

# COMPARATIVE ANALYSIS OF FUNCTIONAL SPORTS MANAGEMENT ACTIVITIES: IN THE CASE OF EAST AND WEST WOLLEGA ZONES SPORTS OFFICE

**Biruk Hundito, Wachemo University**

## ABSTRACT

*The main purpose of this study was to investigate the comparative analysis of functional sports management activities in west and East wollega zones sports office. Descriptive survey method was designed for this study and the research applied were a quantitative method in nature. The data collected by Questionnaires from selected west and East wollega zones sports office and top and bottom two woredas. The research data and information collected from functional sports management activities variables. The target population of this study was all east and west wollega zones sports officers and top and bottom two woredas sports office (6x8=48). From those east and west / top and bottom sports office the researcher selected by using purposive sampling techniques 48 employees. After data were collected, the analysed by SPSS Software (Version 25). Such as mean, standard deviation, and Independent sample T-Test analysis for the purpose of comparison of the major variables. The level of significance is set at 0.05 alpha levels. The researcher assumption/hypothesis of this study was: (1) there is no significant difference between top two and bottom two word as sports office towards functional sports management activities. (2) There is no significant difference between west and east wollega zones sports office towards functional sports management activities. Finally, the study findings were indicated that-. (a) There is no significant difference between top two and bottom two woredas sports office towards functional sports management activities. (b) The mean score of east wollega zones is significantly higher than that of the mean score of West wollega zone sports office employees. This indicates that east wollega zones have the positive opinion than that of West wollega zone sports office employees in the aspects of financial management activities.*

**Keywords:** Functional Managements, Sports Managements.

## INTRODUCTION

The functional sports organizational management activities any combination of skills related to planning, organizing, directing, controlling, budgeting, staffing, leading, evaluating and reporting within the context of a current sports organization that is directly reflected in sports office activities like sports financial controlling, sports personnel managements, sports policy implementation, organizational structure and public relation (Wang et al., 2004).

Management in sport organizations provide sports development, general planning activities in the field of sports, organizes all relevant resources, processes and functions, exercised a policy of human resources development, organized sports and business functions, provide communication and coordination, deciding on the implementation of most appropriate solutions, processes and controls eliminate destructive conflict.

Benson (2012) noted that in the field of management one can identify two essential ingredients; first, there is the administrative organization which deals with the internal structure and disposition of the personnel and resources. The second is the administrative management which deals with the direction of personnel, fiscal control (or policy) and other techniques related to operations. Management, therefore, is a process undertaken by one or more individuals to coordinate the activities of others in order to achieve results not achievable by one individual acting alone. It is the achievement of results through specialized efforts of other people, whether individually or in a group within an organization, to accomplish goals which they could not achieve as individuals. Management has been essential in ensuring the coordination of individual efforts (Vansina, 1999).

This study was focused on the selected woredas and west/east wollega zons sports offices in functional sports management activities functional.

Therefore, the researcher needs to compare how to do the functional sports management's activities in each selected wollega zones and woredas on the bases of the combination of planning, organizing, directing, controlling, budgeting, staffing, leading, evaluating and reporting that is directly reflecting in sports financial activities, sports personnel managements, sports policies, organizational structures and public relation in sports management.

### **Objectives of the Study**

To investigate the Comparative analysis of functional sports management activities in East and west wollega zones sports office.

### **MATERIALS AND METHODS**

The main purpose of this study was to investigate the Comparative analysis of functional sports management activities in west and East wollega zones sports office. This study, based on the quantitative research approach and design, where descriptive server methodology is employed. The survey was cross-sectional in nature and a standardized questionnaire was used to collect the data from the respondents for functional sports management activities. The measurement scale on each variable is adopted from the different study, modified to suit the research objectives; and measured on five points Likert scale. The total population of the west and East wollega zones sports office employees the researcher was selected top two and bottom two woredas and both west and East wollega zones sports office by using purposive sampling technics. The total participants of this study will be (N=6x 8=48).

After the data were collected, the raw data entered into computer and were analysed by SPSS Software (Version 20). Descriptive statistics were calculated for each selected variables on the nature of the basic research questions and used appropriate statistical techniques. Hypothesis one analyzed by mean and standard deviation. And Hypothesis two analyzed by independent samples T-Test for comparison between West and East wollega zone and top and bottom two sports office employees. To conduct this research, as well as to collect data and information about the variables of the Sports Financial management, Sports personnel management, organizational structure, sports policies management and Sports public relations services. The items are assigned and measured a score between 1 and 5 (1=Strongly Disagree, 5=Strongly Agree). The questionnaire was administered to 48s subjects including two zone sport office managers. The level of significance is set at 0.05 alpha levels.

