

## **Challenges of Managing Sport Activities the Case of East Wollega Zone Sport Offices**

**Habtamu Siyum**

*Head Department of Sport Studies Wollega University Ethiopia*

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**Abstract:** *The study was focused on the challenges of managing sport office activities in the case of East Wellaga zone. However the managing of sport office activities were challenged by complex set of out and in related factors. To this end researcher was employed descriptive survey research method. Data was gathered from the respondent through questionnaires. Population of the study were 100 sport office experts and method of sampling was carried out by simple random sampling techniques. Data gathered from the respondents were analyzed and interpreted by qualitative and quantitative approaches by using simple descriptive statistics such as frequency and percentage. The result obtained from collected data was indicated that low attention was given by government towards managing sport office activities, allocated budget for success sport office activities was poor when compared with others governmental sectors(65%), existence of inadequate facilities and equipments for implementation of sport activities and it is management (83%) ,linking sport activities only with yearly sport computation, lack of well organized human resources in addition to this managers of sport office mostly assigned by political criteria rather than quality of professional work(72%) and. Inadequate support of private owners as well as less involvement of stockholders in sport activities(97%). Finally researcher was recommended concerning body i.e. government shall be give attention for activity of sport office and increasing amount of budget allocation for sport activities, sport office shall work inclusively with the society and other stockholders for increasing incomes of sport activities, as well as increasing numbers of competent sport professional by recruitment to tackle lack of human resources, east wollega zone management shall focus on providing sport facilities and fulfilling sport materials that help for effective implementation of sport activities, the government shall pay attention about professional quality rather than political fulfilment when assigning leaders for sport office as well as each sport office shall be focus on increasing number of private owners by promoting their services and products during yearly sport tournament at woreda and zone level.*

**Keywords:** *Leadership, management, Manager, Organization,*

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### **I. Introduction**

#### **Background of the study**

Contemporary forces are creating rapidly accelerating pace of changes in management of sport offices activities development on day today. The explosion of information and technology, the emergency of global economic and political system as well as rapidly changing demography are creating new challenges for twenty-first century managers. Therefore workers required to competent in assessing, using a new and emerging technology, fluent in complex, critical and creative, problem solving, skilled in the interaction with diverse work mates and able to work in sport organization. (Jamieson,(2005).

Based millennium development goal article 55(1) proclaimed that Ethiopia was focused on sport sectors for ensuring existence of healthy social interaction, physically fit and mentally intelligent young people's these contributed to upgrading economic development of the country to being in line to medium income countries. To this ends regional sport commission offices, zones sport federation, woreda's sport and youth federation, city sport federation and kebele sport and youth federation will be played great roles for the achievement of country millennium development goals.

To realize this heavy duties of government effective management of sport offices activities have no choices. Instead of having effective management sport offices activities In 1998 the Transitional Governments of Ethiopia designing new sport policies that open the chances for developing and spreading sport activities at most parts the country. Now there is a growing belief that sports have the potential to contribute to achieving the Millennium Developmental Goals by United Nation.

The Ethiopian sport policy, issued on 21 Aprils 1998, is aware of the many benefits and growing role of sport and calls for concerted action to be genuine by relevant governmental and non governmental bodies to realize the participation of peoples through establishing effective sport office and preparing well equipped facilities for different sport activities at any sectors of the country. Sport provides forum to learn skill such as

discipline, confidence, and core principles such as tolerance, cooperation and partnerships for every participant of sports. Sport teaches values of effort and how to manage victory as well as defeat in human life (UNDP, 2002).

As Urwick.1 (1999) stated many sport organizations operate as voluntary or non profit organizations the funds they generate are used for the further activities which benefits their member ships or community where they are based. Some sport organizations particularly those from public sector have their primary function to aid and assists other organizations in delivery of sports for example on the Ethiopian sport divisions the government of the ministry of youth and sport has the primary goals to enhance the participation of community in different sports and taking the overall sport sports activities. Pedersen and Thibault (2014, Kindle location:1124) state that challenges and opportunities associated with technology, ethics and social responsibility, and the globalization of sport, will affect all sport managers. The influence of technology, i.e. innovations development on sport is significant especially considering the increased competition from the profit sector, i.e. growing number of commercial sports providers (Valentine and Eimontas, 2016; Winand et al, 2016). It affects the process of production (training/exercise), distribution of goods and services as well as creation of new products and sports. Nevertheless, technology is not “an end unto itself.

