarding to the status of Ethiopian premier League Football clubs, 12(9.8%) respondents said professional, 70(54.4%) respondents said semi-professionals and 40(32.8%) respondents said non-professionals. Item 2 shows, 122 (100%) respondents said the result of Ethiopian main male national team at international level is poor. Item 3 shows that, 13(10.7%) respondents said the result of Ethiopian main female national team at international level is very good, 91(74.6%) respondents said the result of Ethiopian main female national team at international level is good and 18(14.8%) respondents said the result of Ethiopian main female national team at international level is poor.

### **4.3.Data analysis from interview**

The following points are raised by respondents:-

- ✓ Concerning the stakeholders of the Ethiopian football federation the respondents said, medias, federal sport commission, ministry of culture and tourism, Ethiopian Olympic committee, ministry of education and peace makers are the stakeholders of the federation.
- ✓ concerning the formation of Ethiopian women national team at different age level, most of respondents said the federation does not form youth national team at different age group.
- ✓ Regarding to the formation of Ethiopian youth national team at different age level, the respondents said the federation does not form youth national team at different age group.
- ✓ For the question to know, if or not the Ethiopian football federation provides sufficient materials and equipment for all male and female national team which are organized by different age categories, the respondents said the federation does not provide sufficient materials and equipment for all male and female national team which are organized by different age categories.
- ✓ Regarding to the number and the status of professional players of the Ethiopian football federation, the respondents said, there is not enough professional players in Ethiopian leagues.
- ✓ Concerning the number and the status of coaches of the Ethiopian football federation, the respondents said, there is not enough qualified coaches in Ethiopian football.
- ✓ Regarding to the number and the status of main and assistant international referees of the Ethiopian football federation, the respondents said, there is not enough main and assistant international referees in Ethiopian football. In line with the number and the quality of international stadiums of the Ethiopian football federation the respondents said, there is not enough international stadiums that have recognition from CAF.

### **4.4.Documents analysis**

- ✓ Regarding to the establishment and implementation of rules and regulation, the federation established rules and regulation but there is the gap to implementation.
- ✓ Regarding to the strategic plan of the Ethiopian football federation, the federation prepared the strategic plan but there is the gap to implementation.

- ✓ Concerning the lows of the game of the Ethiopian football federation, the federation has its own lows of the game but there is the gap on awareness creation to the concerned body.
- ✓ Concerning to the documentation of the minute of the Ethiopian football federation, the federation does not give attention for using the minute as the document.

#### **4.5. Discussion**

Concerning to the final decision maker of the Ethiopian football federation, 81(66.3%) respondents answered general assembly. So that as Boillat and Raffaele(2004) ‘‘The general assembly is the supreme and legislative authority of a national association. The general assembly, which conducts various decisions at regular or emergency meeting. As to the period that general assembly meeting takes place, 104(85.2%) respondents said per year, In relation to this, Boillat and Raffaele (2004) stated:’’ The general assembly takes place once a year, but extraordinary assemblies can be organised upon special request.’’ Regarding to organizational chart, 83(68.1%) respondents admitted the federation has its own organizational chart. So that concerning to this issue (FIFA report, 2013) ‘‘ Organization chart contains of functions, responsibilities, authorities, relationships, and communications of individuals of employees and management within each department. The advisable depiction of structure is the organization chart.’’

Every football federation should have its own organizational structure which is suitable for delivering and providing its product and service. According to the evidence from respondents, 67(54.9%) said the Ethiopian football federation using divisional structure. In relation to this, Pielke Jr, R (2013) stated ‘‘Divisional organizational structure that is characterized by divisions inside an organization. Divisions are made to facilitate large sized organization that are either manufacturing more than one product or operating in more than one market or in geographic area.’’. Every national football federations need to have League Company in order to develop their football. According to the percentage, 106(86.9%) respondents said the federation has league company. In relation to this point Boillat and Raffaele(2014) stated: ‘‘In present-day football, question of the relationships across national football associations and professional leagues is paramount. It raises crucial governance issues such as income distribution, representation and political power. Ultimately, the ways in which these relationships governed heavily influence football development throughout the world.’’ Football federations could appoint the chairperson of

the league company whether from federation or the clubs. Regarding to this point 76(62.3%) respondents said the chairperson of the league company represented from clubs.

