

## Examining the impact of organizational and management variables on sport service delivery in Ethiopia

### Examinar el impacto de las variables organizativas y de gestión en la prestación de servicios deportivos en Etiopía

\*Wasihun Abate Sentie, \*\*Andrew Olu Fadoju, \*\*\*Dagnachew Nigeru Kebede

\*Pan African University Life and Earth Science Institute (Nigeria); Bahir Dar University (Ethiopia), \*\*Pan African University Life and Earth Science Institute (Nigeria), \*\*\*Bahir Dar University (Ethiopia)

**Abstract.** There is an observed general low performance of Ethiopian Sport Governing Bodies (SGBs) in service delivery. Evidence shows that the trend can be corrected with proper understanding and insight into the process of organizational and management factors of these SGBs. This study aimed to investigate the contribution of organizational and management factors as determinants in effective service delivery in SGBs. For this study, a cross-sectional research design was employed. Purposive sampling was used to choose 350 samples from 154 internal and 196 external stakeholders. The instruments used for the study were the key informant interview and the questionnaire. Pearson Product Moment Correlation Coefficient and multiple regression were used to analyze the data at the 0.05 significant level while qualitative data were content analyzed. The findings confirmed that organizational and management factor variables had a significant positive relationship with sport service delivery (organizational structure ( $r=0.515$ ), organizational capabilities ( $r=0.701$ ), communication ( $r=0.549$ ), management practice ( $r=0.571$ ), materials & resources ( $r=0.527$ ) and stakeholders satisfaction ( $r=0.742$ ). Management factors jointly predicted effective sport service delivery ( $F_{(3, 329)}= 165.868$ ,  $R^2= 0.612$ ); organizational factors had a joint significant contribution to effective sport service delivery ( $F_{(3, 329)}= 148.743$ ,  $R^2= 0.576$ ). Further, organizational and management factor variables had a joint relative significant influence on effective sport service delivery in Ethiopian SGBs ( $F_{(6, 326)}=130.81$ ,  $R^2= 0.707$ ). Interviews revealed that there are weak relations with stakeholders, an unaligned structure of regional sport bodies with federal bodies, and managers with improper experience and knowledge in sport which influences effective sport service delivery in Ethiopian SGBs. Therefore, working together with stakeholders, structural advancement, designing rules and regulations that can serve a longer time, taking correction based on feedback from stakeholders, networked structures and collaborations with local sports organizations as means of improving service delivery employing shared burden and coordinated effort are recommended.

**Keywords:** Management, Organization, Service delivery, Sport governing bodies

**Resumen.** Se observa un bajo desempeño general de los Órganos Rectores del Deporte (SGB) etíopes en la prestación de servicios. La evidencia muestra que la tendencia se puede corregir con una comprensión y un conocimiento adecuados del proceso de los factores organizativos y de gestión de estos SGB. Este estudio tuvo como objetivo investigar la contribución de los factores organizativos y de gestión como determinantes en la prestación eficaz de servicios en los SGB. Para este estudio, se empleó un diseño de investigación transversal. Se utilizó un muestreo intencional para elegir 350 muestras de 154 partes interesadas internas y 196 externas. Los instrumentos utilizados para el estudio fueron la entrevista a informantes clave y el cuestionario. Se utilizaron el coeficiente de correlación del momento del producto de Pearson y la regresión múltiple para analizar los datos con un nivel de significancia de 0,05, mientras que los datos cualitativos se analizaron por contenido. Los hallazgos confirmaron que las variables de los factores organizativos y de gestión tenían una relación positiva significativa con la prestación de servicios deportivos (estructura organizativa ( $r = 0,515$ ), capacidades organizativas ( $r = 0,701$ ), comunicación ( $r = 0,549$ ), práctica de gestión ( $r = 0,571$ ), materiales y recursos ( $r = 0,527$ ) y satisfacción de las partes interesadas ( $r = 0,742$ ). Los factores de gestión predijeron conjuntamente la prestación eficaz de servicios deportivos ( $F(3, 329) = 165,868$ ,  $R^2 = 0,612$ ); los factores organizativos tuvieron una contribución significativa conjunta a la prestación eficaz de servicios deportivos ( $F(3, 329) = 148,743$ ,  $R^2 = 0,576$ ). Además, las variables de los factores organizativos y de gestión tuvieron una influencia significativa relativa conjunta en la prestación eficaz de servicios deportivos en los SGB etíopes ( $F(6, 326) = 130,81$ ,  $R^2 = 0,707$ ). Las entrevistas revelaron que existen relaciones débiles con las partes interesadas, una estructura no alineada de los organismos deportivos regionales con los federales organismos y directivos con experiencia y conocimientos inadecuados en materia de deporte, lo que influye en la prestación eficaz de servicios deportivos en las pequeñas y medianas empresas etíopes. Por lo tanto, se recomienda trabajar junto con las partes interesadas, avanzar en la estructura, diseñar normas y reglamentos que puedan servir durante más tiempo, hacer correcciones en función de los comentarios de las partes interesadas, crear estructuras en red y colaborar con las organizaciones deportivas locales como medios para mejorar la prestación de servicios empleando una carga compartida y un esfuerzo coordinado.

