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CHALLENGES IN THE MANAGEMENT OF FOOTBALL CLUBS: THE CASE OF ETHIOPIAN FOOTBALL PREMIER LEAGUE

A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES IN PARTIAL COMPLETION OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF SCIENCE IN SPORT MANAGEMENT

BY

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DECLARATION

I the undersigned declare that the thesis entitled " Challenges in the management of football: the case of Ethiopian football premier league clubs" is my original work, under the guidance of Dr. Bezabih W. This thesis has not been represented or submitted here and any other university, as part of the requirement of any other academic degree, all materials and resources used here in, has been duly acknowledged.

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ABBREVIATION

AIDS-	Acquired immune deficiency syndrome
BMM -	British military mission
CAF-	Central African football
CECAFA-	Council for East and Central Africa Football Association
CV-	Curriculum vitae
EFF-	Ethiopian football federation
FA-	Football association
FIFA -	Federation of international football association
GDP-	Ground developing positioning
HIV -	Human immune virus
HRM-	Human resource management
TV-	Television

ABSTRACT

The objective of the study was to examine the challenges faced by Ethiopian Premier League clubs in case of management. The target population of the study was football clubs participating in 2012 participating in Ethiopian football premier league. Out of 16(N=16) of the target populations of the club, five (n=5) clubs were included in this study based on purposive sampling technique. Partakers in this study were administrative employees, coaches, players, and medical personnel from five Ethiopian football clubs that competed in the 2012 Ethiopian Premier League.

Participants from football clubs were selected by using simple random method and asked to fill questionnaires and the questionnaires were collected from the respondents. Interview was also carried out with each sampled club respondents. The total number of respondents participated in questionnaires are 109 from five different clubs. In each football club in minimum 19(nineteen) and maximum 24(twenty-four) participants participated in study. The data was described and evaluated using both qualitative and quantitative methodologies and the study was concluded with the following conclusions; There is a lack of FIFA standard club structure management. There is a lack of and a need for knowledgeable personnel in the club. There is a lack of and need for financial management experts. There is a lack of and need for media related weakly published magazines and advertisement. There is a lack of club relationship with fun in order to pay being member ship and respecting the rule and regulations of the club. And there is a lack of and need for functional management.

Key words: *Management, football, primer league, personnel.*

CHAPTER ONE

1. Introduction

According to, (Andrew, et. al., 2011) states that; a management is a process in which individuals and team work together to enhance organizational goals by planning, organizing, staffing, directing, coordinating, reporting, and budgeting. A management refers to a manager entire leadership style. The skill of management knowledge and abilities will determine how they are handling various challenges.

According to (Boris Kaehler & Jens Grundei, 2019) management is a steering influence on market, production and/or resource operations in an organization and its units that may address both people and non-people issues and is exerted by multiple organizational actors through either anticipatory norm-setting or situational intervention with the aim of achieving the unit's objectives.

Management is a person or group of people who is/are in charge of running an organization. These Managers plan, prepare, direct and manage all of the important sports for the corporation. Managers do not do the paintings themselves, meaning, they encourage others to paint and coordinate and carry out all of the paintings in order to meet the employer's goals. Control brings collectively all six MS i.e., men and women, cash, machines, substances, strategies and markets. They use those resources for reaching the targets of the employer inclusive of high income, most earnings, commercial enterprise enlargement, etc.

Sport management is the sphere of commercial enterprise coping with sports and recreation. Some examples of recreation managers encompass the front office gadgets in professional sports activities, college sports activities managers, recreational game managers, sports activities advertising, event control, facility management, sports economics, sports activities finance, and sports facts.

Correct control and governance of sports companies are key elements on the way to allowing gaming corporations to expand and prosper in completely aggressive and difficult surroundings. Sport is widely recognized as a highly profitable industry. In addition to monetary rewards, sports give socio-political benefits for reconciliation and as a carrier of positive information for

children and society on subjects like anti-corruption and HIV/AIDS. Whilst Ethiopia is nicely called a carrying nation, this fulfillment isn't always reflected inside the football region, which has been specifically at risk of squabbling and corruption (Andrew, et. al., 2011).

Soccer in Ethiopia has been characterized by public wrangling for strength, peer pressure, and pervasive mismanagement which cause many dedicated players and the general public dissatisfied. In line with this argument, the objective of this study is to assess the challenges in the management of Ethiopia's Football Premier League Clubs and recommend powerful soccer groups via top control and governance.

1.1. Background of the Study

Soccer is one of the most famous games within the international community. This highly entertaining and with high economic value sport is not practiced uniformly in different countries of the world, some are highly scientific while others are yet traditional in the making of this famous sport. It is played throughout the world; soccer is far played within the world due to its biggest role in phrases of financial system, politics and social advantages in several ways. Furthermore, this game has arguably been a worldwide game since the first men's international cup competition turned into contested in 1930 (Andrew, et. al., 2011). Additionally, soccer is the most famous recreational sport in Ethiopia also.

In 1957, Ethiopia was one of the founding members of the African Football Federation. And, when compared to other African countries, this suggests that Ethiopia began the movement for football development relatively early. Ethiopia has only won the African Cup once, and it was the third time. Ethiopians are also fans of the games.

Ethiopians want to see their national team compete in the African Cup of Nations and the World Cup. Even though they were defeated in the first round, the national team's participation in the African Cup became a reality after long time. Ethiopian clubs' involvement and results are also indicators of Ethiopian football's passive improvement. When it comes to Ethiopian football administration, there are a lot of aspects to consider. Government agencies set up and sponsor the majority of Ethiopian football clubs. When we examine at Ethiopian football clubs' organizational systems, we can observe that they are classified into the following categories: Government institutes manage clubs, cities manage clubs, and community and individual trade

organizations or industries own clubs. When football clubs are organized in this way, their fate will be decided by committees made up of representatives from government agencies, towns, or individuals from trade associations or industries. The most of football club directors lack football club leadership knowledge and skills, and their governance is not based on modern football management practices.

Many representatives of the football community have frequently addressed the negative implications of inadequate football club organization, which are the outcome of appointing club directors who lack adequate knowledge and abilities in the area of football club management. One of the key issues in the field of modern football clubs in Ethiopia is the appointment of football managers who lack in adequate knowledge and abilities in the area of football club management. (Daniel G, 2014)

1.2. Statement of the Problem

There is academic research gap specifically to the title of "Challenges in the Management of Ethiopian football club". (Farid Mahdavi, 2013) From Iran conducted research at the University of Eastern Mediterranean University on the topic of challenges in the management of football in the case of Iran. During his research, he discovered what the problem was with Iran's football management. Farid Mahdavi Darsara (2013) discovered that traditional thinking in football management is one of the most complicated dilemmas, which is not only the cause of slow growth in football in Iran, but also causes problems in football in developed countries. Traditional managers of football who manage professional football in a modern environment mostly do not have essential and sufficient knowledge to manage clubs, and do not employ experts and consultants who are specialists in the modern management of football. These managers are unaware of the power of the media, and they themselves are unfamiliar with modern football concept (Farid Mahdavi, 2013).

In evaluating the Ethiopian Football Premier League and Football Club Organizations, there are crucial considerations to take into account in a season to determine the organization's activities. The reason why the researcher of the study chose this title is that the football of the Ethiopian Premier League was generally engulfed in several problems, which included disciplinary issues, financial mismanagement, racism, structure of management, public relation/media problems, and

etc. This research contributes its part in alleviating the stated problems. In this regard, the researcher tried to fill the gap between traditional and modern football management on the selected clubs.

1.3. Research Questions

1. What is/are the challenge/s of football in Ethiopia premier league?
2. How are the selected clubs managed?
3. Do the clubs have organizational structure of management?
4. Who is doing the public relation/media relation?
5. Do they have better financial healthy?

1.4. Objectives of the Study

1.4.1 General Objective

To investigate the challenges in the management of football clubs in case of Ethiopian Football Premier League.

1.4.2 Specific Objectives

The specific objectives of the present study are,

- To find the challenges of the premier league clubs.
- To identify the management activities of the clubs
- To assess the club's management structures.
- To evaluate the media and public relations.
- To analysis where the clubs get income.

1.5. Significance of the Study

The significance of the study is to investigate the challenges and management issues of Ethiopian football premier league; hence, the finding of this study has the following important contribution:

- To create opportunity on the targeted population toward better performance through effective organizational and manage mental approach
- To allow the chance for managers to improve their style in much more effective method
- To Create awareness for all organizational and managers

- To serve as a source for other researchers or as stepping stone for those who have interest in conducting study in the same area.

1.6. Scope of the Study

This study was carried out by five Ethiopian Football Premier League Clubs, (Sebeta, St George, Ethiopian coffee, Hawasa and Adama), who have been participating in the 2012 EC Ethiopian football premier league tournament. Therefore, this study is delimited to the above mentioned five Ethiopian Football Premier Leagues Clubs.

1.7. Limitation of the Study

In conducting the research, there were some difficulties in fixing appointments with participants. When time and venue were agreed all participants were not available due to private problems. Not only this but also the distance of Hawasa, Adama and Sebeta football clubs from Addis Ababa was another limitation of the research in trying to have sufficient time to work. In addition, shortage of budget or finance, week WIFI connection and scarcity of secondary data source materials, specifically, book was the main short coming of the study the researcher has faced in conducting the research. In general, the research faced for the following constraints, those constraints are shortage of budget, time, and data sources put an impact in conducting the research.

1.8. Operational Definition of the Study

Challenge: is something difficult which requires an effort and determination to overcome.

Football: A game played between two teams of 11 players competing against each other using round ball which players kick up and down in the playing field.

Sport: is an organized competitive form of play.

Coach: Are people who help/train athletes meeting their need to have fun and develop performance by strutting their sport experience

Director: is a senior management staff of businesses and other large organizations or a person from a group of managers who leads or supervises a particular area of a company or organization

Finance: the management of large amount of money, especially by government or large companies

1.9. Organization of the Paper

The study was organized into five chapters. The first chapter deals with the introductory part which includes background of the study, statement of problems, the research objectives, the research questions, scope and limitations of the study, significance of the study, operational definition and organization of the study. The second chapter is a review of the literature which addresses conceptual frameworks of the study areas. The third chapter discusses the design and methodology of the study. The fourth chapter shows data descriptions and analysis of the findings. Finally, the last chapter deals with the summery, conclusions, and recommendations of the research. Moreover, papers which have relevant information about the study have been attached to the appendix.

CHAPTER TWO

2. Literature Review

2.1. History of Football in Africa

Football is a sport with a relatively long history in Africa. In the field of soccer, the major focus has been on the period when the African states achieved independence and took charge of the management of their affairs. Since the 1950s, the continent has made significant progress in the development of soccer, achieving remarkable results.

Soccer was invented in Europe, and missionaries used it to promote cooperation and instill respect in Africa in the early twentieth century. The natives were drawn to the game and turned to organizing their own soccer clubs. The teams were later renamed local soccer associations. The game was quickly commercialized, with players looking for ways to supplement their income. Soccer in Africa has undergone a massive shift. It was first employed as a technique to promote collaboration. Second, it has been turned into a soccer club. Finally, as we can see today, they were changed into local soccer associations, and subsequently into world-level football associations.

African nations have continued to support new soccer trends and strategies such as the British style, man-marking, and other techniques. The Europeans, on the other hand, began to restrict the activities of independent teams because they were suspicious of them, owing to the fact that the clubs were not under their control. For instance, the natives would be required to play barefoot, distinct from the norm in other regions. The unease in the foreign camps was justified in part because gatherings intended to discuss or address soccer issues were occasionally used as platforms to preach against colonialism. During these struggles, Africans were frequently subjected to various types of restrictions due to their weaker political and economic positions. From a broader standpoint, the history of soccer in Africa is more of a fascinating growth that came from absolutely poor origins. It cannot be said that fairness among the states on the pitch was easily granted to each and every association. The key breakthrough in the development of soccer in Africa was at the time when Egypt, Ethiopia, South Africa and Sudan met in 1956 to establish the Confederation of African Football.

Prior to the formation of CAF, the four countries had participated in international soccer matches. However, the following year, the African Cup of Nations was held for the first time. Other nations eventually followed suit, giving CAF better membership to campaign for their needs. Between 1957 and 1974, the CAF advocated for African interests, including the inclusion of more African countries in the FIFA World Cup. Their attempts were repeatedly rebuffed, with the major allegation being the low caliber of African soccer. When Brazil's Joao Havelange was elected FIFA president, their efforts began to bear fruit. In the 1974 election, Havelange courted African votes by promising to expel apartheid South Africa from FIFA, which was a major concern for CAF at the time because they were anti-apartheid. During his tenure, he managed to meet the promise and then increased the number of places for African sides in the World Cup as well as support for the development of soccer. With the 2010 World Cup being held in Africa, Africa's relationship with FIFA will come to an end.

The involvement of African countries in soccer has been huge and is basically improving by the day. At the highest level of soccer competition, the FIFA World Cup, African national teams have made it known to the world that they take the sport seriously. They have shown their might by outweighing other nations, managing to display stellar performances and even reaching the quarters on three occasions. The countries have won Olympic gold medals and FIFA Junior World Cups. To date, various national associations have been involved in leading competitions in the region. Nigeria, Ghana, Cote D'Ivoire, Algeria, Senegal, Egypt and Cameroon have made major accomplishments on the international stage. Many nations in Africa boast of having their best players playing for premier clubs, with some contending for the top individual awards. Africa has shown signs that, despite the lag in soccer growth, it intends to put in place better conditions for the sport to develop in the future. Recent developments have even seen a shift from what was primarily a male sport to one that heavily involves females. When it comes to supporting national teams during major competitions, sport has proven to be a major anchor for national and even continental pride for Africans. It has been a major channel for the countries in the region to integrate into the global community. Soccer has been a tool for development in the region. The influence trickles down from soccer's supreme governing body, FIFA, which oversees CAF, one of the six continental soccer confederations. (Football Knowledge, June 9, 2015)

2.1.1. Challenges Faced by the Africans

The game had a non-pleasant side during its development as well. Initially, there were clear domestic divisions among the societies in the region. For instance, in South Africa, the teams were divided in terms of color. In other regions, religion was a factor in separation, while other teams were identified differently on the basis of class.

Generally, soccer in Africa has gone through challenging phases, with issues ranging from substandard playing stadiums to corruption among the leaders of both national and local soccer associations. The domestic leagues have issues with the management of finances, which adds to the alarming levels of fraud in various positions of governance. On the other hand, the top players from Africa have moved to play for other countries and, in particular, those in Europe. Any player showing great promise is lured to other leagues with the promise of better training and more money. For nations in Africa seeking to establish stronger national leagues, this might turn out to be a pricey action. What matters, though, is that most states have achieved a lot over the years. All that remains is the push to address the direct concerns which drag the progress of soccer as the importance cannot be emphasized enough (Football Knowledge 2020).

2.2. Football and Globalization

Football became the most popular in the world, especially after the international diffusion of football by the British in the late nineteenth century. Football, as the global game, measures various societies in all countries; nearly 250 million people participate directly, an estimated 1.4 billion people are interested, and football's tournament, the finals of the football world cup, has nearly a cumulative 33.4 billion television audiences worldwide. Football games' unparalleled cross-cultural rapture has been recently considered financially. According to FIFA statistics, the total worth of all FIFA-controlled countries was nearly £4 billion, while football's turnover in 2011 was around £250 billion, which was equivalent to the GDP of the Netherlands (Walvin in Giulianotti & Robertson, 2001). As people had more free time and communication improved in the twentieth century, international football began, and the game developed and became more popular. By entering the 21st century, the progress in technology and fast changes in the media, the impacts of internationalization and globalization, and the spread of business-oriented thinking in all sports and liberal economics began to transpire in all sports, especially in football.