Another point is about executive committee, it is noted from the responses that, 122(100%) the federation has executive committee. Regarding this Roger and Richard (2001) stated: ‘‘Various functions and authorities are tasked with carrying out in sport federations, and are often the forefront of the organizers of these functions is the executive committee. Concerning the standing committee, 89(73%) respondents said the federation does not have standing committee. However,as FIFA statutes (2013) the national associations should have standing committee that performs various functions. ‘‘Finance committee, Audit and compliance committee, strategic committee, Event organizing committee, Referees committee, Medical committee, Development committee, Stadium and security committee, Marketing committee ,media and Television committee, Players status committee, committee for fair play and social responsibilities. The chairman and deputy chairman of standing committee shall be member of the executive committee with the exception of those of the audit and compliance committee who may not belong to the executive committee.’’

The national football federations should fill immediately when the members of executive, and standing committee are missing from their service, otherwise the gap will be occurs to the accomplishment of the activities. In relation to this issue, 101(82.7%) respondents said the federation does not fill immediately when the members of executive and standing missing from their service. The national football federations should give more emphasis for the participation of women in different in different activities in order to achieve their goal and objectives. But 74(60.6%) respondents confirm the federation does no give attention for women participation. Concerning the full time employees, 95(77.9%) respondents said, the federation does not have enough fulltime employees .This, nonetheless has negative impact on the service delivering of the federation. The national associations should give more emphasis for the qualification and experience of the employees in order to achieve their goal and objectives. According to the respondents, 72(59%) confirmed that the employees of the federation are eligible for educational preparation and work experience for their assigned positions. National federations must have enough number of service providers operating in the executive and standing committee. Regarding this, 76 (62.3%) the respondents percentage shows the Ethiopian football federation does not have enough volunteers they are serving in different committee. Another point is that job description of employees and volunteers, In accordance with respondents, 84(68.9%) said the Ethiopian football federation does not offer

job description for a full time employees and volunteers. If this is the case, operators and client services will not understand their duties and responsibilities, and will not have the ability to carry out their duties properly.

Concerning the way of encouraging volunteers, 87(71.3%) respondents said the Ethiopian football federation does not have a way of encouraging volunteers. However, even with volunteers, they need to be encouraged by a variety of incentives to be motivated, even if they offer free services. It is also obvious that every sport federation should offer on job training for employees and volunteers. According to the evidence from respondents, 77(63.1%) said the Ethiopian football federation does not offer regular on job training for employees and volunteers. However, the organisational level, employees and volunteer training can be vital to the achievement of non-profit organisations, as the organisation's capacity to fulfil its mission often hinges on the knowledge and skill. Regarding to the service time of the volunteers in the Ethiopian football federation, 82(67.2%) respondents said the volunteers are serving above two terms. But Volunteers who are serving in sport federation should serve according to elected time. Otherwise, if this is the case, the volunteers who have interest and capacity to serve will not come to the organization. Regarding to the Ethiopian football federation financial status, 73(59.8%) respondents said the federation has not fully financially independent. But any national federation should financially independent in order to accomplish the physical plan which prepared by the federation. The football clubs should have their own stadia's and getting revenue from stadia's during competitions. But according to, 95(77.9%) respondents said regions and city administrations are the owner of the stadia's. The Ethiopian football federation should support the clubs to own their stadia's. Because any professional football clubs must have their own stadia's and if the clubs are owner of the stadia's, the national federation can get the chance to organize the competitions with sufficient stadia's. But 69(56.6%) respondents confirmed no support from federation for clubs to own their stadia's.