**Palabras clave:** Gestión, Organización, Prestación de servicios, Órganos rectores del deporte

Fecha recepción: 07-06-24. Fecha de aceptación: 20-09-24

Wasihun Abate Sentie  
abatewasihun@gmail.com

## Introduction

Sport Governing Bodies (SGBs), often referred to as Sport Federations are non-profit organizations that work in the sport sector for the promotion and growth at all levels, monitoring its administration, ensuring the organizing of regular contests, and adhering to the norms of fair

play in a given region and sport discipline (Jaekel, 2017; Muñoz & Solanellas, 2023). According to Sport England (2022), SGBs are developing frameworks to make it easier for society to acquire professional services, and they frequently act as consultants in areas such as commercial, innovation, and program development. They ensure conformity with sporting rules and regulations,

monitor athlete eligibility, and facilitate collaboration with other national and international sport organizations. Furthermore, SGBs impact policy-making and strategic direction in sports through governance frameworks that enhance organizational effectiveness, transparency, and stakeholder participation (Muñoz & Solanellas, 2023). This regulatory and oversight role extends to supporting broader goals, such as economic development, public health, and community engagement through sports. Their governance models often involve collaboration with governments and private sectors to secure funding, enhance resource allocation, and adapt to shifting market and political environments (Naess, 2022). In essence, modern SGBs play a multifaceted role in promoting not just sports excellence but also social responsibility and innovation within the global sports framework. SGBs, as a service providing organizations, the organizations' senior management groups can utilize a section of indicators to track how their service delivery initiatives are progressing in terms of enhancing the organization's overall performance (Dorado et al., 2020; Nuviala et al., 2021). Providing good service is imperative to the success and survival of service companies. However, according to different scholars (Papadimitriou & Taylor, 2000; Chepkorir, 2014; Adekitan, 2017), SGBs are not delivering the expected services to society. There are identified factors that influence service delivery: lack in the development of long-term funding sources, bad financial management systems and poor human resource management (Adekitan, 2017). A study by Rojas (2024) highlights the importance of the staffing and permanence of the experts, along with stakeholder retention as indicative variables of quality, performance and effective services. There are a large number of published studies (Chepkorir, 2014; Adekitan, 2017; Kasale et al., 2019) that describe controllable and uncontrollable factors such as communication, management practice, organizational capabilities and human relationships might be the predominant determinants in effective service delivery in sport organizations. In addition, Shariff (2012) discovered a significant relationship between the job satisfaction of the federation's administrator and the assessment of the efficiency of internal organizational processes on personnel relations and decision-making. Other arguments made by Shilbury and Moore (2006), Hamadamin and Atan (2019) and Oliveira et al. (2021) also supported the expectation that the organization will be productive in meeting strategic goals, serving coaches and players, and making the best use of its financial and human resources, all while preserving stability through the retention of officials, coaches, volunteers, and players, exhibiting consistency in decision-making and a high degree of flexibility through the board's openness to change, keeping an eye on shifts in constituent group expectations, and keeping a close eye on state funding and economic conditions. Wolde and Gaudin (2007) also quantified that sport federations are expected to deliver sports services to society in general and the coaches, players, journalists and regional SGBs in particular. However,

most national federations are not yet capable of providing adequate services to the customers per national standards and missions. Wolde and Gaudin (2007) further portrayed that the service delivery from one sport governing body to another is different due to its structure, popularity of sports, financial support, materials and resources, employee commitment, international federations support and government favor. According to the viewpoint put forth here, the organization in charge of carrying out the program needs to create a distinct organizational framework, build suitable infrastructures and structures, and be able to carry out the program by putting into practice efficient management techniques, such as fostering positive relationships and effective coordination with other relevant parties (Garmamo et al., 2024).

However, despite the arguments above on successful service delivery of SGBs, there is insufficient empirical research on the determinants of effective sport service delivery of SGBs, and just a few studies have looked at the factors that explain whether and to what degree sports organizations engage in successful service delivery (Garmamo et al., 2024). Therefore, it has been observed that there is no or little research investigation has been conducted on these variables or insufficient at a sport governing body level in Ethiopia context and these variables were not thoroughly investigated comprehensively and were very scant compared to the multifarious problems widely observed in the context. It is; therefore this study aimed to investigate the impact of organizational and management variables on effective service delivery in SGBs.