## RESULTS

**Table 1**  
**DESCRIPTIVE STATISTICS FOR MEAN AND STANDARD DEVIATIONS OF FUNCTIONAL SPORTS MANAGEMENT ACTIVITIES IN TOP TWO AND BOTTOM TWO WOREDAS SPORTS OFFICE SPORTS OFFICE**

<b>Top two woredas sports office</b>	<b>N</b>	<b>M</b>	<b>SD</b>
Sport Financial Managements	24	16.40	5.233
Sport Personnel	24	16.39	4.728
Sport organizational structure	24	16.01	4.665
Sports policy	24	16.0	5.706
Public Relations	24	15.03	4.627
<b>Bottom two sports office</b>	<b>N</b>	<b>M</b>	<b>SD</b>
Sport Financial Managements	24	14.04	3.444
Sport Personnel	24	14.63	4.073
Sport organizational structure	24	14.53	5.333
Sports policy	24	14.89	4.770
Public Relations	24	14.47	3.560

The results of the mean and standard deviations which indicated that employees were top two woredas sports office more and better than to bottom two woredas sports office in Sport Financial Managements (M=16.40 and SD=5.233), Sport Personnel (M=16.39 and SD=4.728), Sport organizational structure (M=16.01 and SD=4.665), Sports policy (M=16.0 and SD=5.706), and Public Relations (M=15.03 and SD=4.627) respectively. This indicated that the top two sports officers/employee's better opinion and positive views than bottom two sports officers in overall functional sports management activities (Table 1).

**Table 2**  
**INDEPENDENT SAMPLES T-TEST COMPARISON BETWEEN WEST AND EAST WOLLEGA ZONES SPORTS OFFICE TOWARDS FUNCTIONAL SPORTS MANAGEMENT ACTIVITIES**

<b>Functional sports Management Activities</b>	<b>Name of the clubs</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>t-value</b>	<b>df</b>	<b>Sig. (2-tailed)</b>	<b>Mean Difference</b>
Financial Management	East wollega zone	24	15.50	4.433	1.774	26	0.071	2.357
	West wollega zone	24	13.14	2.248				
Personnel Management	East wollega zone	24	15.29	5.928	0.879	26	0.052	1.571
	West wollega zone	24	13.71	3.099				
Organizational Structure	East wollega zone	24	15.00	5.765	0.876	26	0.143	1.571
	West wollega zone	24	13.43	3.435				
Sports policy Management	East wollega zone	24	15.07	4.906	0.845	26	0.317	1.357
	West wollega zone	24	13.71	3.474				
Public relation Management	East wollega zone	24	14.07	5.427	0.445	26	0.112	0.714
	West wollega zone	24	13.36	2.560				
Total Functional sports Management Activities	East wollega zone	24	74.9286	22.67993	1.149	26	0.058	7.57143
	West wollega zone	24	67.3571	9.65248				

**Note:** \*. The mean difference is significant at the 0.05 level.

Table 2 indicated that the mean score of functional sports management activities independent-samples T-test results showed that statistically there is no significant difference between East and west wollega sports office employees in their Functional sports management activities (Bass, 1990; Barrow, 1977). With financial management East wollega zone (M=15.50,

SD=4.433) and West wollega zone (M=13.14, SD=2.248) conditions;  $t(26)=1.774$ ,  $P=.071$ . Which is more than 0.05 level of tolerance? Hence, the hypothesis that “*There is no significant difference between east and West wollega zones sports office towards functional sports management activities*” is accepted (Blumberg & Blumberg, 1985).