Regarding to the service of the stadia's recently, According to the respondents, 72(59%) said the stadia's are delivering service before the construction is completed. But it is obvious that when the stadia's are provided for service before construction is completed the damage will occurs on the stadia's as well as it is contradicted with low of construction. Another point is about gymnasium, It is noted from the responses provided by the respondents, 101(82.8%) said the Ethiopian football federation has no its own gymnasium. But if the federation is the

owner of the gymnasium, it is very important for the physical fitness of the national teams. Moreover, it can be rents and uses as the means of getting income. All departments in football federation need to get the necessary materials and equipment to deliver complete service. But, 85(69.7%) respondents said the Ethiopian football federation does not fully fill the important materials and equipment for all departments. Nevertheless, it is so difficult to deliver services without appropriate materials and equipment's.

National football federation should have sponsorship for kit national teams. This is because it reduces the cost of the federation and the sponsors promote their product and services. So that, 94(77%) respondents said, the federation has sponsorship for kit of national teams. Regarding the communication of the Ethiopian football federation with CECAFA, CAF, FIFA and Regional and city Administrations football federations, 86(70.5%) respondents said the working relationship between the federation and CECAFA, CAF, FIFA and Regional and city Administrations football federations is vertical. This communication is proper because the federation taking rules, regulations and guidelines from CECAFA, CAF and FIFA and down warding rules, regulations and guidelines to Regional and city administrations football federation.

The Ethiopian football federation should communicate horizontally with federal democratic republic of Ethiopia sport commission. Because the FDRE sport commission is one of the stakeholders for the federation and federation is working cooperatively for the development of Ethiopian football to this body. Regarding this, 103(84.4%) respondents said horizontal. Concerning the status of the Ethiopian premier league, 70(54.4%) the respondents said semi-professionals. However, if one nation football league becomes professional, that will increase the viewer count of the country, possible to live transition domestic competitions with broadcast, Increases the income of the clubs and the federation, increases the number of professional players who play from abroad, increases the number of professional players entering the country, helps to form a strong national team. All the respondents, 122(100%) admitted that the result of the Ethiopian main male football national team is poor. If the Ethiopian male football national teams become strong at different age levels, it will increase the participation of male national teams on continental and international competitions following this, it will increase the national team players will get the chance to be professionals, increases the motivation of growing up players to play for national team, it will have positive impact on the image of the country.

Concerning the strength of the main female football national team, 91(74.6%) the respondents said the result of the Ethiopian main female football national team is good. So that when the Ethiopian Female national teams become strong at different age level, it will increase the participation of female national teams on continental and international competitions following this, it will increase the national team players will get the chance to be professionals, increase the motivation of growing up players to play for national team, it will have positive impact on the image of the country.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1. Summary**

The current Ethiopian football federation organizational structure has affected negatively the dynamic nature and development of the football. They have not been amended since the time it was first set. There is problem to selecting and assigning employers and volunteers. There is the gap to providing job description and on job training for employees and volunteers. It's not entirely seen Women participation in the federation executive body and standing committee. The federation is not financially independent and does not allocate sufficient budget that used to deliver appropriate services, thus this is one of the impact for Ethiopian football development.

Stadia's are owned by the regions and city administrations and also these stadia's are not given the required permission to host any international tournaments. This has a huge impact on the development of the Ethiopian Football.

The Ethiopian football Federation does not sufficiently provides materials and equipment for its departments. Moreover, the federation does not also provides sufficient materials and equipment for national teams formed under different age categories. Hence, these factors hinder the development of Ethiopian football.

#### **5.2. Conclusion**

The Ethiopian football federation does not amended the organizational structure since time its first set. The Ethiopian football federation does not have enough trained permanent and voluntary employees. The federation could not manage properly those staff members who are currently under its employment. This has affected negatively the overall football development of the country. It is known fact that the Ethiopian football federation revenue entirely dependent on the financial supports it gets from FIFA and ticket from Premiere League competition. Due to this fact, it does not prepare a working annual budget plan.