To address the research objectives and examine the relationships between organizational and management factors and effective sport service delivery, the following hypotheses have been formulated. These hypotheses will guide the statistical analysis and help in determining the significance of the various factors under investigation.

Ho1. Organizational factors (such as organizational structure, organizational capabilities and communication) do not have a significant positive impact on the effective delivery of sport services in Ethiopian SGBs.

Ho2. Management factors (such as management practice, stakeholders' satisfaction and materials and resources) do not have a significant positive impact on the effective delivery of sport services in Ethiopian SGBs.

Ho3. Organizational and management factors, when combined, do not significantly explain the variance in sport service delivery in Ethiopian SGBs.

## Materials and Methods

### Research method and design

To address the research objectives and produce a comprehensive picture of the efficient provision of sport services by Ethiopia's SGBs, data from both qualitative and quantitative approaches were analyzed and combined in this mixed methods study (Harrison et al., 2020). This

study employed a descriptive cross-sectional survey which was used to generate hypotheses and identify patterns or associations between variables. It can also provide valuable insights into potential relationships that warrant further investigation through more rigorous study designs. (Cooper & Schindler, 2007).

### **Participants and procedure**

Most sport management studies have involved sport administrative employees, managers, coaches, players, volunteers, and other stakeholders which helps the organization to provide effective sport service delivery for society (Kim et al., 2024). From the total of 30 SGBs, we purposively selected five national federations: Ethiopian Football Federation (EFF), Ethiopian Athletics Federation (EAF), Ethiopian Table tennis Federation (EBF), Ethiopian Handball Federation (EHF), and Ethiopian Taekwondo Federation (ETF) for their being dominant throughout the country as they have a long history (more than half a century) of establishment with an average age of 65.6 (SD = 6.12), have several member of clubs, are with the most popular sports events, and have the highest public focus on them.

In addition, five regional sport bodies were also selected from 14 regions/provinces. A total of 350 study participants were recruited from internal stakeholders (representatives from five sport federations staff members, regional sport bodies staff members (n=154) and external stakeholders (business communities, coaches, players, club managers, referees, sport journalists and spectators (n=196). From the total selected samples, 333 (95%) were returned the questionnaire.

### **Instrument**

The present study used the qualitative and quantitative approach. To accomplish this task, two research instruments were used, including questionnaires and semi-structured interviews. For this study, questionnaires were used to gather information about participants' attitudes, opinions, and perceptions of a certain item or occurrence (Creswell, 2012; Wasihun, 2020). Respondents used a Likert Scale to answer research questions by either a checkmark (✓) or a cross(x) from five options. A score is derived from the respondent's answer to enable the processing of quantitative data. The weighting of the scores is consistent, and the possible solutions are scaled on a level basis. After gathering all of the data, the following stage is to analyze it to form conclusions.

For semi-structured interviews, although there was a script, this research modality made the interviewee's responses flexible (Rojo et al., 2024). According to Sparkes and Smith (2014), semi-structured interviews have the benefit of providing a deeper knowledge about the experiences and meanings of the participant's social conditions. Participants in the study were people with different responsibilities and belong to different hierarchies. They provided their opinion from personal experience in which

they have participated, according to their professional role and responsibility. Also, the long time that they have been working with them makes them a significant source of knowledge which this study was trying to elicit.

To check the validity of the instrument, the questionnaires were sent to the researcher's two supervisors, who are specialists in the field of sport and are two professors from the Universities. Based on Cronbach's alpha reliability coefficient (Taber, 2018), the internal consistency of the variables was checked and the result was 0.94 which indicates the internal consistency, based on the average inter-item correlation is excellent.

### **Procedures**

The study received ethical approval from the institutional review board of Bahir Dar University on 22<sup>nd</sup> March, 2023 numbered: IRB/8084/2023 to ensure that the study did not involve questions that were offensive or personal and there were no identifiable risks to the participants. The respondents were informed of the purpose of the study, while an informed consent form was before the administration of the questionnaire. For the interviews, it was maintained the anonymity of the participants, they were named KI1, KI2, KI3... KI10

### **Data Analysis**

To calculate the demographic data, descriptive statistics such as mean, standard deviation, frequency count, and percentages were employed while using SPSS version 28, Pearson Product Moment Correlation Coefficient and multiple regression were used to analyze the data at the 0.05 significant level.

### **Results**

The results showed that 89% of the participants were males and 11% were females. Out of a valid sample of 333, a significant number of participants (79.6%) have had at least a higher education degree (BSc degree and above). Additionally, regarding the work experience in the SGBs, the average number of years was  $3.21 \pm 4.88$ .