The mean score of east wollega zones is significantly higher than that of the mean score of West wollega zone employees. This indicates that east wollega zones have the positive opinion than that of east wollega zones employee in the aspects of financial management. In personnel management East wollega zone (M=15.29, SD= 5.928) and West wollega zone (M=13.71, SD=3.099) conditions;  $t(26)=0.879$ ,  $P=0.052$ . Which is more than 0.05 level of tolerance? The mean score of East wollega zone is significantly higher than that of the mean score of West wollega zone employee. This indicates that East wollega zone sports office employees have the positive opinion than that of West wollega zone employees in the aspects of personnel management. With Organizational structure East wollega zone (M=15.00, SD= 5.765) and West wollega zone (M=13.43, SD=3.435) conditions;  $t(26)=0.876$ ,  $P=0.143$ . Which is more than 0.05 level of tolerance? The mean score of East wollega zone is significantly higher than that of the mean score of West wollega zone employee in Organizational structure. This indicates that East wollega zone sports office employees have the positive opinion than that of West wollega zone employees in the aspects of Organizational structure. With Sports policy Management East wollega zone (M=15.07, SD=4.906) and West wollega zone (M=13.71, SD=3.474) conditions;  $t(26)=0.845$ ,  $P=0.317$ . This is more than 0.05 level of tolerance. The mean score of East wollega zone is significantly higher than that of the mean score of West wollega zone employee in Sports policy Management. This indicates that East wollega zone sports office employees have the positive opinion than that of West wollega zone employees in the aspects of Sports policy Management. On the hands, the mean score with public relation Management East wollega zone (M=14.07, SD=5.427) and West wollega zone (M=13.36, SD=2.560) conditions;  $t(26)=0.445$ ,  $P=0.112$ . Which is more than 0.05 level of tolerance? The mean score of East wollega zone is significantly higher than that of the mean score of West wollega zone employee in Public relation Management. This indicates that East wollega zone sports office employees have the positive opinion than that of West wollega zone employees in the aspects of Public relation Management Chom (2003); Gebrmariam (2014); Lowther (2002).

The total functional sports Management Activities East wollega zone (M=74.9286, SD=22.67993) and West wollega zone (M=67.3571, SD=9.65248) conditions;  $t(26)=1.149$ ,  $P=.058$ . This is more than 0.05 level of tolerance. Hence, the hypothesis that that “*There is no significant difference between east and West wollega zones sports office towards functional sports management activities*” is accepted Schein, (2004); Yukl, (1994).

The mean score of East wollega zone is significantly higher than that of the mean score of West wollega zone employee in the total functional sports Management Activities. This indicates that East wollega zone sports office employees have the positive opinion than that of West wollega zone employees in the aspects of total Functional sports Management Activities.

On the hands, the mean score of independent samples T-test results showed that statistically there were significant different between East wollega zone and west wollega zone employees in public relation managements East wollega zone (M=14.07) and west wollega zone (M=13.36), ( $P=0.025$ ) Which is more than 0.05 level of tolerance Chelladurai (1993); Chelladurai, & Riemer (1997).

The mean score of East wollega zone were significantly higher than that of the mean score of west wollega zone sports office employee in financial management, personnel

management, organizational structure, Sports policy management and public Relation this indicates that East wollega zone sports office employees have positive opinion than that of west wollega zone sports office employee in the aspects of functional sport managements practices.

Based on the overall result obtained there was East wollega zone and tope two woredas sports office employees' opinion were better than west wollega zone and bottom two sports office employees in their functional sports management activities (Soucie, 1994; Weisbord, 2004).

## DISCUSSION

Generally, the employee's opinion in functional sports management activities there were positively correlated that east wollega zone and top two sports office employees. In east and west wollega zone sports office programme are managed by the financial received from the sponsorship, supporters monthly deposit and central administration (government), the sports office had to depend mainly in the above funds and sponsorship for sports and subvention from the offices for the organization of sports programme.

The findings support the view on how finances for sports are managed in sports office in the industry. However, the finding of this study revealed similarity among the four categories of zonal sports office in their financial management activities.

One of the proposes of the study was to find out if there is any significant difference among the four categories of wollega zones sports office in the management of personnel for sports (Burton & Steane, 2004; Müller-Stewens, 2004). The finding of the study showed that financial management activities were found to be positively correlated with east wollega zone and top two woredas that of east wollega zone and bottom two woredas Thomas et al. (2005).

Personnel for sports in all the zones and woredas play an important role in the success of the sports of the programme; they provide leadership and promote public relations (Oyedele, 2000). The efficient management of any sports program in such institutions depends mostly in personnel for sports as they promote understanding and working relationship among the different individuals to achieve the goals of the institutions. Sports personnel have the responsibility of planning, organizing, directing, coordinating, budgeting and evaluating the program. Such personnel should have adequate and appropriate qualifications and experience to efficiently and effectively manage sport. Usually, personnel for sports is recruited and promoted according to the established rules and regulations that are common to the zonal sports office. It is perhaps because of the reason that positively correlated were found among the employees specially in east wollega zone and top two woredas sports office in management of personnel for sports (Hersey & Blanchard, 1969; Johnson, 2006; Stenerson, 1995).