Stadia's are owned by the regions and city administrations and also these stadia's are not given the required permission to host any international tournaments. The football federation doesn't promote and support the clubs to own their stadia's. The stadia's are in service before the construction is completed this is the cause to damage for stadia's. The Ethiopian football

federation does not provides sufficient materials and equipment for its departments. In addition to that, the Ethiopian football federation does not provides sufficient materials and equipment for national teams formed under different age categories.

In Ethiopian football, we could not find many professional Players that wanted by African and European clubs in expected number and quality. In the football environment of the country, we wouldn't find any Coaches that train other countries high class clubs and national teams, only few main and assistant referees are active on working on continental and international high level tournaments. Ethiopian football league clubs are yet under government financial sponsorship.

### **5.3. Recommendation**

- ☞ The Ethiopian football Federation shall grow from its lower level organizational quality by making its organizational Structure formed appropriately up to the standard. Hence, the Ethiopian football federation should prepare an improved and amended organizational structure.
- ☞ Ethiopian football federation should select and assign relevant professionals and volunteers as per its structure. It has to provide job descriptions for employees. Prior to that though, It needs to provide on job training for employees and volunteers.
- ☞ Recommend that Ethiopian football federation should strengthen its source of income. It must be self-reliant. It should add more means of income. It should prepare different funding programs, increasing its members to collect membership fee, collecting building rent, buying shares from Premiere League, Television rights, marketing, and sponsorship. The federation must prepare proper budget plan to accomplish its physical plan.
- ☞ Ethiopian Primer football clubs should own CAF accredited stadia's to ensure the development of football in the country. The federation should support and promote clubs to own their own stadia's. Those stadia's under construction must not start to give service before the final hand over of their project.
- ☞ The Ethiopian football federation should provide its departments with sufficient materials and equipment in order to accomplish the activities. It must also fulfil the kits of the national teams that are organized under its auspices in different age categories
- ☞ In order to ensure a sustainable development of Ethiopian football, the Ethiopian football federation should produce multiple professional players that are demanded by high rated African and European clubs, It should also produce couches that are desired by African and international Country clubs and national teams.

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# Appendices

## Appendix - A

### Addis Ababa University School of Graduate Studies

#### Department of Sport Science

#### The questions to be filled by employees and stakeholders

The Purpose of this Research has been to assess the current status of organizational structure and management of Ethiopian football federation.

#### Introduction

This consent form explains the research study you are being asked to join. Please review this form carefully and ask any question about the study before you agree to join. You may also ask questions at any time after joining the study.

Notice:-

- ✓ Not need to write your name
- ✓ For multiple choice items, make ✓ mark on your answer.

Thank You !

#### Part I: Socio Demographic Information (Characteristics of Respondents)

1. Name of organization \_\_\_\_\_
2. Age: A. 18-30 Years  B. 31-40 Years   
C. 41-50 Years  D. Above 50 Years
3. Sex: A. Male  B. Female
4. Educational background: A. MA/MSc  B. BA/Bsc   
C. Diploma  D. Certificate
5. Occupation: A. Employees  B. Member of executive committee   
B. Members of subcommittee  C. Male premier league club coach   
D. Male premier League manager  E. Male national team coach   
F. Female national team coach  G. Female first division coach   
H. Youth football coach
6. Service Year : A. 2-5 years  B. 6-10 years   
C. 11-20 years  D. More than 20 years