#### *Linearity, normality, outliers, and multicollinearity*

Scatter plots were used to visually verify the linearity of the relationship between the dependent variable, effective sport service delivery, and the independent variables, organizational structure, organizational capabilities, communication, management practices, materials and resources, and stakeholder satisfaction. The scatter plots showed that these variables had linear relationships (Table 1.).

The bell-shaped curve that characterizes all normal distributions was kept by a normal curve when the assumption of normality was verified for all variables using graphical analysis (the histogram) (Randolph & Meyers, 2013; Hair et al., 2014). No outliers were found in this data when multivariate outliers were also examined using the cook's distance, where the value was less than 1. Moreo-

ver, we checked the multicollinearity assumption by using the tolerance value and VIF (variance inflation factor) for their cut-off points of  $>.010$  and  $<10$ , respectively (Hair et al., 2014; Kline, 2023). As the values of these parameters were all at the acceptable levels: tolerance (0.871, 0.626, 0.282, 0.085, 0.127, 0.065 and 0.78), and VIF (1.148, 1.598, 1.43, 1.893, 1.483 and 1.952), they indicate that no threat of multicollinearity can easily lead to unstable regression coefficients. Additionally, the Durbin Watson statistic was checked. The result shows 1.824 of which the assumption that residuals are independent or uncorrelated.

**Relationship between variables**

The analysis of variables on the relationship between organizational factors (organizational structure, organizational capabilities and communication), management factors (stakeholders' satisfaction, management practices and materials and resources) and effective sport service delivery in Ethiopian SGBs is described in Table 1.

Results displayed in Table 1 showed that there were small but positive significant relationships between effective sport service delivery and organizational structure ( $r=0.515^{**}$ ,  $p=0.00$ ), organizational capabilities ( $r=0.701^{**}$ ,  $p=0.00$ ), communication ( $r=0.549^{**}$ ,  $p=0.00$ ), management practices ( $r=0.571^{**}$ ,  $p=0.00$ ), materials resources ( $r=0.527^{**}$ ,  $p=0.00$ ), and strong positive significant relationship between effective sport service delivery and stakeholders satisfaction ( $r=0.742^{**}$ ,

$p=0.00$ ).

Table 1. Descriptive statistics and Pearson correlations

Study Variables	correlations						
	1	2	3	4	5	6	7
1. OS	1.00						
2. OC	0.229**	1.00					
3. Com	0.299**	0.261**	1.00				
4. MP	0.279**	0.423**	0.497**	1.00			
5. M&R	0.200**	0.238**	0.246**	0.510**	1.00		
6. SS	0.244**	0.582**	0.392**	0.508**	0.455**	1.00	
7. ESSD	0.515**	0.701**	0.549**	0.571**	0.527**	0.742**	1.00
Mean	2.69	2.45	2.46	2.32	2.55	2.55	2.55
SD	0.64	0.8	0.67	0.67	0.67	0.79	0.89
Cronbach's alpha	0.668	0.846	0.593	0.779	0.809	0.782	0.939

Note: \*\*;  $p<0.01$  level; n: 333; OS: Organizational Structure; OC: Organizational Capabilities; Com: Communication; MP: Management Practices; M&R: Materials Resources; SS: Stakeholders Satisfaction; ESSD: Effective Sport Service Delivery

**Regression analysis**

The contribution of each independent variable to the variance of the dependent variable was calculated and the coefficient of determination, which is the proportion of variance in the dependent variable, that is, each effective service delivery indicator that can be explained by the independent variables was calculated. Predictors included: organizational structure, organizational capabilities, communication, management practice, materials and resources, and stakeholder satisfaction. Table 2 presents the results of the regression models.

Table 2. Summary of multiple regression models for contribution of organizational and management factors to effective sport service delivery

s	Variables	R	R <sup>2</sup>	Sig.	B	SE	Beta	t	p	F
1	(Constant)				-0.327	0.168		-1.942	0.053	
	Organizational Structure				0.135	0.053	0.097	2.548	0.011	
	Organizational Capabilities	0.759	0.576	0.000	0.679	0.042	0.611	16.197	0.000	148.743
	Communication				0.344	0.051	0.260	6.762	0.000	
2	(Constant)				0.180	0.136		1.322	0.187	
	Management Practice				0.408	0.057	0.307	7.159	0.000	
	Materials and Resources	0.782	0.612	0.000	-0.162	0.055	-0.122	-2.935	0.004	165.868
	Stakeholders Satisfaction				0.719	0.046	0.642	15.514	0.000	
3	(Constant)				-0.487	0.154		-3.163	0.002	
	Organizational Structure				0.091	0.045	0.066	2.054	0.041	
	Organizational Capabilities				0.396	0.042	0.356	9.395	0.000	
	Communication				0.134	0.047	0.101	2.819	0.005	
	Management Practice	0.841	0.707	0.000	0.233	0.055	0.175	4.240	0.000	130.810
	Materials and Resources				-0.106	0.049	-0.080	-2.178	0.030	
Stakeholders Satisfaction				0.478	0.047	0.427	10.173	0.000		