Football is still considered as a hobby, a leisure activity and a celebration, whereas it is recognized as a complex industry which must be managed like a business. It is accepted that football is popular all around the world, and it is considered to be a global game which transcends political, economic, cultural and social boundaries.

2.3. The Management Challenges of Football

To define football management issues, four prominent management difficulties must be investigated: 1) the product and its market, 2) the product's customer, 3) the business process, and 4) management strategy such as vision, purpose, and primary goals.

2.3.1. The Football Package – The Products of Football and their Markets

It is difficult to describe football products since each individual has their own unique experience and expectations of games and football events, all of which are linked to football experience. Finally, football provides more than just service, pleasure, and entertainment. 1) Teams, 2) football competition and matches, 3) clubs, 4) football events and stadiums, 5) football players, and 6) merchandise (Levitt, T, 1983)

2.3.2. Who Buys Football – The Consumers of Football

It is apparent that cost and price are not factors in supporters' decisions to support one team over another. Skilled players, excitement, entertainment, and geographical ties are all aspects that impact supporters' opinions about which clubs to support. Thus, the diverse football goods introduce five different football customers: 1) fans and spectators, 2) club members, 3) club sponsors, 4) the media family, and 5) local communities (Dolles, H., & Söderman, S. , 2005).

2.3.3 .The Business Process of Football – The Procedure of Creating Outcome

The football industry cannot produce and stockpile inventory to sell in the future without merchandising, because the greatest distinguishing feature of football is the uncertainty of match outcomes. So, in the football industry, the problems that need to be considered are how to develop a skilled and good player and how to develop a professional and good squad (Dolles, H., & Söderman, S. , 2005).

2.3.4 .The Strategic Management in Football – The Vision and Major Goals

The vision of a football club is its greatest and largest goal, and it is a declaration that demonstrates where the team hopes to go in the coming seasons. This type of remark is also related to a strategic goal that is not about winning one or two games in the near future, but rather about the club managers' and trainers' expectations for the future, such as being at international level or winning the championship league (Ewing, 2004).

Sports performance is a critical component in achieving football teams' principal objectives. Strategies may be devised for a variety of club jobs, with the least degree of aggregation relating to a single activity and the highest level of aggregation relating to all duties in a single club. One of the most natural expansions of the above-mentioned differentiation is league-level strategy (Hamel & Prahalad, 1989).

2.4. Structural model of Sport organization

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

- **Simple Structure:** - The simple structure has a low degree of departmentalization and formalization, wide span of control and would most likely have decision centralized to few people. There would be no need for departments, as most decision and administrative task would be performed by the owner manger and all other staff. The majority of procedures would be executed according to a simple set of rules and the owner/ manager would have all staff reporting direct to him or her. The advantages of structure in this case are obvious: decision can be made quickly; it insures a flexible work force to cater for seasonal needs and busy period and accountability clearly reset with the owner/manager.
- **Bureaucratic Structure:** - The bureaucratic structure attempts to standardize the operation of an organization in order to maximize coordination and control of staff and activities. If relies on high levels of formalization, the use of departments to group people into discrete work team that deal with specific function or task, highly centralized decision making and a clear chain of command. An organization such a state or provincial government department of sport would be structured a long these line. Obviously, as an organization expand in size, increase the number of

location it delivers services, or diversifies its range of activities, the more likely it is to reflect some elements of bureaucratize.

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

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

2.5. The Organizational Structure of a Professional Football Club

The structure of an organization establishes the relationships between its multi sections and rationalizes and organizes technical and human resources in several ways. This happens to achieve the company's goals and objectives. Within an organization, structure also defines and distributes the duties and duties of individual personnel. The organization of these workers, as well as the particular tasks and activities they are assigned will have a direct influence on the achievement of goals and ultimately the business's success.

While data suggests that there is no such thing as an "ideal model" for organizational structure, a framework that allows for the achievement of individual objectives and goals must be constructed. The structure must represent each employee's or staff member's tasks, responsibilities, and decision-making power, as well as the line authority connections that exist (Morgan et. al, 2006).

Sport is an area where there are significant disparities in organizational structures among countries, nations, even among sport clubs and, so organizational descriptions must be contextual (Gammelster, 2006). Despite the evident disparities across clubs and countries, some academics believe that there are certain fundamental characteristics that make football clubs comparable in terms of organizational structure. Football clubs, in their most basic form, may be thought of as sport-providing organizations, whether on a leisure or professional basis (Gomez and Opazo, 2006).

Football clubs are responsible for forming a team capable of representing the club in official competitions, with the goal of achieving sporting success that meets. A football club's major role is to create and build a competitive team that competes in official tournaments and achieves the sports success that its members and spectator's demand. The expectations of members, fans, and all other stakeholders are involved in the club's activities. In doing this, it promotes and develops sport at a professional level (Gomez et. al, 2008).

Therefore, the architecture of these organizations is designed to adapt to this critical duty. Sporting success is no longer the sole method to judge a football club's performance, nor is supporters the only ones who have expectations based on the club's performance. As a result, these organizations must devise new strategies and goals to adapt to a sector that has been impacted by professionalization and commercialization processes that have impacted sports in general; but particularly the most popular ones and those with the most media attention. These processes and their consequences have led sports to be considered as a business, an industry or economic sector capable of generating value for all actors partaking in it (Gomez et. al, 2008). The structure of an organization can be linked to its strategy or its environment, implying that the structure reacts to the organization's fundamental job or provides a mechanism for the organization to react to external pressures. The job of establishing a competitive team is a key condition that drives a professional football club's daily activity. However, the club's environment will also have an influence on defining the duties inside the organization.

Thus, forming a competitive team attempts to meet the expectations of members, supporters, and other stakeholders in the club's external environment. While the degree of professionalization or commercialization differs for each organization, both trends have had a significant impact on sports organizations. Professionalization and commercialization have been felt most strongly by professional sports organizations with significant media coverage and a large and loyal fan base,

such as professional football in Spain, Australia, England, and other European Nations (Morgan et. al., 2006).

Professional football teams confront variety of obstacles in sustaining both on-field and off-field performance under such conditions. As clubs cannot just put together winning teams without enough money, they have to rely more on organizational ability to stay afloat. The construction of a suitable organizational structure is an important aspect of such skills.

(Gammelseter, 2006) Established that football club structure is a special and outlines how football clubs vary from all other known forms of organizations in terms of age and size, the dynamism and complexity of surroundings, the notion of production, and coordination mechanisms. Gammelster also suggested in the conclusion of the aforementioned study paper that the same is likely to hold for other team sport clubs that face stiff competition, because the distinction of football clubs is most likely based on the structure of the game(s) and the appeal it has on its fans.

FIFA's paper on football club structure and management (FIFA Document, 2011)suggested the following club structure and administration for professional football clubs (Fig. 1), emphasizing the importance of the chairman-club manager connection. Football club management also necessitates people (with the necessary abilities, competence, and experience), structure, role clarity, and management processes, according to the article.

2.5.1. Organizational Goals and Objectives of Professional Football Club Structure and Administration Recommended by FIFA

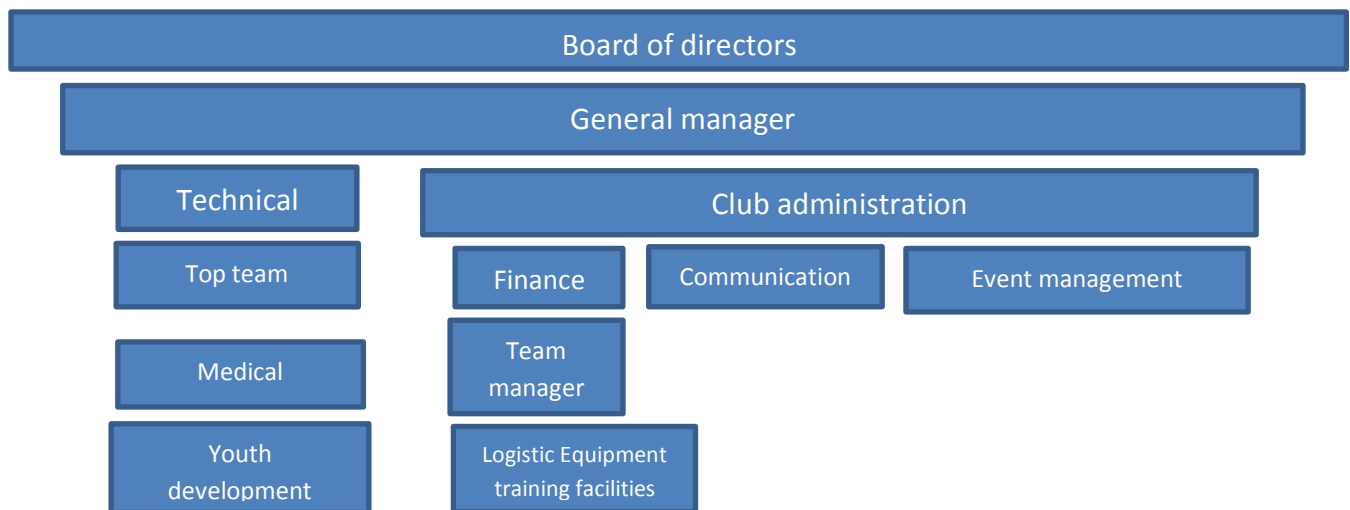


Figure 1: Organizational Structure of Professional Football Club Recommended by FIFA

(FIFA, 2011) Documents on football club structure and management clearly defines the objectives, and roles and responsibilities of each division in the hierarchy of the club structure as well. The structure and management of football clubs with their objectives, roles and responsibilities written in the FIFA document, which is well addressed on the fig1 above is as follows.

Board of Directors

The main goal and responsibility of a football club's board of directors is to make decisions for the club and to be an authority under law. The board is typically responsible for representing the club's owners or members, and it is the board that is held accountable for the club's performance.

The functions, responsibilities, emphasis on control, decision-making scope, and makeup of each club's board of directors differ (Morgan et. al., 2006). However, according to (FIFA's document, 2011), the board of directors' key functions and responsibilities include making significant choices for the club's management and electing a General Manager to carry out such choices. The club's essential concerns that need board of directors' decisions include the club's business strategy, major financial matters such as asset sales, investment, and loans, and other essential concerns for club management.

General Manager

The major goal and responsibility of the General Manager is to carry out the Board of Directors' decisions and policies. Its responsibilities include hiring and supervising all employees, as well as reporting to the Board of Directors through the Chairman.

As fig.1 shows, two large departments are found under the General Manager. These are the Technical Department and the Club Administration Department, which comprise other sub departments with differentiated and peculiar objectives and roles. The technical department consists of the Top Team, Medical, and Youth Development sub-departments. Under the Club Administration Department, there are a number of sub-departments, which include Administration, Finance, Logistics, Facilities, Marketing, Communications, and event management. Thus, a person who will be appointed as General Manager of the club by the board of directors and will manage all staff must have profound (at least 10 years) management

experience (executive experience is desirable) and a broad knowledge of the football industry and management. The General Manager must work on a full-time basis and needs to have strong leadership skills, interpersonal skills, conceptual skills, excellent communication skills, and a good command of English.

Technical Department

This department's goals and responsibilities are to achieve consistent success on the field. This department's personnel have the most impact on the club's on-field performance. This department must be divided into three sub-departments, each of which will be manned by football pros and medical personnel with extensive expertise. The needed professionals are specified in the three sub-departments as listed below.

- The technical department's top team consists of the head coach, assistant head coach, goalkeeper coach, physical trainer, and elite football players.
- The medical team, which must include a sports medical doctor, physiotherapist, and psychologist, is the second part.
- Youth development is the technical department's third area, which includes the head coach, physical trainer, and youth players. This part is the backbone of the elite team's recruitment, training, and development of young, talented players.

Club Administration Department

Sub-departments of the club administration department consist of Administration, finance, logistics, facilities, legal, marketing, communications, and event management.

A. Administration

The department's sub-goal is to keep track of all the club's administrative activities. The key responsibilities include club office administration, planning, logistics, scheduling, equipment, and communication with the league and organization. A minimum of 10 years of work experience is necessary for the Head of the Administration Department, with at least 5 years in the administration area in the football business preferred. The head of the administration department must be a full-time employee with an appropriate understanding of the football club's

administrative operations, a solid command of English, and computer and information technology literacy.

B. Facility

This department's goal is to keep track of all club administrative activities. The six organizational structures; club's office administration, planning, logistics, scheduling, equipment, and liaison with the league and association are the key responsibilities. A minimum of 10 years of work experience is required for the Head of the Administration Department, with a minimum of 5 years in the administration area in the football business preferred. The head of the administration department must be a full-time employee with an appropriate understanding of the football club's administrative operations, a strong command of English, and computer and information technology literacy.

C. Treasurer

The objective of this sub-department is to keep track of the club's financial operations such as Budgeting, financial planning, internal controls & processes, financial management, financial reports to the Board, ticketing control, and reconciliation which are among its tasks and duties.

The head of the financial department must be a trained accountant or hold a CPA diploma and has at least 10 years of experience, with at least 5 years in the financial industry. The head of the finance department must be available at the football club for a suitable amount of time to complete the job. If someone is a part-time employee, the club will want a skilled and experienced assistant.

D. Legal

Managing the legal actions of the club and protecting the club's assets are the objectives of this sub-department. In compliance with national law, club laws, FIFA association & league regulations, player contracts, commercial rights, contracts and licensing (sponsorship, merchandising, player image rights, and media rights) are among its responsibilities.

E. Marketing

The purposes of this sub-department are to promote the club's image and provide financial resources for the club. Sponsorship (finding sponsors, maintaining relationships with sponsors), Ticketing (developing ticket packages, selling and distributing tickets), Merchandising (product development, supply chain management, managing licensee), Media rights such as TV, radio, and Internet rights, and Promotion (advertising, match promotion, and merchandising promotion) are among its roles and responsibilities (Fan club, Fan event, Relationship with community). A minimum of 10 years of work experience is necessary for the position of head of marketing, with at least 5 years in the marketing area. The Head of the Marketing Department should have a degree in marketing (a post-graduate degree is preferred) and a thorough understanding of marketing in the football business, as well as great communication skills and a solid command of English. The head of marketing should be a full-time employee with the capacity to build a large network of potential sponsors.

F. Communication

The main objective of this division is to build and maintain a positive club image through the media. Its functions and responsibilities include cultivating relationships with the media regarding to club news, matches (Accreditation, Mixed Zone, Press Conference), Club Publications, Club Web-site development, Internal information exchange, and Crisis management. A minimum of 10 years of work experience is necessary for the head of the communication department, with at least 5 years in the media industry. A degree in journalism or public relations is required for the head of the communication department. The Head of Communication Department is expected to have a broad understanding of the communication sector, a solid command of English, and outstanding communication skills. The head of the communication department should work full-time and be able to maintain a large network of football media contacts.

G. Event Management

This sub-goal department's is to offer successful and secure events. Its responsibilities and functions include event planning and management. Planning, staffing the department, and developing policy, strategy, and procedures are all completed at this stage. Managing events

entails all work that must be completed prior to the match (match preparation), during the match, and after the match. The very important tasks that are to be completed at each stage are outlined as follows.

1. Activities Before Match Day

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

2. Activities on Match Day

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

3. Activities on Post-Match Day

The basic activities which would be performed by the event management department after the match day are handling issues related to match events, and debriefing and reviewing the performed activities during the whole time of the match.

A minimum of 10 years of work experience is necessary for the head of the event management department; with at least 5 years in the event management industry (Experience in football events is desirable). The head of the event management department must have a thorough understanding of event management, leadership abilities, and outstanding communication skills, as well as a good command of the English language. There must be enough time to complete the task.