Therefore, the finding showed the comparative analysis of east and west wollega zone sports office employee opinion in personnel management for sports is justified. The study found that personnel charged with functional sports management activities are appointed on merit and that season sports personnel are appointed and retrained to serve in the sports units.

Organizational structure involves the pattern of comparative analysis among positioning in the organization and among members of the organization. Such a structure makes it possible for the application of the process of management and creates a framework to which the activities of sports units can be planned, organized, directed and control. Observed that some of the east and west wollega zone sports office especially top woredas have sports council which are totally independent of the zonal sports office management, which is controlled, regulated and directed by a sports council and directorate. In contrast to this view there is much to be desired in terms of management aspect of all sports in zonal and woredas level.

This study found significant differences among the selected zones and woredas which are mainly due to the fact that top two woredas had better functional sports managements of the organization structure of zonal sports compared to bottom two sports office employees. The study found that the organizational structure provides effective and efficient management control of sports and that sports units are managed by the qualified and technically sound personnel (Slack & Parent, 2006).

A policy is a statement of a course of action adopted and pursued by an organization. Well-articulated policies are an essential requirement for the efficient and effective finance of an organization that will help its member to follow what is expected of them. If a policy is properly stated, formulated and developed each member of an organization will understand and perform the duties that are expected. Efficient and effective management of sports activates require the establishment of a sound policy to achieve the goals of an organization (Pantić et al., 2011; Song, 2002).

This is perhaps what motivated the federal government of Ethiopia in the production of national sports policy in sports development. It is expected that such a policy would help in the development and successful implementation of sports programs. Administrative policy for organizing intramural sports in any sports in Ethiopia as a statement of procedure that would represent the legalistic framework under which the organization operates. However, there are frequently changed or sometimes hastily written. It is for this reason that there should be guidance or direction to decision been made by the members of an organization. The Federal Government of Ethiopia clearly stated that policy is guiding principle that serves as the basis for a course of actions. It is for this reason it formulated the national sports development policy with the hope that it will guide its actions (Igbanugo, 1986).

The study found the significant difference and positive correlation among the east wollega zone and tope two woredas sports offices in sports policy management. This was mainly because of the fact that top two woredas sports office had better management of policy than the bottom two sports office, in which they might not any establish the policy that governed the action in the organization of sports programme. The study found that the sports policy has high potential to enhance growth and development.

Public relations constitute the planned effort to affect the opinion through good relation and socially accountable performance base and mutually suitable two-way communications, for any organization to be successful and popular it should have good human public relation serves. Any institution established by a community always enjoys the support and cooperation of the community for its successful functioning. Public relation services include the attempt to modify and shape the attitude and action of the public through educations and persuasion which would help in the successful functioning of an organization. This investigation found a significant difference and positive correlation among east wollega zone and tope two woredas and management of public relation services. This was mainly because top two woredas had better management of this service compared to bottom two woredas sports offices. This may be that east and west wollega zone sports office frequently approach cooperation of charity organization for the support to run the programme, which makes them involved defilement organization outside the clubs in the organization of the sports programme. The difference exists in the top two woredas sports office compared to bottom two sports office the study found that public relations services encourage proper and adequate dissemination of sports information to the community and that adequate public services are provided for the effective coverage of all sports programme/sports offices.

## CONCLUSION

The main objectives of this study were: (1) to investigate the Comparative analysis of functional sports management activities in wollega zones sports office. The keys investigated were functional sports management activities which are focused on financial management, Personnel management, Organizational structure, sports policy managements and public relation in sports.

To achieve the purpose of this study, a questionnaire on the Comparative analysis of functional sports management activities in wollega zones sports office was descriptive survey methods, quantitatively designed and used as the instrument for data collection.