## Part II: Organizational Structure related questions

1. Does the Ethiopian Football Federation has its own organizational chart?  
A. Yes  B. No
2. Who makes the final decision of the Ethiopian football federation?  
A. General Assembly  B. Congress  C. Council  D. Government
3. How often the general assembly meeting held.  
A. Per Year  B. In six Months  C. In three months
4. Does the Ethiopian football federation has executive committee?  
A. Yes  B. No
5. Does the Ethiopian football federation has standing committee to conduct various activities?  
A. Yes  B. No  C. Partially
6. Does makes the Ethiopian football federation women participation in executive and standing committees?  
A. Yes  B. No  C. Partially
7. Does the Ethiopian football federation fill immediately, when the members of executive and standing committee missing?  
 Yes  B. No  C. Partially
8. Does the Ethiopian football federation has League Company?  
A. Yes  B. No  C. Partially
9. Where from the Ethiopian football federation represent chairman of League Company?  
A. Clubs  C. Ethiopian football federation   
B. Regional and city administration  D. Football federation
10. Can you characterize the Ethiopian football federation organizational structure?  
A. Entrepreneurial  B. Functional  C. Divisional  D. Matrix

## Part III: Human resource management related questions

1. Does the Ethiopian football federation has enough full time employees?  
A. Yes  B. No  C. Partially
2. Are the Ethiopian football federation full time employees eligible for educational preparation and work experience for their assigned position?  
A. Yes  B. No  C. Partially
3. Does the Ethiopian football federation has enough volunteers?

- A. Yes  B. No  C. Partially
4. Does Ethiopian football federation offer job description for a full time employee?  
A. Yes  B. No  C. Partially
5. Does the Ethiopian football federation drive recruitment for volunteer service?  
A. Yes  B. No
6. Does the Ethiopian football federation has a way of encouraging volunteers?  
A. Yes  B. No  C. Partially
7. Does the Ethiopian football federation provide orientation for new recruits employees and volunteers?  
A. Yes  B. No  C. Partially
8. Does the Ethiopian football federation offer on job training for full time employees and volunteers?  
A. Yes  B. No  C. Partially
9. How many years of the service time of volunteers of Ethiopian Football federation?  
A. One Term  B. Two terms  C. Over two terms

**Part IV: Financial management related questions**

1. Does the Ethiopian football federation is financially independent?  
A. Yes  B. No  C. Partially

**Part V: Facility management related questions**

1. Who owns the stadia's where the Ethiopian football federation is computing?  
A. Clubs  B. Regions and city administrations  C. Ethiopian foot Ball federation
2. Is there support from the Ethiopian football federation for clubs to own their stadia's?  
A. Yes  B. No  C. Partially
3. Are the stadia's in service before the construction is completed?  
A. Yes  B. No  C. Partially

**Part VI: Material and Equipment management related questions**

1. Does the Ethiopian football federation complete the materials and equipment that are necessary for all departments of Ethiopian football federation?  
A. Yes  B. No  C. Partially
2. Does the Ethiopian football federation has sponsorship for kit of national team?  
A. Yes  B. No  C. Partially

**Part VII: Communication management related questions**

1. How describes the working relationship between the Ethiopian football federation and CECAFA, CAF, FIFA and Regional and city administration football federation?  
A. Vertical  B. Horizontal
2. How describes the working relationship between the Ethiopian football federation and FDRE sport commission?  
A. Vertical  B. Horizontal
3. Does the Ethiopian football federation via all necessary information through its website?  
A. Yes  B. No  C. Partially

**Part VIII: Football development related questions**

1. How do you put the status of Ethiopian premier League Football clubs?  
A. Professional  B. Semi professional  C. Non-professional
2. How do you put the result of Ethiopian main male national team at international level?  
A. Excellent  B. Very good  C. Good  D. Poor
3. How do you put the result of Ethiopian main female national team at international level?
4. Excellent  B. Very good  C. Good  D. Poor

## **Appendix-B**

**Addis Ababa University School of Graduate Studies Faculty of Natural Science**

**Department of Sport Science**

### **Semi structured Interview Guide**

1. Which organizations are the stakeholders of the Ethiopian football federation?
2. Does the Ethiopian football federation has enough professional players who competent at continental and international market?
3. Does the Ethiopian football federation has enough coaches who competent at continental and international market?
4. Does the Ethiopian football federation has enough assistant and main international referees who are leading continental and international tournaments and competitions?