H. Team Manager

The General Manager is not a member of the technical staff and reports to him too. The objective of a team manager is to ensure that the team's operational requirements are met to a high-level standard. Its functions and responsibilities include managing the team's logistics, equipment's, and training facilities, with a kit man on hand to assist. Professional football clubs require a solid club structure with enough functions, qualified employees, appropriate facilities, and equipment.

2.6. Factors that Influence Structure of Sport Organization

Some elements should have an impact on the structure of a sports organization. The following are examples of elements that influence the structure of a sport organization in football.

2.6.1. Organizational strategy: - (Slack, 1999) States another way of organizational strategy to a sport team's game plan. Before a team takes the field, a good coach assesses the team's strengths and weaknesses, as well as those of its opponents. The coach meticulously examines the two teams' previous successes, disappointments, and on-field behavior.

The purpose is to win the game with the least amount of risk and injury to the players, so if it is not necessary, a coach may not deploy the entire team's top player (they may keep in reserve for future games or to maintain an element of surprise). The main goal is to win the game, and the game plan may need to be tweaked to account for changing circumstances. However, Slack goes on to say that "while every team has a game plan for each game and each opponent, an organization's strategy is more long-term and must address a variety of internal and external issues". Furthermore, he defines organizational strategy as "the determination of an enterprise's essential long-term goals and objectives, as well as the adaptation of course of action and resource allocation necessary to achieve these goals."

According to, Australian Sports Commission (2004), A strategic plan is a document that is proposed to provide direction to a sporting organization over a specified time period (for example four years). Strategic planning is the formulation of a strategy to aid management in achieving long-term organizational objectives. 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
- Implementation framework.

All sport organizations formulate strategies by which they will effectively work; they might be planned or unplanned. Deliberate strategies are planned actions that are carried out. Emergent tactics, on the other hand, are ones that are implemented but not necessarily intended. Of course, once purposeful strategies are implemented, they may become partially emergent strategies before being codified as purposeful.

In conclusion, strategy can be planned and intentional, develop as a series of key decisions, or be a hybrid of the two. In all of these scenarios, decision-makers base their strategy on their understandings of the environment's possibilities and threats, as well as their organization's internal strengths and weaknesses.

Environment: - The environment in which an organization functions influences its structure and processes according to a popular belief in organizational studies. An organization must adapt to the needs of its environment in order to be effective. Organizational structure is divided into two categories. Those are General environment and Task environment (Slack, 1997).

General environment: - General environment includes those sectors which can influence the sport industry in general ways that greatly have an influence on the organization. The general environment of sport organization includes: -

- **Economic factors:** The general economic circumstances in which sport organizations operate.
- **Political Conditions:** -The prevailing political situations, the degree to which political power is concentrated, the ideology of the party in power are all factors which can place an impact on a sport organization.
- **Socio-Cultural Factors:** - Socio-cultural factors that influence a sport organization include the class structure of the social system, the culture in which the sport organizations exist, traditions of the area in which the organizations are located.

A. Task environment: -A sport organizations' task environment is made up of those aspects of its general environment that influence its ability to achieve its goals. This typically included sports organizations' task environment that are things such as group members, fans, staff, suppliers, competitors and regulatory agencies. In opposition to the general environment, which is more removed from the sports organization, the task environment is more urgent

concern to the sports manager as it contains those constituents that can strongly influence the success of the organization. As the author of this study argues, the success of football clubs as an organization should be influenced by environmental factors like group members' cohesion and fan identification. (Caron, 1982) States 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 individuals into a team.

According to (William, 1985)team cohesion in an organization makes:

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

Fan identification also plays a significant role in a variety of affective, cognitive, and behavioral reactions in a sporting context. The spectators' attachment to a sports team is referred to as identification with a sports team. Compared to other services, sports teams can generate a high level of identification among customers.

According to krohan,etal (cited in Kyaw,2007),there are three types of sports fans. First type is that some sports fan like to attain sporting event not only to be a witness of an event but also to be a 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 increase among groups with strong attainment to a team.

2.6.2. Resource Strategic Management

(Palm 2005,cited in Zegeye, 2013) defined management as the coordinated and integrated process of utilizing an organization's resources (e.g., human, financial, physical, technical, etc.)

to achieve a specific goal, such as improving football team performance, by using the functions of planning, organizing, leading, and controlling. According to resource-based thinking, organizations should search inward and uncover their own precious, unusual, and difficult to duplicate resources. The resource-based approach is a popular theoretical framework for analyzing the way competitive advantage is obtained and maintained over times. The organization is thought as to be the collection of resources that enables specific capabilities, options, and accomplishments from the resource-based perspectives. Organizational success is connected to internal capabilities. Competitiveness is considered as a product of the exploitation and leveraging of internal resources in this inside approach. Internal competencies enable a company to attain to its objectives. The resources serve as the foundation for one-of-a-kind value-creating strategies and related activity systems that address specific value in unique ways, allowing a company to gain a competitive advantage.

The existing strategy literature contains a kaleidoscope of ideas, viewpoints, and assumptions. In addition to the more well-known classification of strategic management schools of thought, (Feigenbaum et al 1996 cited in Zegeye, 2013)proposed a classification of strategic management thinking based on the assumptions that guide daily business conduct. These assumptions are split into two categories: spatial orientation and time orientation. As the strategic management area of inquiry evolved, two key explanations for organizational performance variability were presented.

One is largely economic in nature, emphasizing the significance of external forces in determining organizational success. The second explanation for performance heterogeneity is based on a range of research traditions in organizational theory and focuses on the organization's internal qualities or "resources." The second approach has come to be known as the resource-based view of the organization (Barney, 1991).

The resource-based perspective is mostly founded on a behavioral and sociological paradigm, and it emphasizes organizational elements as success factors. All tangible and intangible assets that enable the firm to conceive of, create, and implement strategies that improve its efficiency and effectiveness are considered organizational resources. These organization resources have been conveniently in to three categories.

- **Financial Resources:** - The financial means by which the organization has direct access to, for example, equity capital, debt capital, retained earnings.
- **Physical resources:** -This includes the physical technology used in an organization, and equipment.
- **Human resource:** - **Human resource includes** the combination of knowledge, skills, creativity and capacities with which the individual employees perform their tasks that refers to human resource in the organization.

2.7. Key Elements of Football Management

2.7.1. Marketing in Football

Almost every business works in this manner: a company creates, produces, and then sells its product to users or purchasers at a set price. (Normann, 2001) Argues that a flourishing service society, defined as the economy of nations belonging to the “Organization for Economic Cooperation and Development,” requires a precise, tangible production combined with a precise set of services.

In many situations, this is a basic service procedure that is regarded as raw materials. Consumers, particularly in financial services, see house and vehicle insurance, checking accounts, and savings accounts as similar services, with price and interest rates being the main factors to consider. To differentiate themselves in this situation, businesses divide their services into "experiences" or "entertainments" (Levitt, T. , 1983). McDonald's, for example, provides more than simply a meal and also conducts children's birthday parties. According to Pine II and Gilmore (1999), experiences are different offerings over services. They believe experiences must include a memorable offering which remains in the mind of consumers for a long time (Pine & Gilmore, 1999).

Football business pulls more than service, even more than expertise and enjoyment, as will be described. To put it another way, football managers are having trouble identifying their merchandise. It is a problem that stems, in part, from unique expectations and experiences of people's football depending on their perceptions about games and events. Football clubs may not simply offer one specific product, entertainment, or service; instead, they may provide the

following five options specifically, football game, football merchandise, football players, football team, and football clubs. (Dolles, H. & Söderman. S)

- 1) The football game can be considered as a media event which millions of spectators follow it. These TV recordings also can be served as permanent library. These events which are recorded and shown by media affect the stadiums and arena which are stuck to the events and are converted from ordinary places into special places.
- 2) Football merchandise is the action of reselling goods which are not produced by the football clubs such as caps and scarves, flags and banners, training gear, team uniforms and fleeces, DVDs and videos of the clubs' game, pillows and blankets, watches, clock, tables, lamps and signs.
- 3) Football players and the development of players are one of the most concerning issues for football managers; football clubs and their scout to find talented young-aged players in their region in order to sign contracts with this aim that some of them may achieve to go in a professional team. By doing this, as the founded rules through governing body of FIFA, a club which employs a football player who has unexpired contract with a former club has to pay a transfer, training or development fee.
- 4) It is obvious that football is a sport team which consists of eleven players. Whereas, eleven skillful players next to each other do not ensure the victory against opponents with good technique and planned strategy of playing. So, team leaders and coaches are the other products that are offered by this complicated business.
- 5) Football is a game which is played by the teams of clubs with antiquity. Many professionals and experts may be only a minor part of an organized club as club members

It is crucial to understand why fans favor one team over another. For instance, cost is not an argument used by supporters in the business of football for fans; rather, regional ties, skillful players, excitement, and pleasure are the most likely reasons for selecting a team to support. Also, the football club's corporate culture can also be one of these factors, because basic culture puts impact on the values that customers place on football teams. Traditions and values define this corporate culture by allowing supporters to distinguish it from other firms and organizations and instilling a distinct life into the structure's core (Mintzberg, 1989). As a result, in football, a

larger method to reaching customers is developed, which consists of (1) the fan base, which includes spectators and supporters, (2) Club members, (3) the media, and (4) sponsors.

Professional football has blossomed as a lucrative business with several potential for football marketers to prosper. Professional football clubs form to create a league product that is first created to give entertainment for supporters but is ultimately marketed to four distinct groups: 1) supporters who support their teams by attending games, watching games on television, reading news about their teams in newspapers and other media, and purchasing club-related items; 2) media corporations that purchase the rights to telecast games, 3) organizations that construct club-related facilities; 4) businesses that generate cash by supporting clubs, purchasing teams entirely, raising gate money (ticket sales), and/or sponsoring events (Mason, 1999).

The Match Ticket: The match ticket is the most fundamental product in football, since it allows you to enter the stadium for a certain game. This product does not ensure that the football game will be of excellent quality. If supporters are lucky, their favorite team will win, but if they are unlucky, their favorite team will lose. In any case, the fan will pay the same price for this item. Based on football match attendances, the "product" that requires promotion and that club management strive to give for fans is the chance to watch a football match while also taking use of the amenities provided at stadiums on match days. There is a constant quantity of product that each club produces and it is the quantity of salable match tickets based on the determined quantity for the capacity of stadiums, less any sold season tickets (Ellen, 2010).

Market Segmentation: Football, as a popular scene, is a form of entertainment that many people love. Football is accessible and acceptable for adults of any age, as well as youngsters aged four or five, regardless of gender, race, education, religion, or social class. The demographic segmentation of persons who could be interested in football is quite broad. As a result, potential football followers are not restricted to any one psycho graphic segmentation (Shank, 2005).

In the fans problem, teams are frequently constrained by their coverage territory from a geographical standpoint. Some supporters may travel hundreds of kilometers to see their beloved team play, however the practical section will be those who live within 90 minutes of away venues. This is constraining to some level, but if you examine some stadiums that are located in

or near cities, people can get to the stadiums in 30 to 60 minutes on average, allowing enough people, even more than the capacity, to fill the seats (Shank, 2005).

These geographically and demographically viable people can be divided into five groups based on their behavior: (A) those who have no interest in football and do not attend match games, (B) those who have an interest but do not attend, (C) those who have an interest and attend games occasionally, (D) those who have an interest and attend regularly, and (E) those who have season tickets. It is unquestionably more difficult to persuade those in the first category to alter their minds and attend the matches.

In order to raise match attendance, club management must focus on the middle three groups as the people who have room for development. There would be no goods available for sale to operate this approach for clubs with attendances close to capacity. These clubs' marketing strategies should be based on worldwide reach, top-tier hospitality packages, and assuring long-term interest (Nagle & Dodd, 2008). People in the first group should reconsider and attend the games.

Marketing Mix: By considering that the target market in this study is the individuals who are in the geographic segmentation of 90 minutes away from stadiums and are categorized in B, C and D behavioral cluster the optimum marketing mix can now be investigated.

- I. **Product:** The individuals who categorized in behavioral cluster B and C their interest to attend matches may not be increased by simple pricing because the product may be wrong in their opinion. For example, if you consider the women in categorized B and C, they may have interest in football and they also may be able to afford tickets of matches easily, while the experience of going to a stadium and watching a match is not a pleasant experience.

Also, the children in category B and C, as another example of this issue, do not have any worry for prices because their parents will pay instead of them. Whereas, it may be difficult for them to travel in cold weather, or waiting and standing in long queues can be considered as a big dissuasive factor. The club managers to attract fans and improve the attendances through suggesting products which convert the match day experience to a something more than basic product (Ellen, 2010)

- II. **Price:** One of the major reasons that many people in behavioral category D do not buy season tickets is price. These groups of fans believe season tickets being overpriced because of deposit money (Beech & Chadwick, 2007).
- III. **Promotion:** It is obvious that football tickets are less promoted rather than other entertainment events which advertise. It is because of this fact that football fans know where to go to buy tickets and when attend the match. The promotion action for football is relatively an easy task specially by increasing the application of customer relationship marketing system which can collect the information of the club's fan and analyze them. By storing their contact information, the club manager can send their marketing material directly to fans with lower cost of promotion (Ellen, 2010).
- IV. **Place:** Place is an element which is getting easier day to day. The accessibility to ticket by online ticket sale system and ordering by phone made it easier. The club managers should think to find an approach to avoid long queues for tickets (Beech & Chadwick, 2007).

2.7.2. Human Resource Management

Human capital enhancement encompasses practices such as complicated selection procedures, assessment, training, teaching, teamwork, communication, performance-related remuneration, and job security. But it is critical to understand how complicated these practices in sport organizations are, as well as how to implement this strategy to improve human capital in sport organizations (Wall & Wood, 2005).

Taylor and McGraw (2006) studied HRM practices in Australian state sport organizations and found that, despite significant demands to act more strategically in their people management, only a tiny percentage of sport-related organizations had formal human resource systems (Taylor & McGraw, 2006).

Sport organizations are built on operations that are people-oriented, and sport managers must prioritize human capital in these companies. It has been discovered that a dedication to HRM provides a company with a competitive edge, allowing a consumer-led economy to succeed in a dynamic and highly competitive business. Although there are a lot of researches that show a favorable association between HRM and performance and the high-performance HRM practices

promise increased turn over, sport organizations do not enact and invest enough in their most essential and costly resources "people" and do not reap the benefits (Hamil & Chadwick, 2009)

The early attempts to show that there is a direct relation between HRM and organizational was based on considering enhanced organizational performance by improving the way that people were managed had no theoretical justification. But now, plenty of theoretical surveys have been conducted to represent that human resource practices will result in business turnovers such as great financial results and higher market value as well as lower absenteeism and reduced amount of turnover at the individual level.

A number of theories for explaining the relationship between HRM and turnovers at the level of organization have been proposed, while only a few researches to justify the intermediary relationship between HRM and turnover at the individual level such as innovation, productivity and quality are there.

A theoretical model based on the theories of motivation was developed. Theories of motivation have been included theories such as expectancy theory which says high performance at the individual levels is related to high motivation beside having essential skills and competencies and a sufficient understanding of the role. This constructs the fundament from which to determine the human resource management practices that encourage high competencies, skills and motivation to navigate behavior toward organizational goals (Ulrich, 1997).

HRM has also been identified as a key success factor in the leisure business. In 1998, it was discovered that the leisure business had a scarcity of competent and motivated employees who are dissatisfied with their pay, working conditions, and perceived lack of career chances. However, a number of evident initiatives to transform the business atmosphere have been made in the leisure industry, particularly sport organizations, by bringing business-focused human resource approach unto HRM sector (Whitrod Brown, H. & Green, A. , 2001)

According to several assessments, there is still a long way to go in terms of implementing HRM techniques in football at the organizational level. In football teams, there is minimal investments in activities which are aimed to be high-performance work practices. It is critical to implement HRM practices to their full potential, as high-performance work practices investments that have been shown to increase organizational turnover.