Mull, Bayle’s & Jamieson, (2005), see Management as influencing operational functions and resources to reach a goal and that management is more aware of the human element, including individual and group feelings, attitudes, sensitivity to fairness and cooperation in the attempt to accomplish something. Further illustrate leadership Parks & Quarter man, (2003) affirmed that managerial leadership is the combination of management and leadership into a coherent integrated concept. Hartzell, (2006) asserts that „Leadership refers to the personality characteristics and the behaviour of people with authority and responsibility for leading groups in sport office. As Lousier R., Kimball D. (2009), Leadership of sport office could also be viewed as the ability to influence followers to achieve an organizational goal in as painless a manner as possible, through eliciting in the followership a high sense of commitment, integrity, honesty, achieve success must, therefore, be people and task focused.

Managerial leadership of sport office makes great demands on people. As a leader, you are responsible for your group's vision and mission, for upholding a standard, often for being the group's representative to the rest of the world and its protector as well. These responsibilities might be shared, but in most sport office, one person takes the largest part of the burden. In addition to its responsibilities, leadership brings such challenges as motivating people - often without seeming to do so - and keeping them from stagnating when they're doing well. Leaders also have to motivate themselves, and not just to seem, but actually to be, enthusiastic about what they're doing. They have to be aware of serving their group and its members and all that that entails (Brandon, J.; (2013)

According to Frontier, J. (2012) insecurity, defensiveness, lack of decisiveness, in ability to direct when there is a problem, impatience of situation and in ability to be objectives were some challenges of effective management of sport activities. As Omolawon (2000) stated that the role of sports office management cannot be over-stressed this is because sporting facilities are regarded to facilitate the numerous activities involved in sports. Facilities here refer to sport arena such as fields, courts, running tracks, boxing rings, swimming pools. These facilities play vital roles in the participation and management of sports in any developed and developing community.

Awosika (1996) confirmed that sport facilities represent a sensitive area in all ramification of sports office management. They occupy a desirable position since their provision carries with them certain standards a determined by age, weight and experience of the user. He noted that the existing sports facilities in developing country including us are exceedingly inadequate and substandard. Therefore the case of east wollega zone sport offices sport facilities are highly inadequate when compared with different interest of our peoples towards different sport participation and that makes challenges of managing sport activities in zone.

Akpe (1995) suggested that if sports programs are to achieve any success and for effective sport office organization, there must be availability of sports equipment and supplies in high quality and quantity. Ladani (1990) observed that equipment can be said to represent the tools that the coaches and the participants must have or use to facilitate the coaching of sports and for competitions. The provision and maintenance of good and quality equipment items by the sport office will enhance and promote healthy sports competitions of east wollega zone.

### **Statement of problem**

Now day it's common to hear that within the overall plans of alleviating wide spread of poor management and organizational structures of Ethiopian sport activities. To this ends developing human capitals and reducing poor management and organizational structure at different level of sport office is very crucial. In other word different sport office activities management should strive to produce competent labour forces for increasing the incomes of the sport office and increasing numbers of participants in sport training. Therefore

from the researcher work experiences of eight years and observation for long period of times managing sport activities were challenged by attitudes of budget allocating body, lack of enough sport facilities and materials, shortage of man power in the areas of western Oromia specifically at east wollega zone. Therefore research was focused on investigating challenges of managing sport activity in the cases of East Wollega zone of some selected woredas.

### Basic Research Questions

The following question was proposed to answer in this research:

- What are challenges of managing sports offices activities in the case of east wollega zone?
- Does enough budget was allocated by concerning body for well implementation of sport activities in the zone sport offices?
- Does the sport offices employee were assigned based on professional roles, commitment, responsibility and specialization towards implementation of each sport activities?

### Objective of the study

The study was aimed to investigate challenges of managing sport offices activities in the case of East Wellega Zone.

### Significance of the Study

This study was aimed to deal challenges of managing sport offices activities at the case of East Wellega zone. After completion of this study the concerning body may gain advantage of;

- Identifying the challenges of managing sport office activities in the zone and will take remedial actions.
- May important for zone manager to maximize amount of budget allocated for materials purchase and facility building.
- Hence this study can be maximizing attitudes of zone administrative well managing of sport activities.