As shown in Table 2, the first regression model reveals the joint contribution of organizational factor variables (organizational structure, organizational capabilities and communication) on effective sport service delivery. The table displays the multiple regression coefficient ( $R=0.759$ ) and the multiple R square ( $R^2=0.576$ ). It means that three predictor factors account for 57.6% of the variance when considered together. The composite contribution was tested for significance at the  $p<0.05$  level. The regression analysis of variance resulted in an F-Ratio of 148.743 (significant at  $p<0.05$ ). This suggests that the independent factors' combined contribution to the dependent variable was significant, and the remaining

variance might have been explained by variables not included in the model. He second regression model reveals the joint contribution of management factors (management practice, materials resources and stakeholders satisfaction) on effective sport service delivery. The table displays the multiple regression coefficient ( $R=0.782$ ) and multiple R square ( $R^2=0.612$ ). It means that three predictor factors account for 61.2% of the variation when combined. The composite contribution was statistically significant at  $p<0.05$ . The regression analysis of variance resulted in an F-Ratio of 165.868 (significant at  $p<0.05$ ), as shown in the table. This means that the independent factors' combined contribution to the dependent variable was

considerable, and that other variables not included in this model might have accounted for the remaining variation.

The third regression model shows the joint relative contribution of independent variables of the dependent variable. It displays the multiple regression coefficient ( $R=0.841$ ) and the multiple R squared ( $R^2 = 0.707$ ). It shows that 70.7% of the variance in successful service delivery can be anticipated or explained by organizational structure, organizational capabilities, communication, management practice, materials and resources, and stakeholder satisfaction when combined. The composite contribution was assessed for significance at a level of  $p<0.05$ . The regression analysis of variance resulted in an F-Ratio of 130.810 (significant at  $p<0.05$ ).

Based on the above table, the relative contribution of each independent variable to the dependent variable: organizational structure ( $\beta=0.091$ ,  $p=0.041$ ), organizational capabilities ( $\beta=0.396$ ,  $p=0.00$ ), communication ( $\beta=0.134$ ,  $p=0.005$ ), management practice ( $\beta= 0.233$ ,  $p=0.00$ ), materials and resources ( $\beta= -0.106$ ,  $p=0.03$ ), and stakeholder satisfaction ( $\beta= 0.478$ ,  $p=0.00$ ). This shows that organizational and management factors (organizational structure, organizational capabilities, communication, management practice, materials and resources and stakeholders satisfaction) are rated as zero, effective service delivery would change by a factor of  $-0.487$ . According to the findings, all independent factors have a relative contribution to effective service delivery. This means that all of the independent factors are good predictors of excellent sport service delivery in Ethiopian SGBs.

According to the results, it can also be interpreted that, assuming that all other independent factors remain constant, increasing an organization's structuring by one unit will alter service delivery in SGBs by 0.091, increasing an organization's organizational capabilities by one unit will alter service delivery in SGBs by 0.396. Service delivery in SGBs will change by 0.134 when an organization's communication skills are increased by one unit, and management One unit increase in an organization's communication skills will result in a 0.134 change in the service delivery provided by SGBs; one unit increase in management practices will result in a 0.233 change in service delivery; one unit increase in the availability of materials and resources will result in a 0.106 change in service delivery; and one unit increase in stakeholder satisfaction with the organization will result in a 0.478 change in the effective service delivery provided by Ethiopian SGBs.

### *Qualitative analysis*

The interview responses from key informants provided valuable insights into the factors affecting effective sport service delivery (ESSD) in Ethiopian Sport Governing Bodies (SGBs). Several respondents, such as KI1, KI6, and KI8, highlighted the critical role that organizational structure plays in the effectiveness of service delivery. They noted that issues like misalignment between federal and regional bodies, inconsistent organizational structures, and

political interference in the appointment of sports administrators hinder the efficient delivery of sports services. KI8 emphasized that even in organizations with competent leaders, poor structural alignment and inadequate resources continue to affect the overall performance of service delivery systems.

Political influence in the appointment of leaders was also a significant concern raised by KI1 and KI9. They pointed out that political intervention often results in the appointment of individuals lacking the necessary sports expertise, which negatively impacts service delivery. KI9 stressed the need for merit-based appointments, a sentiment echoed by KI2, who advocated for the selection of competent and knowledgeable leaders to improve service delivery in sports organizations.

The importance of communication and stakeholder engagement was consistently emphasized by KI4, KI5, KI7, and KI10. They underlined the role of two-way communication between staff and stakeholders in improving service delivery. KI7 and KI10 particularly stressed the importance of using media, including social media platforms, to promote services and engage the public, highlighting how communication can serve as a key factor in shaping stakeholder perceptions and service effectiveness.