Few football club managers fill out application forms or construct CVs as their written professional resumes, in contrast to other sectors and sectors of business and commerce activities. For football club managers, a formal job description with specified responsibilities is not considered as sufficient. The actions that managers conduct is frequently dictated by superficial and ill-defined expectations and conditions compounded with the manager's own personality (Taylor & McGraw, 2006).

One of the most important skills a football manager must possess is the ability to maintain critical stakeholder relationships, but due to a lack of formal training, football club managers are unlikely to be successful in retaining adequate effectiveness in winning and building confidence. Training, according to Davakos, should be a separate component of strategic planning for sport organizations, particularly football clubs and its organizations. Training individuals in current rebel economics results in higher quality goods for firms with less resources and employers adding value to both companies and employees (Davakos, 2006)

2.7.3. Finance

Football is unique among professional sports in that it is viewed as a business. The European Union has acknowledged this sport for its "specify" and "uniqueness" features. Football clubs, according to reports, do not have direct control over their earnings and expenditure in comparison to other businesses (Farid M, 2013)

Except for the teams in the Champions League, which compete in marketing in the Far East, the major source of money for most teams is hiring and moving players. The majority of teams have the capacity to compete in the player transfer market or develop their own players through Youth Academies. The following criteria should be addressed to have a good financial club:

- Trying to be in the center of the table of a league which is an appropriate position for potential fans, and avoid relegation.
- Creating a trusted local fan base
- Owning a private stadium which was constructed recently and has proper facilities for service son match days and for other activities which generate revenues in non-match days
- To have contracts with its players which are related to their performances
- Employing a manager who brings success on the pitch and grateful of financial limitations

Since 1990, almost all football clubs, particularly those in Europe, have focused on three main financial goals: the first is generating revenue by accepting the media, markets, merchandising, corporations, and global model; the second is dealing and trading player contacts (acquisition and disposal); and the third is nurturing and fostering domestic and international talent (Zoccali , 2011)

According to Lago, there are two types of football club business models: giant clubs and smaller clubs. The first group requires a large number of initial resources to invest and attempts to spend on capacity, with the only goal of sporting success. Giant clubs belonging to industrial firms (competing to win their national leagues, European Championships, and Premier Leagues) or owned by wealthy individuals usually use this economic model.

Their focus is on the outcomes of football matches, and they are less concerned with economic issues. The smaller clubs focus on talent development by identifying and purchasing young prospective players, who are then sold at a greater price once they have improved their skills. This concept is used by smaller teams who are more concerned with financial goals than with sports goals (Lago, U., 2008)

2.7.4. Public Relation

Public relations are a crucial communication tool in today's world, but sports management and professionals do not value and recognize it as much as they should. The fundamental cause of this is a lack of substantial investment and proper attention to strategic communication management in sports, particularly football. In football, the media plays a ubiquitous, invasive, and sometimes contentious role. Recognizing the need for establishing and maintaining mutually beneficial media connections with a wide variety of republics, of which the media is one, is a must for managing today's football. Surprisingly, the only way to totally solve this problem is to appreciate public relations.

According to (Pederson et al,2007 cited in Farid M , 2013) public relations are extremely crucial in sports organizations, particularly when seeking to influence public opinion, and should not be overlooked by sports managers and professionals. The most essential purpose of public relations in the world of professional football is to influence public opinion, because public opinion gives all of the necessary licenses to run football companies.

According to Pederson et al. (2007), it is critical for sports organizations and clubs to develop and implement strategies that guarantee they communicate internally and externally in a manner that is both desirable and effective. For the reasons stated above, valuing public relations is an unavoidable success factor in modern football today, and it is being used to achieve sports entity goals by building and magnifying the organization's brand image. However, it is critical to understand what public relations are. It is the least perceived and realized tool among all the available tools in contemporary business and sport.

From the viewpoint of public relations in football, the terms "mouth communications" and "media interest" are key issues for attracting different types of publics, including the supporters and sponsors on whom their survival and subsistence depends. It is important to consider that proper professional public relations consist of elements more than event management, publicity, and media relations. There are numerous public relations models and theories that include the concepts of group dynamics and behavior, communicating with groups, and relating with specific publics or groups, a biased conclusion from a focus on the function of media relations. The main concept of individuals and interpersonal communication as persuasive communication and interpersonal relationships, which are focused on the viewpoint of relationships in public relations, has been sidelined. This concept is becoming more popular among public relations academics and has great relevance to football's public relations. If done correctly, public relations may become the most effective type of relationship management, particularly in the world of sports and football.

According to (Led Ingham and Burning , 2013), public relations practice is defined by what it does rather than what it is. The basic objective of public relations is to build and maintain goodwill and positive attitudes toward companies and their goods. This goal may be fulfilled by developing a solid "corporate" reputation and encouraging people to think positively about their companies' actions. It is a hard and time-consuming process to alter people's understanding of an organization, particularly a football club. But if public relations expertise is implemented effectively in the organization and public relations are understood and handled appropriately", it may be beneficial to the organization.

If managed and handled properly and honestly, public relations may become the most cost-effective mode of communication. This honor is mostly associated to small, non-, and junior

league football clubs, which frequently dedicate limited expenditures for marketing and promotion. To put it another way, it ensures that the correct things are done at the correct times and educates the public about the organizations' activities.

2.7.5. Media

The composition of attracting consumer attention is becoming more competitive, the challenge in modern football management is to gain a competitive advantage. Then, competition for attracting attention has become the greatest principle for merging the new media within the enterprise of football. Although the management of modern media technologies in football provides greater access and opportunities for all broadcasters, consumers, and sports league/club/event managers, it also causes changes in the methods used for producing, distributing, and consuming content. The contributory relationship between new media and sport is simplified through the increment in the complexity of the worldwide sports industry, the mutation in the demand for sports content by international media companies and the swift convergence in the needs of consumers around the globe. Therefore, it is essential that new media resources which are relevant to enterprises in football be identified by football managers in order to gain benefits and achieve potential opportunities which are offered through these modern technologies. Football managers must prioritize recognizing the practical and conceptual dimensions of an expanding approach to managing the execution and administration of new media. (Hamil. S & Chadwick.S., 2009).

As far as equipment, match schedules, and financial changes are concerned, the media has had a significant impact on sport. It is self-evident that the media has a significant impact on sport, but as the impact of the media on all aspects of life grows, so does its impact on sport. Both the media and sports are expanding and becoming richer as a result of this partnership. (Nicholson, 2007).

Sports and the media have had a relationship since the introduction of newspapers, which grew with the development of radio and were elevated to a new level with the arrival of television. Suddenly, instead of coming to the stadium, many prefer to watch games on their TVs at home. They would prefer to watch matches from the comfort of their own homes, despite the fact that they are charged a lower price because the sport receives funding, coverage of major sporting events, and advertising. As a result, sports have grown in popularity.

Sponsors were drawn to the sport as a result of this association, which resulted in financial gains. All three elements—sports, the media, and sponsors—are closely tied. This means that sport organizes events, the media covers them, and sponsors fund them financially. This chain will be analyzed if one of these chains does not exist. To perform properly, efficiently, and financially, all three elements must have a relationship with one another (Maguire, et al , 2002).

Some positive aspects of the relationship between football and the media are:

- I. The mass media has the capability to find the general public and show them the game to them. For example, it can be thought that a great number of new football fans have been created by showing premiership matches on “ticket”. This has caused considerable revenue generation which clubs have gained.
- II. Greatly popular football matches such as champion leagues in the high ranked football country are now easily accessible from all around the globe through a good coverage of media.
- III. Slow motions, replays, expert commentary, and different camera angles that unfold the events of a game in front of the eyes of spectators strengthen viewers watching football games on television these days. Television, especially, can provide fans with a variety of perspectives, understandings, and insights. Due to lack of time, they can only watch the highlights of the games (Haynes, 2007).

2.7.6. Fan

Fan Relationship: It is believed that absence makes the heart grow fonder, or that out of sight but not out of mind. However, this is not the case, as absence weakens a bond. In football, this is also true. If a team fades from the minds of its fans, they will seek out new clubs to fill the hole. Because it is impossible to transfer this bond to another club, the relationship between a fan and the funs club is usually much stronger than the one between a man and a woman. It's possible that no one can transfer this friendship to another team, but if it isn't nurtured, it will deteriorate. The largest issue will arise if the football manager fails to recognize the benefits of this partnership. Fans will become armchair supporters if this bond is overlooked, and they will adore their club from the comfort of their living rooms rather than from the stadium. (Ehsani, et al., 2013)

If there is a chasm between supporters and clubs in football, it will result in an empty stadium, a drop in merchandise sales, a lack of sponsorship interest, and eventually no growth. In order to gain supporters, club managers must build a fan engagement management program. The following are some examples of how fan relationship management can be put into action:

1. Identifying and marketing to a single fan depending on one-to-one action is the foundation of FRM.
2. It is beneficial to differentiate fans because the person who is in low development housing cannot actually be the same with the one in a rich suburb. Although they are the same for the success of their club, they do not have the same capabilities. The first group fans can hardly afford even a single match, while the other group fans pay and buy the tickets of one season. If club manager does not differentiate them, he will not target to correct it.
3. It is important for manager to talk with their fans. This should be the basis of creating and attaching relationship with their fans. The football club managers should have an average meeting with their fans to exchange ideas. This issue needs a great participation and commitment in high level especially from the club managers.
4. Using technology to aid in the development of a long-term relationship with their fans is critical. However, club managers must be careful not to push technology ahead of the process (Sebbale, 2006).

A club manager can assure full stadiums throughout the season by managing fan relationships. It is the most effective method of merchandising and getting valuable sponsorship. Sponsors are drawn to a club that, in addition to having a large fan base, has a high level of engagement with them. Fan Demand for Football: The massive and ongoing fan demand for football is responsible for the large sums of income earned by the sport. According to Borland and Macdonald (2003), "fan interest" is a critical aspect that drives the demand for matches and football competitions. Fans exhibit their interest in football matches and competitions by watching them on television, listening to them on the radio, purchasing memorabilia affiliated with their favorite team, or reading about them in newspapers. Football supporters have long had an affinity or affiliation with a preferred team, which sometimes depends on a geographic district or emotional connection. It is argued that professional football fans are on the demand side of the market.

These fans can be thought of as a potential market for club merchandise, gifts and other club merchandise. They buy publications that provide game reports and watch TV networks that broadcast live games. These people are also customers who buy tickets, who go to the stadium, and fill the stadiums, making them part of the product as a display of live football events that are offered to other customers. (Borland & Macdonald, 2013)

Football marketers frequently isolate specific features of football supporters, referred to as "Market segmentation," in order to create specific promotional activities that target different categories of followers. Every weekend, the elite football league draws millions of spectators, who are referred to as customers. These fans are drawn to football for a variety of reasons. Wise football marketers segment the market to dedicate certain market resources to advertise and promote specific products, resulting in a higher range of earnings for corporate sponsors. Selecting acceptable market segmentation tactics to satisfy the desires of relevant sections of their club's fans is the most difficult challenge for football management. According to fan demand for football events, television and radio broadcasters buy advertising space and time from a specific sponsor and sell subscription or pay-per-view rights to the targeted individuals and organizations. Corporations from numerous countries engage in football marketing to gain benefits, boost the value of their brand, and raise their resale value. (Borland & Macdonald,, 2003).

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 . Study Design

The main concern of this study is to investigate challenges in the management of football club, in case of Ethiopian football premier leagues and to recommend the possible solution, and a good research design is the core for the final analysis of the research result. Hence, under this study, descriptive types of research design were conducted in the study in which the data collected based on qualitative and quantitative methods. The target populations of the study were football clubs participating in 2012 E.C. tournament of the Ethiopian Premier League

3.2 Population and Sampling Procedure

Among from the 16 football clubs in Ethiopian football premier league in 2012 E.C, the researcher tried to select five clubs purposively. Out of the target population, five football clubs were included in the study based on purposive sampling technique. Participants from the five clubs were selected using simple sampling method techniques and asked to fill questionnaire and the questionnaires were collected from the respondents. Interview was also carried out with each club administrators to assess the structure and the professionals' composition of the clubs. The population of the study was Ethiopian football premier league club members (manager, coaches, staff members, player's, assistant coaches and medical staff (physiotherapist) was included in the study.

Table 1: Description of total population from the sample clubs in table.

Clubs	Coaches	Ass. Coaches	Managers	Administration Workers	players	Medical staff	Total
St.George	2	2	1	5	23	2	35
Buna	2	1	1	5	23	2	34
Adama	2	1	1	3	18	2	27
Hawasa	2	1	1	3	18	2	27
Sebeta	2	1	1	4	18	1	27
TOTAL	10	6	5	20	100	9	150

The total number of the studied population from five clubs is 150 populations. Among from this population 10 of them are coaches, 6 assistant coach, 5 managers, 9 medical staffs, 100 players, and 20 Administration workers are included in the study.

3.3. Sampling Size and Sampling Techniques

The researcher was trying to take 109 respondents from the total participants of the study population depending up on Taro Yamane’s formula. The Taro Yamane formula used by the researcher was as follow.

$$\begin{aligned}
 n &= N/1+N(e)^2 \\
 &= 150/1+150(0.05)^2 \\
 &= 150/1+150(0.0025) \\
 &= 150/1+0.375 \\
 &= 150/1.375 \\
 &= 109.09
 \end{aligned}$$

Depending on the above sampling system the confidence of the research was 95%, which means only 5% of error may be happened in the research.

Accordingly, the researcher was taking 10 coaches and 6 assistant coaches, 5 managers, 20 administration workers, 59 players, and 9 medical staffs(physiotherapists). In general, 109 participants among the clubs were included in the research study. Accordingly, the study participant’s description from each club is described in the following tables.

Table 2: Study Participants Descriptions.

Clubs	Coaches	Ass. Coaches	Managers	Administration workers	players	Medical staff	Total
St. George	2	2	1	5	12	2	24
Buna	2	1	1	5	12	2	23
Adama	2	1	1	4	12	2	22
Hawasa	2	1	1	3	12	2	21
Sebeta	2	1	1	3	11	1	19
Total	10	6	5	20	59	9	109

3.4. Source of Data

Both primary and secondary data sources were used in the study. As to primary, data were collected through directly. As the secondary data sources, information were obtained from published works or materials, Journals, Books.

3.5. Data Collection Instrument

One approach of the researcher collected valid data employed were triangulating information of key items using various methods of data gathering. According to Hagan, 2003, triangulating assumes use of multiple methods to measure the same phenomenon. The purpose of triangulation'' using different methods to techniques'' (questionnaires interviews observation, document analysis is to ascertain the validity of data findings). Triangulation methods assume that it is relatively hopeless to attempt to demonstrate the validity or reliability of data using one method.

In the same vein, it is proposed that the study was conducted with in the qualitative and quantitative approaches. To this fulfillment, questionnaires and interviews were used as the main sources of data gathering instruments. For this research study, purposive sampling method was used to select the following subject players, coaches, medical staff (physiotherapist) club managers and administrators.

3.5.1. Questionnaires

A questionnaire was employed to generate both qualitative and quantitative data which are relevant to the sample population. For this purpose, the questionnaire was designed comprising of both open ended and closed questions. In addition to these questionnaires were also translated in to Amharic languages for convenience of data collection and it is useful for medium of communication with participants.