### Scope of the study

The study was focused on challenges of managing sport office activities at the case of East Wollega zone as, Oromia region. But the researcher was delimited in west Oromia region specifically at East Welega zone for identifying the challenges of managing sport activities in zone sport office workers because of shortage of facility, budgets, times, transportation & knowledge of researcher. The study would be occurred in some selected sport office of East Wollega zone.

## II. Material and Method

For the success of the research descriptive survey method was designed with both quantitative and qualitative approaches. These methods are nicely fits the researchers pursue of knowing the challenges of managing of sport office activities and practices in the case of east wollega zone. Nworgu (1991) asserted that the choice of research design adopted in any research or investigation depends on the relevance of the proposed design to the nature and purpose as well as the economy of the research. The research materials used in this study was questionnaires. The target population of the studies were 100 respondents these consisting of workers in sport office. Data collected from respondents were analyzed and interpreted by qualitative and quantitative approaches and simple descriptive statics such as frequency and percentages.

## III. Results

Challenges of Effective Managing of Sport Offices Activities at east Wollega Zone.

Items	Alternatives	Frequency	Percent
How did you recognise attention given by zone administration towards supporting your office work?	❖ Very low	20	<b>20</b>
	❖ low	60	<b>60</b>
	❖ medium	18	<b>18</b>
	❖ high	2	<b>2</b>
Does sport office stockholders highly motivated to financial support for sport activities?	❖ yes	12	<b>12</b>
	❖ no	85	<b>85</b>
	❖ not at all	3	<b>3</b>
Does private owners highly initiative to sponsoring sport activities without delaying time of your office activities?	❖ yes	20	<b>20</b>
	❖ no	73	<b>73</b>
	❖ not at all	7	<b>7</b>
Does your office have suitable and well equipped sport facilities that initiate sport participation in your zone, woreda and kebele?	❖ Yes	17	<b>17</b>
	❖ no	83	<b>83</b>
Does employees of sport offices are assigned based on their professionals including leaders of office ?	❖ Yes	28	<b>28</b>
	❖ No	72	<b>72</b>
What problem you may face in relation to being multi- sector	❖ Delay of time	25	<b>25</b>

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representatives of house of sport federation towards managing sport office activities actively?	❖ Challenge office plan	21	21
	❖ Overlap of meeting	30	30
	Giving low attention for work	24	24
Did you carryout sport activities and training of athlete throughout the year in your zone, woreda and kebele level?	❖ Yes	26	26
	❖ No	65	65
	❖ Not at all	9	9
What are other challenges of implementing sport office activities in your zone, woreda and kebele?	❖ Political instability	25	25
	❖ Low attention of community to sport	30	30
	❖ Changing calendar because of situation	20	20
	❖ Limit amount of resources	25	20

According to the results indicated at above table the challenges of implementing management of sport office activities were hindered by the following problems;

- ✓ Attention given by zone administrative was not good enough (60%)
- ✓ Financial supports of sport stockholders were very low (73%)
- ✓ Lack of suitable sport facilities and absence of enough sport equipment for players, ICT materials in office of sport (83%).
- ✓ Mostly unprofessional (amateurism) assignment man power in sport office and for project managers (72%)
- ✓ Problem of linking sport activities with sport competition only by late down sport for healthy interaction, physical development and mental development (65%).
- ✓ Reluctant participation of house of sport federation at zone, woreda and kebele level because of work load, overlap of meeting and sometimes seeing as additional work when sport office need for urgent decision(78%).
- ✓ Moreover east wollega zone sport office activities were currently challenged by changing schedule of yearly sport computation because of political instability, low attention given for sport for health and physical development and real existence of limited sport facility in almost all woreda of east wollega zone.