Resource and infrastructure constraints were identified as a key barrier by KI1, KI2, KI8, and KI9. They explained that despite having qualified staff, the lack of adequate facilities, materials, and infrastructure continues to hamper the effectiveness of service delivery within sports governing bodies. KI8 noted that no matter how skilled the staff, the absence of necessary resources makes it difficult to achieve service delivery goals.

The role of management practices was also discussed by KI3 and KI10, who highlighted that ineffective management, particularly the reluctance of SGB leaders to collaborate with stakeholders, including the media, contributes to inefficiencies in communication and service promotion. Effective management practices were viewed as essential for overcoming many of the challenges faced by sport governing bodies.

Finally, internal satisfaction and motivation were mentioned by KI3 and KI4 as important but often overlooked factors in service delivery. KI3 pointed out that while efforts are made to secure external funding, internal stakeholder motivation—which is critical for driving effective service delivery—is frequently neglected, further impacting the performance of the organization.

### **Discussion**

In this study, the sociodemographic characteristics of vast majority of the sports federations are males (89%). This finding is in line with that of (Matsaridis & Gargalianos, 2017) where the sports industry is considered worldwide to be male-dominated in terms of holders of top management positions. This study examines the influence of organizational and management factors on effective

sport service delivery in the setting of Ethiopian Sports Federations. In this regard, the study's findings demonstrated that one of the most important factors for Ethiopian SGBs to successfully provide sport services is organizational capabilities. The results of the study supported the assertions made by Athayde and Figueiredo (2023) that organizational competencies are crucial success variables that are connected with the organization's greatness. This is because the systems, resources, organizational structures, and procedures that work together to help a corporation accomplish its strategic objectives provide organizational capabilities. The internal structures and procedures of the organization were the subject of these actions. The present investigation is bolstered by prior research, as the results indicate that the efficacy of service delivery is considerably enhanced by organizational competency, which is believed to be associated with the internal workings and procedures of nonprofit sports organizations.

Communication was found to be the most significant contributor to effective service delivery. This result is consistent with the findings of Hargie (2016) that effective communication is essential for delivering high-quality services, and managers and supervisors are skilled at informing staff members about changes in the workplace. This process is demonstrated by the presence of feedback and communication hurdles. Social media and the website may be used to encourage compliance as well as advocate for change. In addition to enabling easier public access, this information exchange will enable government workers to function as a team more successfully within established bounds. These tools have taken on greater weight in the mix of communication with the time of health crisis (Souto et al., 2022). The study also supports Abeza and Sanderson (2023) and Joseph (2016) conclusions that sports can gain popularity and promotion through effective communication channels like print and broadcast media. In addition, Bayzan and Kalfa (2023) noted that inadequate planning in the construction of sports facilities, a lack of communication amongst institutions, and poor upkeep and repair of already existing facilities were the key problems. This result is in line with this study's communication findings.

The findings also indicated that stakeholder satisfaction has a significant and positive direct effect on effective sport service delivery. This finding is in congruence with that of Breitbarth and Rieth's (2012) 3S model, where, stakeholders along with structure and strategy, is regarded as a critical driver of successful sport services (Muñoz & Solanellas, 2023). Hence, this finding reminds us that stakeholders in sports organizations had a negative perception of the organizations' overall service performance, leading them to believe that they were not happy. This might be when the organization amends or restructures, members and stakeholders are not part of it; instead, they hear after all acts (Moshoeshoe, 2020) in which, organizations should diligently fine-tune the orchestration of all activities, resources, and processes systematically, involv-

ing all sports actors to achieve organizational goals.

Political power and the intervention of political leaders have altered the management team that manages sports. This result supported by Athayde and Figueiredo (2023) that could be interpreted as indicative of institutional fragility, highlighting a diminished political legitimacy of the sector and a lesser integration into the governmental agenda. On the contrary, in Malaysia, the central government continuously supports them to improve the effectiveness of their services by providing various resources such as financial support, approved organizational expansion, approval to develop/build new facilities and political support (Choi & Yang, 2023). In this study, it was observed that unavailability of sport infrastructures and a lack of sufficient materials and equipment. Hallmann et al. (2012) emphasize the need to have sufficient sports infrastructure for sports participation to accomplish the government's policy goal of boosting sports participation, given that many sports cannot be performed without adequate sports facilities.

Moreover, materials and resources was found to have a significant and positive relationship with effective sport service delivery, where the increment in the amount of materials and resources results in an increment effective service delivery. In addition, these variables had significant contribution on effective sport service delivery. This finding is in congruence with the finding of Oluwasanmi (2016) in which, the success of any sport organization is determined by materials and resources.