3.5.2. Interview

Structured interview questions were prepared which were related to the challenges in the management of football in the Ethiopian premier league clubs, in order to gain full information about the study.

3.6. Data Analysis

A data analysis is the process of systematically arranging, organizing and analyzing the questionnaire and interview that have been collected for the intended study. Based on the above fact therefore this study used both qualitative and quantitative methods which are mainly descriptive statistics parameters were implemented to analyzing the data through frequency, percentage, and as well general description to analyze the result. Participants were given the opportunity to clarify or change any of their responses.

The researcher used SPSS-version 26 and the statistical tools which is descriptive statistics, reliability and correlations were conducted in the study. Also, they were asked if they had any comments, questions or concerns about the interviews to ensure that participant responses and ideas have been fairly represented, accurate and complete.

Table 3: Administered questionnaire.

No	Names of club	Distributed	Collected	Percentage
1	St. George Fc	24	24	100%
2	Buna Fc	23	23	100%
3	Hawasa city Fc	21	21	100%
4	Adama city Fc	22	22	100%
5	Sebeta city Fc	19	19	100%
	Total	109	109	100%

The above table shows the number of questionnaires distributed to concerned respondents. A total of 63 questionnaires were prepared and distributed for 109 respondents to the selected clubs. Accordingly, the distributed questionnaires to the selected respondents from each club are successfully 109(100%) are collected and the researcher were confident to the collected questionnaires from the respondents.

3.7. Ethical Consideration

The purpose of the study was explained to the participants and the researcher has asked their consent to answer questions in the questionnaires. The researcher also informed the participants that the information they provide was only use for the study purpose. Accordingly, the researcher made use of the information only for the study purpose. In Addition, the researcher ensured confidently by making the participants anonymous.

CHAPTER FOUR

4. DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Data Analysis

This chapter presents the results of the study with data analysis, interpretation and discussion of the study findings. Both the results and discussions are presented in line with the research question raised in the study.

4.1.1 Demographic Background of the Participants

The demographic background information of the selected Ethiopian football premier league by their club, age, sex and level of education were analyzed and interpreted by frequency and percentage values.

Table 4: Demographic characteristics of the respondents

Demographic characteristic	Frequency	Percentage (100%)
Football club	St.George	24
	Ethio coffee	23
	Hawasa city	21
	Adama city	22
	Sebeta city	19
	Total	109
Age	Under 20 years	-
	20 – 25 years	35
	25 – 30 years	53
	Above 30 years	21
	Total	109
Level of education	1 – 4	-
	5 – 8	-
	9 – 10	27
	11 – 12	21
	Diploma	32
	1 st degree	25
	MA	4
	PhD	-
	Total	109

Table 4 shows that the higher number 24(22%) of respondents were St.George football club. Whereas, the remaining 23(21%), 22(20%), 21(19%) and 19(18%) of the respondents were Ethiopian coffee, Adama city, Hawasa city and Sebeta city football clubs respectively.

With regards to their age, the majority of the respondents 53(49%) reported that their age was between 25-30 years and the next 35(32%), 21(19%) was 20-25 and above 30 years respectively. However, as the whole respondents are above 20 ages, the respondent's age was very good to respond (answer) the research question.

The respondent was also asked about their educational status and the majority 32(29%), of the respondents were diploma holder, 27(25%), between 9-10 grade, 23(25%) degree holder, 21(19%), of the respondents were between 11-12grade and the next 4(4%) respondents were only 2nd degree holder. Educational backgrounds of the respondents were very good to simply understanding and respond (answer) the research questions critically.

Table 5: The Validity and Reliability of the Variables

No	Research Variables	No: of Items	Cronbach's A
1	Structure of the Management	10	.758
2	Personnel of the Club	10	.933
3	Finance of the club	14	.911
4	Public relation	5	.898
5	Fans of the club	8	.954
6	Management	8	.874

The above table 5, results was shown that ten items were described by the first variable (Structure of the organization) from the respondent, Ten items were confined within variable two (Personnel of the club), Fourteen variables were discussed in (Finance) category. While, five item were loaded onto the fourth variables (Public relation).Additionally, eight variables are described in variable (Fans) and eight items were tied to variable six (Management).

A reliability analysis was conducted to determine whether or not there was consistency in the scores measured by the research variables. With respect to the reliability coefficient, there were

structure of the management ($\alpha =.75$), Personnel ($\alpha =.93$), finance ($\alpha=.91$), public relation ($\alpha =.89$), fans of the club ($\alpha =.95$) and managements of the club ($\alpha =.87$). This analysis found relatively high reliability. Consequently, based upon the reliability analyses, it was shown that a Challenge in the management of football premier league is relatively well measured by the measurement instrument.

4.2. Interpretation of Results about Club Management

To identify the challenges in the management of Ethiopian football premier league, the study participants was computed by frequency counts and percentage values.

4.2.1. Phase One: Club Structure

Table 6 A: Descriptions about Club Structure.

1. The director of your club /sport officer is a specialist on sports matters in management practices				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	29	26.6	26.6	26.6
Disagree	48	44.0	44.0	70.6
Neutral	6	5.5	5.5	76.1
Agree	26	23.9	23.9	100.0
2. The organizational structure provides effective and efficient management control				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	15	13.8	13.8	13.8
Disagree	36	33.0	33.0	46.8
Agree	58	53.2	53.2	100.0
3. Your club has clearly defined its club mission and objectives				
	Frequency	Percent	Valid %	Cumulative %
Disagree	34	31.2	31.2	31.2
Agree	75	68.8	68.8	100.0
4. The appropriate organizational structure is established in the sport units.				
	Frequency	Percent	Valid %	Cumulative %
Disagree	56	51.4	51.4	51.4
Neutral	5	4.6	4.6	56.0
Agree	48	44.0	44.0	100.0
Total	109	100.0	100.0	
5. Your club has a short- and long-term plan to achieve its goals and vision				
	Frequency	Percent	Valid %	Cumulative %
Disagree	12	11.0	11.0	11.0
Neutral	13	11.9	11.9	22.9
Agree	84	77.1	77.1	100.0
Total	109	100.0	100.0	

As shown in the above table 6A, item No: 1, the majority 48(44%) and 29(26.6%) of the respondents respectively replied disagree and strongly disagree. According to those respondents the director of the club (sport officer) was not a specialist on sports matters in management practices. Whereas 26(23.8%) and 6(5.5%) of the respondents are replied agree and Neutral respectively.

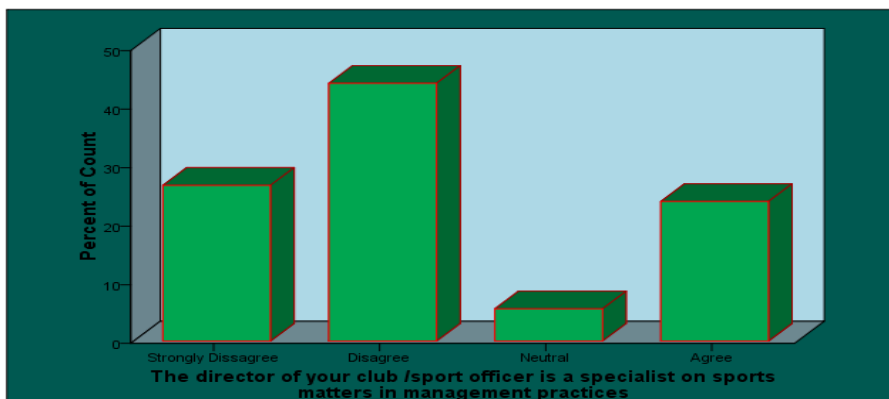


Figure 2: The director of your club/ sport officer is specialist on sports matters in management practice

As it is defined in FIFA’s document (2011) the main goal and responsibility of a football club's board of directors is to make decisions for the club and to be an authority under laws (FIFA's document, 2011). The board is typically responsible for representing the club's owners or members, and it is the board that is held accountable for the club's performance. So, the director of sports/sports officer should must specialist on sports matters in management practice.

As it can be seen from Table 6A, item No: 2, the majority 58(53.2%) of the respondents replied that their club organizational structure was providing effective and efficient management control. Whereas 36(33%) and 15(13.8) of the respondents are respectively replied disagree and strongly disagree respectively. These showed as, the clubs were haven’t effective and efficient management control.

Regarding to table no 6A, item No: 3, the majority 75(68.8%) of the respondents were agree that their club has mission and objectives. Whereas 34(31.2%) of the respondent are disagree that their club have club mission and objectives. These showed as, that a minimum club hasn’t clearly defined mission and objectives.

According to table no: 6A item NO: 4, the majority 57(52%), 48(44%) of the respondents were replied agree and disagree. According to those respondents, the appropriate organizational structure was not established in the club and the remain 5(4.6%) of the respondents were Neutral with the specific question.

Table 6A item No: 5, shows the majority 84(77%) and 12(11%) of the respondents were confirmed that their clubs did not have short- and long-term plan to achieve their goals and vision. Whereas the remaining 13(12%) of the respondents were Neutral to the specific

Table 6 B: Descriptions about Club Structure

1. The sport unit is managed by the qualified and technically sound personnel				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	46	42.2	42.2	42.2
Disagree	37	33.9	33.9	76.1
Agree	26	23.9	23.9	100.0
Total	109	100.0	100.0	
2. The structure of the club shows a clear line and a channel of communication for effective and efficient sport management				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	9	8.3	8.3	8.3
Disagree	63	57.8	57.8	66.1
Neutral	6	5.5	5.5	71.6
Agree	31	28.4	28.4	100.0
Total	109	100.0	100.0	
3. The personnel charged with sport management are appointed on merit				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	4	3.7	3.7	3.7
Disagree	68	62.4	62.4	66.1
Neutral	24	22.0	22.0	88.1
Agree	13	11.9	11.9	100.0
Total	109	100.0	100.0	
4. Your club developed and clearly defined job descriptions to employees				
	Frequency	Percent	Valid %	Cumulative %
Disagree	18	16.5	16.5	16.5
Agree	91	83.5	83.5	100.0
Total	109	100.0	100.0	
5. Your club provides capacity building training to club staff members				
	Frequency	Percent	Valid %	Cumulative %
	29	26.6	26.6	26.6
Disagree	52	47.7	47.7	74.3
Agree	28	25.7	25.7	100.0
Total	109	100.0	100.0	

As table 6B item No: 1, refers the majority 46(42.2%) and 37(33.9%) of the respondents were confirmed that their club was managed by unqualified and technically sound personnel. Whereas the 26(23.9%) of the respondents from the club was managed by the qualified and technically sound personnel.

As it can be seen from table 6B, item No: 2, the 63(57.8%) and 9(8.2%) of the respondents respectively disagree and strongly disagree to the clear line and channel of communication for effective and efficient sport management of their club structure. Whereas 31(28.4%) of the respondents were confirmed to the clear line and channel of communication for effective and efficient sport management of their club structure. The remaining 6(5.5%) of the respondents were Neutral to clear line and channel of communication for effective and efficient sport management of their club structure.

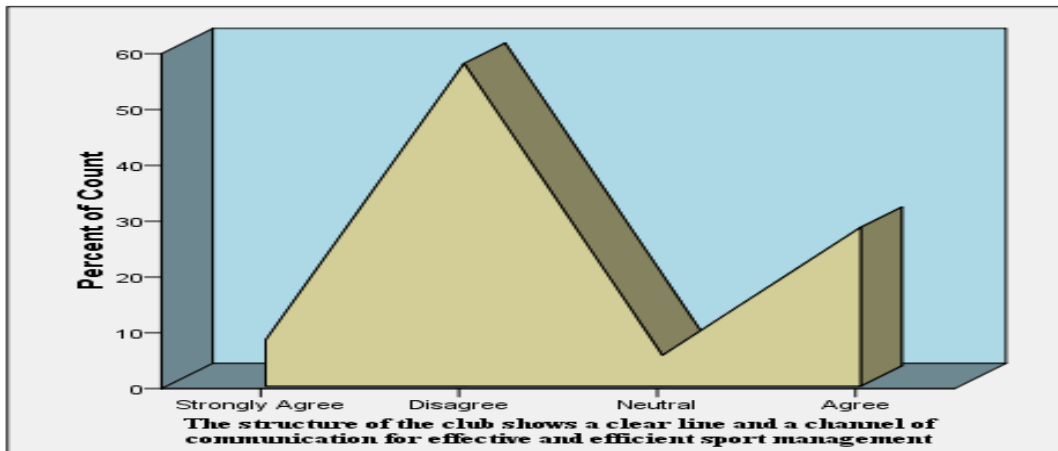


Figure 3: The structure of the club shows a clear line and channel of communication for effective and efficient sport management.

Table 6B, item number 3, shows the majority 68(62.4%) and 4(3.7%) of the respondents respectively replied disagree and strongly disagree. Whereas 13(11.9%) of the respondents were confirmed to the question the personnel charged with sport management are appointed on merit. The remaining 24(22%) of the respondents are Neutral to the specific idea.

As it shown in table 6B item No: 4, the majority 91(83.5%) of the respondents were answered that their clubs are developed and clearly defined job descriptions to their employees and the rest 18(16.5%) of respondents disagree to the clearly developed job descriptions of the club.

Regarding to Table 6B item No:5, the majority 52(47.7%) and 29(26.6%) of the respondents respectively confirmed disagree and strongly disagree to the question club has provided capacity building training for club staff members, whereas the remaining 28(25.7%) respondents were confirmed that their clubs provide capacity building training to their club staff members.

Structure of an organization establishes the relationship between its many sections and rationalizes, organizes, and organizes technical and human resources in order to achieve the company's goals and objectives. Within an organization, structure also defines and distributes the duties and duties of individual personnel. The organization of these workers, as well as the particular tasks and activities they are assigned, will have a direct influence on the achievement of goals and, ultimately, the business's success. While data suggests that there is no such thing as an "ideal model" for organizational structure, a framework that allows for the achievement of individual objectives and goals must be constructed. The structure must represent each employee's or staff member's tasks, responsibilities, and decision-making power, as well as the line authority connections that exist (Morgan et. al., 2006).

4.2.2. Phase two: personnel

Table 7 A: Descriptions about Club Personnel

1. The sports personnel manage sports Program properly.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	16	14.7	14.7	14.7
Disagree	33	30.3	30.3	45.0
Agree	60	55.0	55.0	100.0
Total	109	100.0	100.0	
2. Staff are encouraged to trust one another				
	Frequency	Percent	Valid %	Cumulative %
Disagree	44	40.4	40.4	40.4
Agree	65	59.6	59.6	100.0
Total	109	100.0	100.0	
3. Staff engage in unfiltered constructive conflict around ideas i.e., “say it as it is”				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	19	17.4	17.4	17.4
Disagree	46	42.2	42.2	59.6
Neutral	9	8.3	8.3	67.9
Agree	35	32.1	32.1	100.0
Total	109	100.0	100.0	
4. Staff commit to decisions and plans of action in personnel management.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	3	2.8	2.8	2.8
Disagree	13	11.9	11.9	14.7
Neutral	16	14.7	14.7	29.4
Agree	77	70.6	70.6	100.0
Total	109	100.0	100.0	
5. Staff holds one another accountable for delivering against those organizational plans.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	2	1.8	1.8	1.8
Disagree	37	33.9	33.9	35.8
Neutral	14	12.8	12.8	48.6
Agree	56	51.4	51.4	100.0
Total	109	100.0	100.0	

As shown in the above table 7A item No 1, the majority 60(55%) of the respondents agreed to sport personnel manage sport program properly. And the rest of 33(30.3%) and 16(14.7%) of the

respondents respectively disagreed and strongly disagreed to their sports personnel managing sports program properly.