### Budget Allocation and recruitment System of sport office for managing of sport activities in the zone

Items	Alternatives	Frequency	Percent
What are the sources budget of your office for implementation of different sport activities and practice in your zone, woreda and kebele?	❖ community	55	55
	❖ government	40	40
	❖ private owners	5	5
Does zone administration share equal budget for sport office activity such like other sectors in the zone?	❖ Yes	35	35
	❖ No	55	55
	❖ not at all	10	10
Do private owners actively launch sport projects as other business in the zone, woreda and kebele?	❖ yes	3	3
	❖ no	97	97
Does budget allocated by zone administration loaded on your office account for easily processing activities of sport as per financial rule of the country?	❖ yes	32	32
	❖ no	61	61
	❖ not at all	7	7
Does all sport expert including based on professional quality of employees?	❖ Yes	30	30
	❖ No	60	60
	❖ Not at all	10	10
Do all workers in sport office only work on sports activities only rather than other work?	❖ Yes	42	42
	❖ No	58	58

The indicated at above table budget allocation of sport office for managing of different sport activities is highly taken from community by linking with tax payment (60%) and 40% of budget was allocated by government especially for workers salary, project training and construction of sport facilities while budget collected from community was only used one times for sport competition rather than sport for health and physical development. The attention given by zone manager during zone budget allocation was low because they only consider sport computation, how many participated on sport computation and where is host city of sport computation as well as they consider salary of workers rather than promoting sport for health and physical development(55%). And finally participation of private owners was limited (97%) while only 3% of private owners were take sport project as business option in the zone. In other ways employees recruited in sport office were not only assigned based professionals especially leaders of sport offices and youth coordinator was not assigned for sport but they count as sport professionals by other sectors (60%). The recruitment criteria of these

employees were based on political acceptance rather than quality of their work especially around office managers (58%).

#### **IV. Discussion**

The challenges of implementing effective management of sport office activities and practices were indicated by this study as low attention given by zone administration (60%). Poor financial supports of sport stockholders' (73%) and absence of well adjusted sport facilities and equipments such as fields, sport wears and ICT materials (83%) respectively. According to Lussier and Kimball, (2014) were indicated in their research sport office is mainly focused on managing sport activities by communicating and intentionally doing with surrounding government sectors and non government bodies, participating core sport stockholders for increasing financial income and building sport facilities.

According to Griffin, (1999) leadership of sport office activities is both a process and property, as a process focusing on what leaders actually do; leadership is the use of non coercive influence to shape the group's or organization's goals, motives and behaviors towards achievement of those goals. Mull, Bayle's & Jamieson, (2005), sees Management as influencing operational functions and resources to reach a goal and that management is more aware of the human element, including individual and group feelings, attitudes, sensitivity to fairness and cooperation in the attempt to accomplish something.

Surround yourself with good people who share your vision. If you can find others who are competent and committed to whom you can delegate some of the tasks of managerial leadership, it will both remove pressure from you, and make your group stronger. One of the greatest mistakes a leader can make is to be threatened by others' abilities. In fact, sharing responsibility with capable people makes all of you more effective, and strengthens your managerial leadership.

#### **V. Summary**

This study was done on the challenges of managing sport office activities at the case of some selected Woredas East wollega zone sport offices and to suggest possible solution. To this ends the study tries to answer the following basic questions.

- What are challenges of managing of sports offices activities in the case of east wollega zone?
- Does enough budget was allocated by concerning body for well implementation of sport activities in zone sport office?
- Does the sport offices employee were assigned based on professional roles, commitment, responsibility and specialization towards implementation of each sport activities?

The challenge of managing sport office activities in the cases of east wollega zone was indicated based on above finding obtained in previous chapter. These are attention given by zone administrative to sport activities were very low (60%), Financial supports of sport stockholders were very poor (73%), Lack of suitable sport facilities and absence of enough sport equipment for players, ICT materials in office of sport these activating sports activities (83%), Mostly unprofessional (amateurism) employees were assigned in sport office for sport project managers (72%), Problem of linking sport activities with sport competition only by late down of sport for healthy interaction, physical development and mental development (65%) and Reluctant participation of house of sport federation at zone, woreda and kebele level because of work load, overlap of meeting and sometimes seeing as additional work when sport office need for urgent decision(78%).

In addition to this above finding budget allocation of sport office for managing of different sport activities is highly taken from community by linking with tax payment (60%) and 40% of budget was allocated by government especially for workers salary, project training and construction of sport facilities while budget collected from community was only used one times for sport competition rather than sport for health and physical development. The attention given by zone manager during zone budget allocation was low because they only consider sport computation, how many participated on sport computation and where is host city of sport computation as well as they consider salary of workers rather than promoting sport for health and physical development(55%). And finally participation of private owners was limited (97%) and the information was collected from the samples of respondents through questionnaires. The data was analyzed through using percentages, tables, and frequency. In other ways employees recruited in sport office were not only assigned based professionals especially leaders of sport offices and youth coordinator was not assigned for sport but they count as sport professionals by other sectors (60%). The recruitment criteria of these employees were based on political acceptance rather than quality of their work especially around office managers (58%).