Furthermore, the findings of hypothesized relationships, it was found that showed that there were small but positive significant relationships between effective sport service delivery and organizational structure, organizational capabilities, communication, management practices, materials resources, and strong positive significant relationship between effective sport service delivery and stakeholders satisfaction. This finding is in congruence with the finding of previous studies (Adekitan, 2017; Oluwasanmi, 2016) where materials and resources, management practices and communication has a significant positive relationship with successful sport delivery. Dorado et al. (2020) and Nuviala et al. (2021) also shown the development of management strategies for improving effective service in order to satisfy stakeholders. The findings of Nuviala et al. (2021) show that users perceive adequate service, with the most important aspect being attention, indicating the importance of human development in organizations. In terms of stakeholders, conformism is associated with institutional perception, and they emphasize the importance of training to improve service provision.

The interview responses from key informants in Ethiopian SGBs emphasized the negative impact of misaligned structures and political interference on service delivery. The interviewees also highlighted the role of merit-based appointments and two-way communication between staff and stakeholders. Despite having qualified staff, the lack of

adequate facilities, materials, and infrastructure remains a major barrier to effective service delivery. Ineffective management practices, particularly the reluctance of SGB leaders to collaborate with external stakeholders, contribute to inefficiencies in communication and service promotion. Internal satisfaction and motivation were identified as key factors affecting service delivery. Previous studies (Naess, 2022; Muñoz & Solanellas, 2023) have also highlighted the importance of internal stakeholder motivation in enhancing service effectiveness, emphasizing that motivated staff are more likely to contribute to the organization's success. The findings suggest that improvements in organizational structures, leadership quality, and management practices are necessary to enhance the service delivery capabilities of sport organizations. The interview responses align with broader research (Shilbury & Ferkins, 2021; Kimball, 2023; De Smet et al., 2023), confirming that having played sports before helps sports managers' management abilities and that higher education levels make sports managers more proficient in areas including planning, decision-making, communication, and technology.

### Conclusion

Based on the findings from the result of the study, it was concluded that organizational and management factors jointly influenced effective sport service delivery in Ethiopian SGBs. Furthermore, it was concluded that the combination of all organizational factors such as organizational structure, organizational capabilities and communication, as well as management factors such as management practice, materials and resources and stakeholder satisfaction had a composite predictor on effective sport service delivery in Ethiopian SGBs. Based on the findings, organization structure had a significant contribution to service delivery. This implies that changes in organizational structure would have a change in service delivery.

Furthermore, materials and resources affected effective sport service delivery in Ethiopian sports governing bodies. This is so because well-laid departments ensure proper use and allocation of finance as accountability gets presented in front of every department thus departments know clearly what they are allocated and reveal what they receive.

The findings of this study concluded that the implementation of better materials and resources directly influences effective service delivery. It was revealed that management practice directly contributes to and influences the effectiveness of service delivery in Ethiopian SGBs. However, the finding revealed that effective service delivery significantly was influenced by stakeholder satisfaction. The result also revealed that there were no service delivery differences among selected federations and regions, which is statistically significant. The overwhelming majority of informants expressed concerns about the lack of alignment of sport organizations, structural problems, lack

of accountability of sport managers, willingness to provide service as per request, lack of sense of belongingness, inconsistencies of rules and regulations, and lack of integration problem among different government service providers highly affects in effective service delivery. The study also concluded that there is a failure to involve all stakeholders. Furthermore, there are variations in regulations and processes, as well as a lack of integration between various government service providers, which prevents customers from receiving adequate assistance and exposes them to uncertainty. In addition, Sport organizations are recognized as institutions that are not eager to adopt gender equity policies and despite the efforts made to increase diversity; women are still facing difficulties when they apply for top managerial positions.

### Recommendations

Since organizational structure serves in the way of enhancing effective service delivery and improving the performance of sport organizations for their sustainability. The study recommends that SGBs always apply proper organizational structures depending on the activities undertaken. By doing this, all the departments in such SGBs will improve their performance and provide effective service that will help in the sustainability of the organizations. In addition, the current organizational structure of the Ministry of Culture and Sports does not have clear administrative responsibilities for sports, and service delivery often lacks a clear line of accountability and also lacks a clear alignment/integration of works with regional sports bodies. As a result, the government must prioritize the establishment of a stand-alone ministry or division of sports while also considering networked structures and partnerships as methods of improving service delivery through coordinated effort and shared responsibility.

The presence of professional managers in sport organizations with proper experience and knowledge in the field of sports should be highly encouraged. Selection and appointment of leaders for sports organizations should be based on objective criteria to promote management stability.

There is a need to revise substantially and constructively the law and legal basis in terms of the regulation of sports across the country. Also, all relevant stakeholders (internal and external) should be engaged in the formulation and/or amendment of a policy which needs to be holistic and compiled by approved policy-formulation procedures. The current top-down approach to policy formulation has to be reviewed with staff experience and contribution being considered.