Table 7A item No: 2, shows the majority 65(59.6%) of the respondents were confirmed that their staff were encouraged to trust one another. Whereas the rest of 44(40.4%) of the respondents disagree to the specific question.

As it can be seen from table 7A item No: 3, the majority 46(42.2%) and 19(17.4%) of the respondents disagreed and strongly disagreed respectively to their staff engage in unfiltered constructive conflict around ideas. Whereas 35(32.1%) and 9(8.3%) of the respondents agree and Neutral respectively to the question.

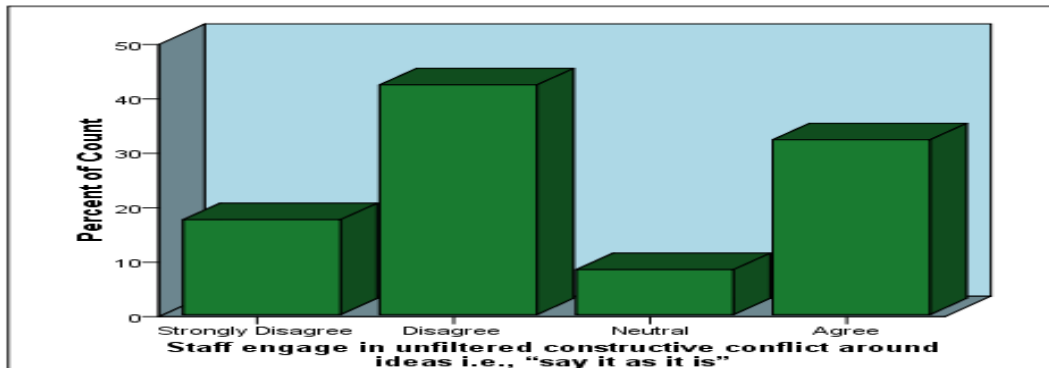


Figure 4: Staff engages in unfiltered constructive conflict around ideas i.e., “say it as it is”

Table 7A item No 4, shows the majority 77(70.6%) of the respondents agreed to the question number four. Whereas 13(12%) and 3(2.8%) of the respondents were respectively disagreed and strongly disagreed and the rest of 16(14.7%) of the respondents were Neutral.

Regarding to table 7A item No: 5, the majority 56(51.4%) of the respondents agreed and 39(35.8%) and 2(1.8%) of the respondents disagreed and strongly disagreed respectively. Whereas the 12(11%) of the respondents were Neutral.

Table 7B: Descriptions about Club Personnel.

1. Communication skill of the management team is to the standard.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	23	21.1	21.1	21.1
Agree	62	56.9	56.9	78.0
Agree	24	22.0	22.0	100.0
Total	109	100.0	100.0	
2. The management or staff of the club is familiar with modern knowledge of football.				
	Frequency	Percent	Valid %	Cumulative %
Disagree	36	33.0	33.0	33.0
Neutral	27	24.8	24.8	57.8
Agree	46	42.2	42.2	100.0
Total	109	100.0	100.0	
3. The club has strong team unity in trying to reach its goal.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	9	8.3	8.3	8.3
Disagree	13	11.9	11.9	20.2
Neutral	8	7.3	7.3	27.5
Agree	79	72.5	72.5	100.0
Total	109	100.0	100.0	
4. The club members take responsibility in all activity.				
	Frequency	Percent	Valid %	Cumulative %
Disagree	18	16.5	16.5	16.5
Neutral	38	34.9	34.9	51.4
Agree	53	48.6	48.6	100.0
Total	109	100.0	100.0	
5. you are satisfied with the rule and regulation of the club				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	23	21	22.8	43.3
Disagree	62	56.9	44.9	56.7
Agree	24	22	33.2	100.0
Total	109	100.0	100.0	

As shown in the table 7B item No: 1, the majority 62(56.9%) and 23(21%) of the respondents disagreed and strongly disagreed. Which means the communication skill of their management team was not to the standardized. Whereas the 24(22%) of the respondents confirmed that their team management communication skill is to the standard.

Table 7B item No: 2 shows 46(42.2) of the respondents were answered that the management and staff of the club were familiar with modern knowledge of football and 36(33%) of the respondents replied that their management and staff of the clubs were not familiar with modern knowledge of football. And the rest 27(24.8%) of the respondents were Neutral to the specific idea.

According to Table 7B item No: 3, shows 79(72.5%) of the respondents agreed to the strong team unity of their club in trying to reach its goal. And 13(11.9%),9(8.3%) of the respondents replied respectively disagree and strongly disagree to the strong team unity of their club in trying to reach its goal. Whereas the rest of 8(7.3%) of the respondents were Neutral about their club team unity in trying to reach its goal.

Regarding to table 7B item No 4, the majority 53(48.6%) of the respondents replied that they agree whereas the rest 18(16.5%) and 38(34.9%) of the respondents respectively disagreed and Neutral.

As it can be seen from table 7B, item No 5, the majority 69(63.3%) of the respondents confirmed agree that they are satisfied with the rule and regulations of their club. On the other hand, 26(23.9%) and 14(12.8%) of the respondents respectively answered disagree and strongly disagree, that they were not satisfied with their rule and regulations of their club.

4.2.3. Phase Three: Finance

Table 8 A: Descriptions about Club's Finance

1. The Director of the club manages the provided funds properly.

	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	6	5.5	5.5	5.5
Disagree	57	52.3	52.3	57.8
Neutral	23	21.1	21.1	78.9
Agree	23	21.1	21.1	100.0
Total	109	100.0	100.0	

2. Club finances are controlled by a central body

	Frequency	Percent	Valid %	Cumulative %
Disagree	55	50.5	50.5	50.5
Neutral	20	18.3	18.3	68.8
Agree	34	31.2	31.2	100.0
Total	109	100.0	100.0	

3. Club fees are paid by all players in order to increase the funding for sports.

	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	47	43.1	43.1	43.1
Disagree	34	31.2	31.2	74.3
Agree	28	25.7	25.7	100.0
Total	109	100.0	100.0	

4. There are not enough funds for sports in my club

	Frequency	Percent	Valid %	Cumulative %
Disagree	16	14.7	14.7	14.7
Neutral	5	4.6	4.6	19.3
Agree	88	80.7	80.7	100.0
Total	109	100.0	100.0	

5. Grant is the only funding source in my club.

	Frequency	Percent	Valid %	Cumulative %
Disagree	28	25.7	25.7	25.7
Neutral	12	11.0	11.0	36.7
Agree	69	63.3	63.3	100.0
Total	109	100.0	100.0	

As it can be observed from Table 8A, item no 1; 23(21.1%) of the respondents agreed that the Director of the club manages the provided funds properly, but the majority 57(52.3%) and 6(5.5%) disagreed and strongly disagreed respectively. whereas, 23(21.1%) neutral. These showed as, the director of the club was not managing the provided funds properly.

According to Table 8A, item no 2, a few 34(31.2%) of the respondents agreed that the club finances are controlled by a central body, but the majority 55(50.5%) disagreed that they do. whereas, 20(18.3%) neutral. Something we observed from this is that club finance was not controlled by a central body.

Table 8A item no: 3 shows, some 28(25.7%) of the respondents agreed that Club fees are paid by all players in order to increase the funding for sports. However, the majority 34(31.2%) and 47(43.1%) disagreed and strongly disagreed on this term.

According to the same table, item no 4: the majority 88(80.7%) of the respondents agreed that there are not enough funds for sports in their club. On the other hand, 16(14.7%) of the respondents disagreed. Whereas 5(4.6%) neutral.

As the table 8A, item no 5; shows the majority 69(63.3%) of respondent agreed that grant is the only funding source in their club, but 28(25.7%) of the respondents disagreed; whereas, 12(11%) neutral.

The major source of money for most team is hiring and moving players. The majority of teams have the ability to compete in the player transfer market or develop their own players through Youth Academies in order to generate additional source of money. The following criteria should be addressed in order to have a good financial club: creating a trust local fan base, own private stadium which has been constructed recently and has proper facility in match days and for other activities which generate revenues in non-match days and have contracts with its players which are related to their performances. Since 1990, almost all football clubs, particularly those in Europe, have focused on three main financial goals: the first is generating revenue by accepting the media, markets, merchandising, corporations, and global model; the second is dealing and trading player contacts (acquisition and disposal); and the third is nurturing and fostering domestic and international talent (Zoccali, C. , 2011)

Table 8 B: Descriptions about Club’s Finance

1. Allocation of funds is often delayed because of red-taped procedures.				
	Frequency	Percent	Valid %	Cumulative %
Disagree	16	14.7	14.7	14.7
Agree	93	85.3	85.3	100.0
Total	109	100.0	100.0	
2. Allocation of funds is usually sliced below estimates submitted.				
	Frequency	Percent	Valid %	Cumulative %
Disagree	14	12.8	12.8	12.8
Neutral	37	33.9	33.9	46.8
Agree	58	53.2	53.2	100.0
Total	109	100.0	100.0	
3. Your club identify all sources of income				
	Frequency	Percent	Valid %	Cumulative %
Disagree	47	43.1	43.1	43.1
Agree	62	56.9	56.9	100.0
Total	109	100.0	100.0	
4. Your club have financial policies for the club				
	Frequency	Percent	Valid %	Cumulative %
Disagree	32	29.4	29.4	29.4
Neutral	28	25.7	25.7	55.0
Agree	49	45.0	45.0	100.0
Total	109	100.0	100.0	

From the Table 8B, item no 1, it can be seen that the majority 93(85.3%) of the respondents agreed that allocation of funds is often delayed because of red-taped procedures. Nonetheless, 16(14.7%) disagreed.

Table 8B, item no 2 shows that the majority 58(53.2%) of the respondents agreed that the allocation of funds is usually sliced below estimates submitted. However, 14(12.8%) disagreed and 37(33.9%) of respondents were Neutral.

Table 8B, item no: 3 shows that the majority 62(56.9%) of the respondents agreed that their club identify all sources of income. however, 47(43.1%) of the respondents disagreed to the argument.

Table 8B, item no: 4 shows that 49(45%) of the respondents agreed that their club has financial policies for the club. whereas, 32(29.4%) and 28(25.7%) of the respondents disagreed and Neutral respectively.

Table 8C: Descriptions about Club's Finance

1. Allocation of funds is given in bits which makes planning and operations difficult				
	Frequency	Percent	Valid %	Cumulative %
Disagree	20	18.3	18.3	18.3
Agree	89	81.7	81.7	100.0
Total	109	100.0	100.0	
2. Your club has a budget plan.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	5	4.6	4.6	4.6
Disagree	17	15.6	15.6	20.2
Neutral	14	12.8	12.8	33.0
Agree	73	67.0	67.0	100.0
Total	109	100.0	100.0	
3. The director of the club generates additional income.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	45	41.3	41.3	41.3
Disagree	32	29.4	29.4	70.6
Neutral	12	11.0	11.0	81.7
Agree	20	18.3	18.3	100.0
Total	109	100.0	100.0	
4. Your club is completely free from giving and taking corruption				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	6	5.5	5.5	5.5
Disagree	24	22.0	22.0	27.5
Neutral	23	21.1	21.1	48.6
Agree	56	51.4	51.4	100.0
Total	109	100.0	100.0	
5. Your club gets sufficient income from match entrance.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	56	51.4	51.4	51.4
Disagree	21	19.3	19.3	70.6
Neutral	15	13.8	13.8	84.4
Agree	17	15.6	15.6	100.0
Total	109	100.0	100.0	

Table 8C, item no: 1 shows that the majority 89(81.7%) of the respondents agreed that allocation of funds is given in bits which makes planning and operation difficult. whereas, 20(18.3%) of the respondents disagreed on this.

From table 8C, item no: 2, the majority 73(67%) of the respondents agreed that their club has a budget plan. however, 17(16%) of the respondents disagreed, and 5(4.6%) strongly decided. while, 14(12.8%) of the respondent's neutral about it.

From the same table item, no 3, we see that, 20(18.3%) of the respondents agreed that the Director of the club generates additional income. 32(29.4%) of the respondents disagreed and 45 (41.3%) strongly disagreed while 12(11%) of the respondent's neutral any.



Figure 5: The director of the club generates additional income.

Table 8C no: 4 show that 56(51.4%) of the respondents agreed that their club is completely free from giving and taking corruption. rather 24(22%) and 6(5.5%) of the respondents disagree and strongly disagreed respectively. whereas, 23(21.1%) decided nothing. These showed as, that a little amount of corruption there in the club.

Table 8C, item no 5, shows that the minority 17(15.6%) of the respondents agreed that their club gets sufficient income from match entrance. and 21(19.3%) of the respondents disagreed. however, the majority 56(51.4%) strongly disagreed.15 (13.8%) neutral anything. As a majority of the respondents replied disagree strongly disagree, the club were not getting sufficient income from match entrance.

4.2.4. Phase Four: Public Relation/Media

Table 9: Descriptions about Club's Media

1.your club has its own media				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	7	6.4	6.4	6.4
Disagree	86	78.9	78.9	85.3
Agree	16	14.7	14.7	100.0
Total	109	100.0	100.0	
2.your club competition has live coverage all over Ethiopia				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	24	22.0	22.0	22.0
Disagree	67	61.5	61.5	83.5
Agree	18	16.5	16.5	100.0
Total	109	100.0	100.0	
3.your club has public relation journalist				
	Frequency	Percent	Valid	Cumulative %
Strongly Disagree	17	15.6	15.6	15.6
Disagree	56	51.4	51.4	67.0
Neutral	13	11.9	11.9	78.9
Agree	23	21.1	21.1	100.0
Total	109	100.0	100.0	
4.your club has weakly published magazines				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	22	20.2	20.2	20.2
Disagree	49	45.0	45.0	65.1
Agree	38	34.9	34.9	100.0
Total	109	100.0	100.0	
5.The club public relations are advertising your club				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	23	21.1	21.1	21.1
Disagree	51	46.8	46.8	67.9
Neutral	14	12.8	12.8	80.7
Agree	21	19.3	19.3	100.0
Total	109	100.0	100.0	

As it can be seen from table 9, item, no 1, shows 16(14.7%) of the respondents agreed that their club has its own media. Nevertheless, 86(79%) disagreed about this. whereas 7(6.4%) strongly

disagreed. The majority of the respondents replied disagree and strongly disagree, these showed as, that the club hasn't its own media.

According to table 9, Item no 2, the minority 18(16.5%) of the respondents agreed that their club competition has live coverage all over Ethiopia. however, 67(61.5%) disagreed upon this argument and 24(22%) of the respondents were strongly disagreed.

From table 9, item no 3: 23(21.1%) of the respondents agreed that their club has public relation Journalist. however, the majority of the respondents 56(51.4%) disagreed and 17(15.6%) strongly disagreed. while, 13(11.9%) neutral.

As it can be seen from table 9, item no 4: 38(34.9%) of the respondents agreed that their club has weekly published magazines. The majority, 49(45%) of the respondents were disagreed on this term. Whereas, 22(20.2%) strongly disagreed. These showed as, that of the club haven't weakly published magazine.

From item no 5, we see that 21(19.3%) of the respondent agreed that their club public relations were advertising their club. nonetheless, 51(46.8%) disagreed. whereas, 23(21.1%) strongly disagreed and 14(12.8%) neutral anything.