1. The mean of results of Financial Managements, Sport Personnel, Sport organizational structure, Sports policy, and Public Relations is better in East wollega zones sports office. This indicated that the east wollega zone sports office employee's better opinion and positive views in overall functional sports management activities. Similarly, the mean of results of Financial Managements, Sport Personnel, Sport organizational structure, Sports policy, and Public Relations is better in top two woredas sports office employees. This indicated that the top two woredas sports office employee's better opinion and positive views in overall functional sports management activities.
2. East and west wollega zone sports office and top and bottom two woredas sports office in functional spots management activities did not show significant difference in the sports office employees and east wollega zone sports office and tope two woredas were significantly higher and positive opinion than that of the mean score of west wollega zone and bottom two woredas in the aspects of overall functional sports management activities variables. The study has the great implication on promoting the functional sports management activities and bringing about the required sports office employees' improvement. Realizing the strong relationship between management and flowers, at different levels can arrange and improve functional sports management activities like financial managements, personnel managements, organizational structure, sorts policy and public relations. East wollega sports office and west wollega zone sports office on the other hands, Top two and bottom two woredas sports office can share each other functional sports management activities for the sports office employees and organizational improvements and it is advisable for employees to participate in sports office staff decision-making and undergoing regular communications on regular bases in order to minimize the gap between top two woredas sports office and bottom two sports office practices in their functional sports management activities.

## REFERENCES

- Barrow, J.C. (1977). The variables of leadership: A review and conceptual framework. *Academy of Management Review*, 2(2), 231-251.
- Bass, B.M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18(3), 19-31.
- Benson, B (2012). *Comparative Analysis of sport Management practice in tertiary institution in Nigeria*.
- Blumberg, A., & Blumberg, P. (1985). *The school superintendent: Living with conflict*. Teachers College, Columbia University.
- Burton, S., & Steane, P. (2004). Choosing and working with a supervisor. *Surviving Your Thesis*, 30-45.
- Chelladurai, P. (1993). Leadership in RN, Singer, M. Murphy, & LK, Tennant (Eds.).
- Chelladurai, P., & Riemer, H.A. (1997). A classification of facets of athlete satisfaction. *Journal of Sport Management*, 11(2), 133-159.
- Chom, E.J. (2003). Administration of University sports in a Developing Country. *Sports Science, Leisure and Recreation Management*, 1(1), 42-47.
- Gebrmariam, D. (2014). *The status of club management in Ethiopian premier league football clubs*. Unpublihed doctoral dissertation, Addis Ababa University.
- Hersey, P., & Blanchard, K.H. (1969). Management of organizational behavior: Utilizing human resources.

- Igbanugo V.C. (1986). Effective organization of sports relationship to performance. *Proceedings of Guinness NUGA 86 Sports Clinic Ibadan, Claverianum Press.*
- Johnson, U. (2006). Sport psychology—past, present and future: the perceptions of Swedish sport psychology students. *Athletic Insight*, 8(3), 64-78.
- Lowther, J., Lane, A., & Lane, H. (2002). Self-efficacy and psychological skills during the amputee soccer world cup. *Athletic Insight*, 4(2), 23-34.
- Müller-Stewens, G. (2004). Kaplan, RS/Norton, DP: Strategy Maps. Converting intangible assets into tangible outcomes, Harvard Business School Press, Boston 2004.
- Pantić, S., Siljanovski, M., & Đuričić, A. (2011). I International Symposium Engineering Management And Competitiveness 2011 (EMC2011) June 24-25, 2011, Zrenjanin, Serbia.
- Schein, E.H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.
- Slack, T., & Parent, M.M. (2006). *Understanding sport organizations: The application of organization theory*. Human Kinetics.
- Song, S.H. (2002). *The relationship between transactional/transformational leadership behaviors and organizational culture in selected South Korean sport teams*. The University of New Mexico.
- Soucie, D. (1994). Effective managerial leadership in sport organizations. *Journal of Sport Management*, 8(1), 1-13.
- Stenerson, H. (1995). Webmaster's New World Dictionary.
- Thomas, P., McDonnell, J., McCulloch, J., While, A., Bosanquet, N., & Ferlie, E. (2005). Increasing capacity for innovation in bureaucratic primary care organizations: A whole system participatory action research project. *The Annals of Family Medicine*, 3(4), 312-317.
- Vansina, L. (1999). Leadership in strategic business unit management. *European Journal of Work and Organizational Psychology*, 8(1), 87-108.
- Wang, J., Chen, L., & Ji, J.C. (2004). Athletes' perceptions on coaches' behaviors and competitive situations at collegiate level. *International Sports Journal*, 8(2), 1.
- Weisbord, M.R. (2004). *Productive workplaces revisited: Dignity, meaning, and community in the 21st century*. John Wiley & Sons.
- Yukl, G.A., (1994), Leadership in organizations (3rd ed), Englewood Cliffs, NJ of *Work and Organizational Psychology*, 8, 87-108.