### VI. Conclusion

Based on the above summary and results of the study the following conclusions were drawn:

1. The challenges of managing sport office activities were low attention was given by zone administrative, presence of poor financial support by sport stakeholders, lack of sports facility and equipments and attitudes of other stack holders and sectors managers was very challenging because they link sport only with yearly woreda computation or zone computation.
2. Budget allocation of sport office had been its own problems because our sport policy proclaimed community based sport participation and also sources of budget for sport is highly collected from community within yearly service rather than government allocation. This system of budget collection may delay management of sport office activities.
3. As identified in the finding of this research recruitment of sport expert’s was not assigned at all position based on professionals quality and mostly managers of sport offices assigned from other field of study membership criteria. This may affect activities of sport office as well as work load of sport experts were high because of shortage of man power in the case of east wollega sport offices.

### VII. Recommendation

Based the above findings and conclusion the following recommendation will be forwarded.

1. In order to manage challenges of sports office activities zone administrative shall be give special attention for tackling shortages of finance, sport facilities especially at woreda level, zone level and kebele level and finally focus on how to increase participation of stack-holders and private owners to increase financial ability sport office activities.
2. Since sport is a big business over the world government shall be redesigned sport policy of the country and allocate budget equal with productive sectors such as health, agriculture and education sector.
3. Recruitment criteria of sports expert and sport managers may need some modification since 21 of university graduating sport professional by sport science, sport management at degree level, masters level and Phd level in Ethiopia recruiting similar fields of study and non –similar fields of studies is truly need modification or what might be changed for future.

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### Appendixes

Dear all respondent this questionnaires is provided for collecting real information about challenges of managing sports activities in the cases of East wollega zone of west oromia region. Please i cordially ask your mutual support for filling real information as usual for success of may work. The researcher must keep confidentiality of your information and used your information only for academic purpose. Finally i request you give your information without any fear and only circle on what you want answers. Thank you in advance for your mutual aid.

Items	Alternatives	remarks
How did you <b>feel</b> attention given by zone administration towards supporting your <b>sport activity</b> work?	❖ Very low	
	❖ low	
	❖ medium	
	❖ high	
Does sport office stockholders highly motivated to financial support for sport activities?	❖ yes	
	❖ no	
	❖ not at all	
Does private owners highly initiative to sponsoring sport activities	❖ yes	

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without delaying time of your office activities?	❖ no	
	❖ not at all	
Does your office have suitable and well equipped sport facilities that initiate sport participation in your zone, woreda and kebele?	❖ Yes	
	❖ no	
Does employees of sport offices are assigned based on their professionals including leaders of office at all level?	❖ Yes	
	❖ No	
What problem you may face in relation to being multi- sector representatives of house of sport federation towards managing sport office activities actively?	❖ Delay of time ❖ Challenge office plan ❖ Overlap of meeting ❖ Giving low attention for work	
Did you carryout sport activities and training of athlete throughout the year in your zone, woreda and kebele level?	❖ Yes ❖ No ❖ Not at all	
What are other challenges of implementing sport office activities in your zone, woreda and kebele?	❖ Political instability ❖ Low attention of community to sport ❖ Changing calendar because of situation ❖ Limit amount of resources	

**Part II**

Items	Alternatives	Remarks
What are the sources budget of your office for implementation of different sport activities and practice in your zone, woreda and kebele?	❖ community	
	❖ government	
	❖ private owners	
Does zone administration share equal budget for sport office activity such like other sectors in the zone?	❖ Yes	
	❖ No	
	❖ not at all	
Do private owners actively launch sport projects as other business in the zone, woreda and kebele?	❖ yes	
	❖ no	
Does budget allocated by zone administration loaded on your office account for easily managing activities of sport as per financial rule of the country?	❖ yes	
	❖ no	
	❖ not at all	
Does all sport expert including based on professional quality of employees?	❖ Yes	
	❖ No	
	❖ Not at all	
Do all workers in sport office only work on sports activities only rather than other work?	❖ Yes	
	❖ No	

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