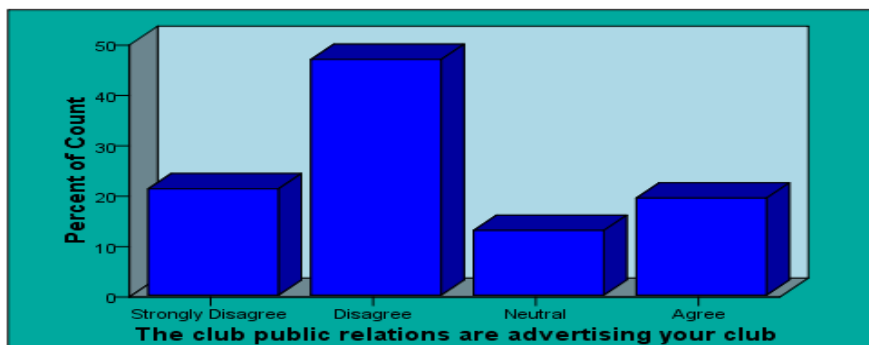


Figure 6: The club public relations are advertising your club

Public relations are a crucial communication tool in today's world, but sport management and professionals do not value and recognize it as much as they should. The fundamental cause for this is a lack of substantial investment and proper attention to strategic communications management in sports, particularly football. In football, the media plays a ubiquitous, invasive, and sometimes contentious role. Recognizing the need of establishing and maintaining mutually beneficial media connections with a wide variety of republics, of which the media is one, is a

must for managing today's football. Surprisingly, the only way to totally solve this problem is to appreciate public relations (Pederson et, al., 2007).

Pederson (2007), argue that public relations is extremely crucial in sports organizations, particularly when seeking to influence public opinion, and should not be overlooked by sport managers and professionals. The most essential purpose of public relations in the world of professional football is to influence public opinion, because public opinion gives all of the necessary licenses to run football companies.

4.2.4. Phase Five: Fan

Table 10 A: Descriptions about fans of the club

1.The fan of the club pays for being member's ship				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	17	15.6	15.6	15.6
Disagree	52	47.7	47.7	63.3
Neutral	14	12.8	12.8	76.1
Agree	26	23.9	23.9	100.0
Total	109	100.0	100.0	
2.Your club Has more than enough fun.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	14	12.8	12.8	12.8
Disagree	53	48.6	48.6	61.5
Agree	42	38.5	38.5	100.0
Total	109	100.0	100.0	
3.You are completely satisfied with your fun				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	13	11.9	11.9	11.9
Disagree	57	52.3	52.3	64.2
Agree	39	35.8	35.8	100.0
Total	109	100.0	100.0	
4.The club communicates with the fun on the goals of the club				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	22	20.2	20.2	20.2
Disagree	69	63.3	63.3	83.5
Agree	18	16.5	16.5	100.0
Total	109	100.0	100.0	

Table no 10A, item no 1, shows that 26(23.9%) of the respondents agreed that the fan of the club pays for being membership. 52(47.4%) of the respondents disagreed and 17(15.6%) strongly disagreed. however, 14(12.8%) decided nothing. As the large number of the respondent confirmed disagrees and strongly disagree, the fan of the club was not pay for being membership.



Figure 7: The fun of the club pays for being member's ship

As it can be seen from Table 10A item no 2, the majority 53(48.6%) of the respondent was disagreed that their club has more than enough fan. And 14(12.8%) are strongly disagreed. however, 42(38.5%) agreed on it. Something we observe from this item is that of the club haven't more than enough fan.

According, to table 10A, Item no 3, the majority 57(52.3%) and 13(11.9%) replied disagree and strongly disagree. These showed as, the management of the clubs are not satisfied with their fan. Whereas, 39(35.8%) are agreed on it.

As it can be seen from table 10A item no 4, the majority 69(63.3%) of the respondents were disagreed and 22(20.2%) strongly disagreed. Whereas, 18(16.6%) of the respondents agreed that the club communicates with the fan on the goals of the club.

Table 10 B: Descriptions about fans of the club

1. The club fan is respecting the club depending on the rule and regulation of the club.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	3	2.8	2.8	2.8
Disagree	55	50.5	50.5	53.2
Neutral	12	11.0	11.0	64.2
Agree	39	35.8	35.8	100.0
Total	109	100.0	100.0	
2. The fan is operating in the club especially during the game.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	6	5.5	5.5	5.5
Disagree	62	56.9	56.9	62.4
Agree	41	37.6	37.6	100.0
Total	109	100.0	100.0	
3. The clubs have own meeting for the fan on the club situation.				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	53	48.6	48.6	48.6
Disagree	45	41.3	41.3	89.9
Agree	11	10.1	10.1	100.0
Total	109	100.0	100.0	
4. The fans of the club respect the opponent club during the club competition				
	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	15	13.8	13.8	13.8
Disagree	60	55.0	55.0	68.8
Agree	34	31.2	31.2	100.0
Total	109	100.0	100.0	

Regarding to table 10B, item no 1, 39(35.8%) of the respondent agreed that the club fan is respecting the club depending on the rule and regulations of the club. On the other hand, 55(50.5%) and 3(2.8%) of the respondents confirmed that the fan was not respecting the club. whereas, 12(11%) decided nothing.

From table 10B, item no 2: 41(37.6%) of the respondents agreed that the fan is operating in the club especially during the game. while the majority 62(56.9%) disagreed on this, 6(5.5%) strongly disagreed.

Table 10B, item no 3 shows that only 11(10%) of the respondents agreed that their club has its own meeting for the club fan. however, 45(41.3%) disagreed, and the majority 53(48.8%)

strongly disagreed. As we seen item, the majority of the respondents replied disagreed and strongly disagreed. These means the club were not have meeting for the fans of the club.

Regarding to table 10B, item no 4: the majority, 60(55%) and 15(13.8%) of the respondents confirmed that their fan was not respect the opponent club. However, 34(31.2%) of the respondent agreed that they are respecting the other club.

4.2.6. Phase Six: Functions of the Management

Table 11 A: About the Functions of the Management.

1. The backwardness of Ethiopian football can be because of the weakness in the management of club in Ethiopia

	Frequency	Percent	Valid %	Cumulative %
Disagree	12	11.0	11.0	11.0
Agree	97	89.0	89.0	100.0
Total	109	100.0	100.0	

2. The club have team unity in trying to reach its goal

	Frequency	Percent	Valid %	Cumulative %
Disagree	43	39.4	39.4	39.4
Neutral	16	14.7	14.7	54.1
Agree	50	45.9	45.9	100.0
Total	109	100.0	100.0	

3. All the club members are taking responsibility in all activity

	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	7	6.4	6.4	6.4
Disagree	41	37.6	37.6	44.0
Neutral	14	12.8	12.8	56.9
Agree	47	43.1	43.1	100.0
Total	109	100.0	100.0	

4. The club members communicate each other on their problem

	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	11	10.1	10.1	10.1
Disagree	39	35.8	35.8	45.9
Agree	59	54.1	54.1	100.0
Total	109	100.0	100.0	

Table 11A Item no 1, shows that the majority 97(89%) of the respondent agreed that the backwardness of Ethiopian football can be because of the weakness in the management of club in Ethiopia. however, 12(11%) disagreed on this.

Regarding to table 11A item no 2 the majority, 50(45.9%) of the respondents agreed that the club has team unity in trying to reach its goal. However, 43(39.45) of respondent disagreed. Whereas, 16(14.7) Neutral on it.

Item no 3 depicts that 47(43.1%) of the respondents agreed that all the club members are taking responsibility in all activity. however, 41(37.6%) disagreed and 7(6.4%) strongly disagreed. whereas, 14(12.8%) decided nothing.

As it can be seen from table 11A Item no 4, the majority, 59(54.1%) of the respondent agreed that their club members communicate each other on their problem. whereas 39(35.8%) and 11(10%) disagree and strongly disagree respectively.

Table 11 B: About the Functions of the Management.

1. The club management call meeting in the right way.

	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	17	15.6	15.6	15.6
Disagree	68	62.4	62.4	78.0
Agree	24	22.0	22.0	100.0
Total	109	100.0	100.0	

2. The club management cross checks all activities around the club.

	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	7	6.4	6.4	6.4
Disagree	63	57.8	57.8	64.2
Neutral	21	19.3	19.3	83.5
Agree	18	16.5	16.5	100.0
Total	109	100.0	100.0	

3. The boards of the club call meeting panel in the right time.

	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	4	3.7	3.7	3.7
Disagree	78	71.6	71.6	75.2
Agree	27	24.8	24.8	100.0
Total	109	100.0	100.0	

4. Your club have relationship with other football club specially to make sport sprit

	Frequency	Percent	Valid %	Cumulative %
Disagree	33	30.3	30.3	30.3
Agree	76	69.7	69.7	100.0
Total	109	100.0	100.0	

Table 11B item no 1, shows that 24(22%) of the respondent agreed that the club management call meeting happens in the right way. the majority 68(62.4%) disagreed and 17(15.6%) strongly disagreed. According, to these items, the majority of the respondents replied disagree and strongly disagree to the raised question. As the majority of respondent, oppose this question, the club management were not call meeting in the right time.

Table 11B, item no 2, shows that 18(16.5%) of the respondents agreed that the club management cross checks all activities around the club. the majority 63(57.8%) disagreed and 7(6.4%) strongly disagreed. whereas, 21(19.3%) neutral anything. Depending up on this item, something we understand is that a club management was not cross check all activities around the club.



Figure 8: The club Management cross checks all activities around the club

Table 11B, item no 3 shows that, 27(24.8%) of the respondent agreed that, the board of the club call meeting panel in the right time. however, the majority 78(71.6%) of the respondents were disagreed. and 4(3.7%) strongly disagreed. As we seen from the table, the majority of respondents replied disagree and strongly disagreed. These means, the board of the club were not call meeting panel in the right time.

According, to item no 4, the majority 76(69.7%) of the respondent agreed that their club has relationship with other football club in order to make sport spirit. However, 33(30.3%) of the respondent were disagreed about this.

Table 12: Correlations of the research variable

	Finance	Personnel	Public	Fan	Management
Structure	.908**	.900**	.884**	.908**	.923
Finance		.944**	.893**	.930**	.959**
Personnel			.786**	.879**	.941**
Public				.904**	.887**
Fan					.943**

*Note: *p = .05 (2-tailed). **p = .01(2-tailed).*

Structure and finance, $r(109) = .908^{**}$, $p < .01$, Structure and Personnel, $r(109) = .900^{**}$, $p < .01$, Structure and Public relation, $r(109) = .884^{**}$, $p < .01$, Structure and Fan, $r(109) = .908^{**}$, $p < .01$ and Structure and Management $r(109) = .923^{**}$, $p < .01$ are correlated with positive feedback.

Finance and personnel, $r(109) = .94^{**}$, $p < .01$, Finance and Public relation, $r(109) = .893^{**}$, $p < .01$, finance and fan, $r(109) = .930^{**}$, $p < .01$ and Finance and management, $r(109) = .959^{**}$, $p < 0.01$ is a well positive feedback.

Personnel and Public relation, $r(109) = .786^{**}$, $p < .01$, Personnel and Fan, $r(109) = .879^{**}$, $p < .01$ and Personnel and Management, $r(109) = .941^{**}$, $p < .01$ were positively correlated.

Also, Public relation and Fan, $r(109) = .904^{**}$, $p < 0.1$ and public relation with Management $r(109) = .887^{**}$, $p < .01$ were Positively Correlated.

Finally, Fan and Management $r(109) = .943^{**}$, $p < .01$ is correlated positively.

4.3. Interview Response of the Respondents

The researcher was asking 3 interview questions to assess management related problems in the club. The opinion of the respondents to the interview questions were written and concluded as follow.

Q1: would you mention weakness of your club?

All the respondents were giving their opinion to this question and the overall answer was summarized as follow.

- The clubs were not working with media in trying to get sponsor ship
- Working with the fans of the clubs is to the minimum
- There are no public relations in the club
- Planning and implementing different means of generating resources like standard gymnasium in hotels and others
- Experience of the staff members on footballs are very low
- There is medium team unity in trying to achieve the goal
- Qualities and quantities of the athletic meal and foods are minimum

As can be seen from the responses to the above interview question, the club's management and staff were very weak and un-functional. For this reason, the club's management and staff member should be working with the media and having fan, and the club should have a public relations media and its own gymnasium. Additionally, staff members should have prior experience working in a team environment.

Q2: Can you describe the way of how your club employees the workers?

The respondent's idea with the same issues is concluded as follows;

- The directors of the management were employees the workers only with their document.
- Most of the time the employers are employees in the clubs by corruptions.
- Also, the employers' employees in the club throughout blood sheet and relationship.

As we observed in the above interview conclusion, the director and human resource management of the club were doing it in the wrong way. Because the director of the clubs can never be responsible for employing the employers in the club and employing through corruption and blood sheets is the most criminal. As a result, human resource management is charged with the responsibility of hiring competitive workers.

Q3: Can you explain the way of your club communicates with the fun.

The researcher asked these questions to get fun related problem information and all respondents were answered the question. The researcher was concluded as follow.

- There is no communication between fans and some club but the fans go to the club and take being member ship card only.
- Some clubs meet their fans throughout the representatives of the fan.

Depending on the above conclusion, the researcher tries to recommend the management of the club to communicate and work with the fans of the club. And the club should have fan via social media (telegrams, Facebook, Twitter, and so on).

CHAPTER FIVE

5. SUMMERY, CONCLUSION AND RECOMMENDATION

These sections contain summery, conclusion and recommendations based on the data gathering, analysis and interviews of the research conducted.

5.1. Summery

The study was conducted to assess the Challenges in the management of football clubs in the case of Ethiopian football premier league clubs.

The study tried to answer the following basic research questions:

1. What is/are the challenge/s of football in Ethiopia premier league?
2. How are the selected clubs managed?
3. Do the clubs have organizational structure of management?
4. Who is doing the public relation/media relation?
5. Do the club have better financial healthy?

In order to deal with these basic research questions, related literatures were reviewed and theoretical frameworks were utilized. The target population of the present study was consisted of 150 populations from the selected five football clubs of Ethiopian football premier league tournament participants of 2012 EC. Based on Taro Yamane's formula ($n=N/1+N(e)^2$) the sampled size of the participants were 109.

The study involved questionnaires, Interviews and self-report measures used for collecting primary data from participants of the study. In the conducted study, 55 questionnaires, which directly focusing the challenges of football management were distributed and collected from 109 participants. Also, 3 interview questions were asked the study participants to get full information which related to the challenges of football management. The study was included Administration worker, Coaches, Player, Staff members, Assistance Coach and Medical staff.

The research's finally analyses the data collected through questioners and interviews from the respondents. Along which the absolute number, frequency and percentage of respondents have been used to indicate the characteristics of the study population; percentage also used to show the magnitude of each score process.

Based on the result of analysis the major finding of the challenges in the management of Ethiopian football premier league clubs were the following.

- There is a lack of and a need for FIFA organizational structure and proper management system.
- There is a lack of and a need for knowledgeable and personnel.
- There is a lack of and a need good financial control system in the club.
- There is a lack of and a need for public relations/media of the club.
- There is a lack of and a need for proper fans (supporter) of the club
- There is a lack of and a need for proper management functions

5.2. Conclusion

The researcher developed a lot of questionnaires and interviews which is related to the challenges in management of football clubs. Accordingly from the findings of the study the following Conclusion has been drawn;

- The director of sports/sport officer was not a specialist on sport matters in management practices.
- Appropriate organizational structure was not established in club
- The clubs were not providing capacity building training to club staff members
- Communication skill of the management team was not to the standard
- The management and staff of the club were not familiar with modern knowledge of football.
- Club finance were not controlled by a central body fund
- Grant was the only funding source in the club
- There were no financial policies in the club
- There were no public relations in the club
- The fans of the clubs were not pay for being membership
- There was a weakness of proper management system
- There were not cross check activities in the club

5.3. Recommendation

Based on the research result of the study the following suggestive were as follows,

- Electing skilled and experienced Board of directors
- Provide effective and efficient management control of the organizational structure
- Setting clearly defined mission and objectives
- Establishing appropriate organizational structure in all clubs
- The personnel charged with sports management should be appointed on sport specialist
- Developing a clearly defined job description for the employees
- The communication skill of the management team should be to the standard/ smart
- The management and staff of the club should be knowledgeable, experienced and familiar to the modern knowledge of football
- The finance and treasurer of the club should be proper manage the providing fund
- The director of the club as well as staff members should be providing additional income by working with government and corporate organization
- Financial policy should be established in clubs
- The clubs should get additional income from match ticket
- Club public relation should be established in the club
- The games, the games result, transferring of the player, selling of the player and all concerning events of the club should be published on weakly magazines
- The management of the club should be knowledgeable, skillful, experienced and systematic
- The management should be cross check all activities
- The management of the club should be planning, organizing, staffing, directing, coordinating, reporting and budgeting.

And finally, it is recommended for further study on the topic using large sample population.

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Part2: Related to the challenges in the management of Ethiopian football premier league in the selective football clubs. Please, indicate your response by putting a tick mark in appropriate place.

PHASE ONE: STRUCTURE

No	Question	Strongly agree	Agree	Neut ral	Disa gree	Strongly disagree
1	The director of sports/ sports officer is a specialist on sports matters in management practices.					
2	The organizational structure provides effective and efficient management control.					
3	your club have clearly defined its club mission and objectives					
4	The appropriate organizational structure is established in the sports units.					
5	Your club has a short- and long-term plan to achieve its goals and vision.					
6	The sports unit is managed by the qualified and technically sound personnel.					
7	The structure of the club shows a clear line and channel of communication for effective and efficient sports management.					
8	The personnel charged with sports management are appointed on merit.					
9	Your club developed and clearly defined job descriptions to employees					
10	Your club provides capacity building training to club staff members.					

PHASE TWO: PERSONEL

No	Questions	Strongly agree	Agree	Neut ral	Disa gree	Strongly disagree
1	The sports personnel manage sports Program properly.					
2	Staff are encouraged to trust one another					
3	Staff engage in unfiltered constructive conflict around ideas i.e., “say it as it is”					
4	Staff commit to decisions and plans of action in personnel management.					
5	Staff holds one another accountable for delivering against those organizational plans.					
6	Communication skill of the management team is to the standard.					

7	The management or staff of the club is familiar with modern knowledge of football.					
8	The club has strong team unity in trying to					
9	The club members take responsibility in all activity.					
10	you are satisfied with the rule and regulation					

PHASE THREE: FINANCE

No	Questions	Strongly agree	Agree	Neutral	Disagree	Strongly agree
1	The Director of the club manages the provided funds properly.					
2	Club finances are controlled by a central body					
3	Club fees are paid by all players in order to increase the funding for sports.					
4	There are not enough funds for sports in my club					
5	Grant is the only funding source in my club.					
6	Allocation of funds is often delayed because of red-taped procedures.					
7	Allocation of funds is usually sliced below estimates submitted.					
8	your club identify all sources of income					
9	your club have financial policies for the club					
10	Allocation of funds is given in bits which makes planning and operations difficult					
11	Your club has a budget plan.					
12	The director of the club generates additional income.					
13	Your club is completely free from giving and taking corruption					
14	Your club gets sufficient income from match entrance.					

PHASE FOUR: MEDIA

No	Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	your club has its own media					
2	your club competition has live coverage all over Ethiopia					
3	your club has public relation journalist					
4	your club has weakly published magazines					
5	The club public relations are advertising your club					

PHASE FIVE: FUN

No	Questions	Strongly agree	Agree	Neut ral	Disa gree	Strongly disagree
1	The fun of the club pays for being member's ship					
2	Your club has more than enough fun.					
3	you are completely satisfied with your fun					
4	The club communicates with the fun on the goals of the club					
5	The club fun is respecting the club depending on the rule and regulation of the club.					
6	The fun is operating in the club especially during the game.					
7	The clubs have own meeting for the fun on the club situation.					
8	The funs of the club respect the opponent club during the club competition					

PHASE SIX: About the functions of the management

No	Questions	Strongly agree	Agree	Neut ral	Disa gree	Strongly disagree
1	The backwardness of Ethiopian football can be because of the weakness in the management of club in Ethiopia					
2	The club have team unity in trying to reach its goal					
3	All the club members are taking responsibility in all activity					
4	The club members communicate each other on their problem					
5	The club management call meeting in the right way.					
6	The club management cross checks all activities around the club.					
7	The boards of the club call meeting panel in the right time.					
8	Your club have relationship with other football club specially to make sport sprit					

Thank you for your time

APENDIX 2
INTERVIEW (ENGLISH VERSION)
ADDIS ABABA UNIVERSITY
POST GRADUATE PROGRAM
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT S

I am conducting research for partial fulfillment of the degree of Master of Science in Sport Management at Addis Ababa University, College of Natural Sciences, and Department of Sport Science. The purpose of this interview is to obtain information about the Challenges in the management of Ethiopia football premier league clubs.

I will be asking you questions that are related to your football club structure and management. The interview will last for at least half an hour. Before I start interviewing you, I would like to thank you for your cooperation.

Questions:

1. Would you Mention weakness of your club?
2. Can you describe the way of how your club employees the workers?
3. Can you explain the way of your club communicates with the fun?

Thank you for your time

APENDIX 3

Questionnaire (Amharic version)

አዲስ አበባ ዩኒቨርሲቲ

የተፈጥሮ ሳይንስና ስፖርት ሳይንስ ት/ክፍል

በሚመለከታቸው ሁሉ የሚሞላ መጠይቅ

ይህ ጥያቄ ዋና አላማው በኢትዮጵያ እግር ኳስ ክለቦች አስተዳደር ችግር ላይ መሰረት አድርጎ ጥናት እና ምርምር ለማድረግ የተዘጋጀ ጥያቄ ሲሆን ዋና አላማው አስተዳደራዊ ችግሮችን መሰረት ያደረገ ነው። ይህ ጥያቄ በምስበሰብስብት ወቅት እርስዎም እንድትተባበሩኝ ችግሩን እንድፈልግና ለሌላው ለማስተላለፍ ሠዓቱን ጠብቆ ለመምከር ነው። ስለሆነም በዚህ ጥናት በተለያዩ መንገድ ብትጠየቁም መልሱን በምትመልሱበት ጊዜ በራሳችሁ በመተማመንና ትክክለኛው ወይም በአውነታው መንገድ ነው።

በመጀመሪያ ደረጃ አመሰግናለሁ።

መመሪያ 1

- 1. ስም እና ክለብ መጻፍ አይቻልም
- 2. ጥያቄውን በምትመረጡበት ጊዜ በተሰጠው ቦታ ላይ የራይት “✓” ምልክት ያስቀምጡ

የግል መጠይቅ ክፍል 1

- | | | | | |
|--------------------------------------------|------------------------------------------|-----------------------------------------|-------------------------------------------|-----------------------------------|
| 1. ፆታ | 1. ወንድ <input type="checkbox"/> | 2. ሴት <input type="checkbox"/> | | |
| 2. እድሜ | 1. ከ20 ዓመት በታች <input type="checkbox"/> | 2. ከ20-25 ዓመት <input type="checkbox"/> | | |
| | 3. ከ25 — 30 ዓመት <input type="checkbox"/> | 4. ከ30 ዓመት በላይ <input type="checkbox"/> | | |
| 3. የትምህርት ደረጃ | 1. 1-4 <input type="checkbox"/> | 2. 5-8 <input type="checkbox"/> | 3. 9-10 <input type="checkbox"/> | 4. 11-12 <input type="checkbox"/> |
| 5. ዲግሪው | <input type="checkbox"/> | 6. የመጀመሪያ ዲግሪ <input type="checkbox"/> | 7. ሁለተኛ ዲግሪ (MA) <input type="checkbox"/> | |
| 8. ሶስተኛ ዲግሪ (PhD) <input type="checkbox"/> | | 9. ሌላ ካለ _____ | | |

ተ.ቁ	ጉዳዮች	ህክፈት ሰነድ	ህክፈት ሰነድ	ገለልተኛ ገለልተኛ	ከህዝብ ሰነድ	ከህዝብ ሰነድ
	ክፍል 1. ድርጅታዊ መዋቅር					
1	የክለሱ ዳይሬክተር/ሃላፊው ስፖርታዊ አስተዳደር ጉዳዮች ትግባሪን በተመለከተ ከፍተኛ ባለሙያ ነው					
2	የድርጅቱ መዋቅር ጥራት ያለው እና ብቁ የሆነ አስተዳደራዊ ቁጥጥር ይሰጣል					
3	ክለባቹ ተጨባጭ ተልዕኮ እና የሚታይ ዓላማ አለው					
4	ተገቢ የሆነ አስተዳደራዊ መዋቅር በስፖርት ክፍሉ ውስጥ ተመስርቷል					
5	ክለሱ የራሱን አላማና ራዕይ ለማሳካት አጭርና ረጅም እቅድ አለው					
6	የስፖርት ክፍሉ በብቃት በሰለጠነ ባለሙያ ይመራል					
7	የአስተዳደሩ መዋቅር ግንኙነትን በተመለከተ ግልጽ የሆነ እና ቀጥተኛ መስመር ይከተላል					
8	የሰው ሀይል ምደባ የሚካሄደው በፖሊቲካ ሹመት ነው					
9	ክለሱ ለአባላቱ የሰራ ድርሻቸውን ያሳወቃል					
10	ክለሱ የአቅም ግንባታ ስልጠናዎችን ለአባላቱ ይሰጣል					
	ክፍል 2. ፕሮሰዳ					
1	የክለሱ ባለሙያዎች በትክክለኛው መንገድ እስፖርቱን ይመሩታል					
2	የስራ በልደራሶች እርስ በእርስ እንዲተማመን ይበረታታል					
3	የስራ ባልደረቦች ገንቢ በሆነ መልኩ የሀሰብ ፍጭት ያደርጋሉ					
4	የስራ በልደራሶች አስተዳደሩ ያወጣቸውን እቅድ እና ተግባራት በቅንነት ይከተላሉ					
5	የአስተዳደር እቅዶች በትክክል ሳይተገበሩ ሲቀር የስራ ባልደረቦች እርስ በእርስ ሀላፊነትን ይቀበላሉ					
6	በክለሱ ውስጥ የአስተዳዳሪዎቹ የመግባባት ክህሎቱ ስታንዳርዱን የጠበቀ ነው					
7	በክለሱ ውስጥ ያሉት ሀላፊዎች ስለ እግር ኳስ ወቅታዊ መረጃና አወቀት አላቸው					
8	ክለሱ አላማውን ለማሳካት የተጠናከረ አንድነት አለው					
9	የክለሱ አባላት በማንኛውም የክለሱ ጉዳዮች እንቅስቃሴ ሀላፊነት ይወስዳል					
10	በክለሱ ውስጥ ባለው ህግና ድንብ ደስተኛ ነህ					
	ክፍል 3. ፋይናንስ					
1.	የክለሱ ዳይሬክተር የተገኙትን ፈንዶች በትክክለኛው መንገድ ይቆጣጠራል					
2.	የክለሱ ፋይናንሶች በማእከላዊ አካል ይቆጣጠራል					
3.	የክለሱ ክፍያዎች የስፖርቱን ፈንድ ለማሳደግ በሁሉም ተጫዋቾች ይከፈላል።					
4.	በክለሱ ውስጥ በቂ የሆነ የስፖርት ፈንድ የለም					
5.	በክለሱ ውስጥ ድጋፍ ብቸኛው የፈንድ ምንጭ ነው					
6.	የገንዘብ አቅራቢት አብዛኛውን ጊዜ ጥብቅ በሆነ አሰራር ምክንያት ይዘገያል					
7.	የገንዘብ አቅራቢት ከዋናው ገቢ አንጻር አነስተኛ ነው					
8.	ክለሱ የገቢ ምንጭ ማገኛ እቅጣጫ ያስቀምጣል					
9.	ክለሱ የፍይናንስ ፖሊሲ አለው					
10.	የገንዘብ አቅራቢት በትንሹ ስለሚሰጥ እቅድ እና ስራዎች ለማከናወን አስቸጋሪ ይሆናል።					
11.	ክለሱ የበጀት እቅድ አለው					
12.	የክለሱ ዳይሬክተር ተጨማሪ ገቢ ያፈላልጋል					
13.	ክለሱ ከማንኛውም የሙስና ተግባሮች ነፃ ነው					
14.	ክለባችን በቂ የሆነ ገንዘብ ወይም ገቢ ከጫወታ ተሳትፎ ወይም ከትኬት ያገኛል					

ተ.ቁ	ጉዳዮች	በጣም አስማማለሁ	አስማማለሁ	ገለልተኛ	አልማማም	በጣም አልማማም
	ክፍል 5 ሚዲያ					
1	ክለቡ የራሱ ሚዲያ ማሰራጨ አለው					
2	የክለቡ ጫዋታ በሀገር ደረጃ በሁሉም የሀገሪቱ ክፍሎች ይተላለፍል					
3	ክለቡ የህዝብ ግንኙነት ባለሙያ አለው					
4	ክለቡ ወቅታዊ መረጃዎችን በሳምንታዊ መጠን ወይም ጋዜጣ ያሳወቃል					
5	የክለቡ ህዝብ ግንኙነት ባለሙያዎች ክለቡን ያስተዋውቃሉ					
	ክለብ ደጋፊዎች					
1	የክለቡ ደጋፊዎች የአባልነትን ክፍያ ይከፍላሉ					
2	ክለቡ በቂ ደጋፊዎች አለው					
3	በክለቡ ደጋፊዎች በጣም ደስተኛ ነህ					
4	ክለቡ ከደጋፊዎቹ ጋር በክለቡ እድገት ላይ ውይይት ያደርጋል					
5	የክለቡ ደጋፊዎች የክለቡ ህግ እና ደንብ ያከብራሉ					
6	የክለብ ደጋፊዎች በክለቡ ውስጥ በተለይ በጫዋታ ጊዜ ሥራዎችን ይሰራሉ					
7	ክለባቹ ከደጋፊዎቹ ጋር ስብሰባ ያደርጋል					
8	የክለቡ ደጋፊዎች የተቃራኒ ቡድንን በጫዋታ ጊዜ ያከብራሉ					
	ክፍል 6 አስተዳደራዊ ጉዳዮች					
1	የኢትዮጵያ እግር ኳስ ያላደገው በአስተዳደራዊ ችግር ምክንያት ነው					
2	ክለቡ ራሱን የቻለ የተቋሙን አላማ ከግብ መድረሱን የሚከታተል ቡድን አለው					
3	ሁሉም የክለቡ አባላት በሚመለከታቸው የክለቡ እንቅስቃሴ ላይ ሀላፊነት ይወስዳሉ					
4	የክለቡ አባላት ችግር ሲያጋጥም በውይይት ይፈቱታል					
5	የክለቡ አመራሮች ስብሰባን በተገቢው ሰአትና ጊዜ ይጠራሉ					
6	የክለቡ አመራሮች ሁሉንም ክንውኖች መተግበራቸውን ያረጋግጣሉ					
7	የክለቡ ቦርድ በተገቢው ጊዜ ስብሰባ ይጠራል					
8	ክለቡ ከሌሎች ክለቦች ጋር መልካም ግንኙነት አለው					

APENDIX 4

Interview (Amharic version)

ቃለ መጠይቅ

1. የክለሳቹ ደካማ ጎን አለ ብለህ የምታስበውን ዘርዘር/ሪ
2. ክለሳቹ ሠራተኞችን እንዴት እንደሚቀጥር ግለፅ/ጨ
3. ክለሳቹ ከደጋፊዎች ጋር ሃሳብ የሚቃደደር ወይንም የሚገናኝበት መንገድ አብራራ/ሪ