Nowadays sport is going to be a significant business thus, the government alone cannot fund it. Therefore, there should be a better funding policy for sports to tackle constraints impeding the growth and development of sports in Ethiopia. Policies regulating the use of resources in the SGBs, and regional offices should also be implemented

to avoid misuse of funds by those in authority hence making it hard to access enough equipment for the provision of effective sports services.

### **Contribution to the Knowledge**

This research established that organizational and management factors (organizational structure, organizational capabilities and communication, management practice, materials and resources and stakeholder satisfaction) influenced effective sport service delivery in Ethiopian SGBs. This study also showed the relationship between organizational and management factors (organizational structure, organizational capabilities and communication, management practice, materials and resources and stakeholder satisfaction) towards effective sport service delivery in Ethiopian SGBs.

This study also revealed that organizational and management factors (organizational structure, organizational capabilities and communication, management practice, materials and resources and stakeholder satisfaction) could be predictors of effective sport service delivery in Ethiopian SGBs.

Furthermore, this study provided empirical data that can be worked with by the SGBs and stakeholders in Ethiopia and other researchers for the improvement of effective sport service delivery.

### **Suggestions for further studies**

While this study adds to SGBs and has practical applications, it is crucial to stress that it focuses solely on organizational and management challenges in successful service delivery. Therefore, based on the findings and limitations of this study, there is a need for the holistic determinants of effective service delivery for SGBs to be developed and improved through further research.

### **Conflict of interest**

The authors have no conflicts of interest to declare.

### **Acknowledgements**

A special thanks goes to all respondents, without those contributions, this study would not have been possible. We also acknowledge the African Union Commission for the research grant through the Pan African University Life and Earth Sciences Institute (including Health and Agriculture), Ibadan, Nigeria.

### **References**

- Abeza, G., & Sanderson, J. (2023). Assessing the Social Media Landscape in Sport: Evaluating the Present and Identifying Future Opportunities. *International Journal of Sport Communication*, 16(3), 249–250. <https://doi.org/10.1123/ijsc.2023-0183>
- Adekitan, G. K. (2017). *Operational Management and Organizational Factors as predictors of Quality Service Delivery in Sports and Recreational Parks among Staff and Tourists in Nigeria*. (Unpublished PhD Thesis, Faculty of Education, University of Ibadan).
- Athayde, P. F., & Figueiredo, A. (2024). Public management of sport: a description and comparative analysis of the organizational structure in Brazil and Portugal. *Retos*, 51, 979–987. <https://doi.org/10.47197/retos.v51.101356>
- Bayzan, S., & Kalfa, F. (2023). An Investigation of the Sports Awareness of Employees in Sports Management According to Several Variables. *Pamukkale Journal of Sport Sciences*, 14(2), 98-124. <https://doi.org/10.54141/psbd.1322629>
- Breitbarth, T., & Rieth, L. (2012). Strategy, stakeholder, structure: key drivers for successful CSR integration in German professional football. *Contextualizing research in sport: An international perspective*, 45-63.
- Chepkorir, M. B. (2014). Determinants of Quality Service Delivery in an Organization. *International Journal of Social Sciences and Entrepreneurship*, 1(13).
- Choi, M., & Yang, J. (2023). How allocation of resources and attention aids in pursuing multiple organizational goals. *Computational and Mathematical Organization Theory*. <https://doi.org/10.1007/s10588-023-09377-4>
- Cooper, D. R., & Schindler, P. (2014). *Business research methods*. McGraw-hill.
- Creswell, J. W. (2012). Educational research: Planning, conducting, and evaluating quantitative and qualitative research. *In Educational Research*. Boston: Pearson.
- De Smet, A., Gast, A., Lavoie, J., & Lurie, M. (2023, May 4). *New leadership for a new era of thriving organizations*. McKinsey & Company. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/new-leadership-for-a-new-era-of-thriving-organizations>
- Dorado, L. A., Pérez-García, J. A., Tristán-Rodríguez, J. L., da Cunha-Bastos, F., & Nuviola, A. (2021). Relationship with satisfaction and loyalty. *Retos*, 41, 27–34. <https://doi.org/10.47197/retos.v0i41.83199>
- Souto, A. B., Sáez, J. J., Veloso, M. L., & Santomé, M. (2022). Online communication of the Spanish Sports Federations: corporate website and RRSS since the appearance of Covid-19. *Retos*, 46, 996–1003. <https://doi.org/10.47197/retos.v46.93753>
- Gargalianos, D., & Matsaridis, A. (2017). Emergent leadership: a comprehensive analysis of stages and relevance in performance sports. *Journal of Physical Education and Sport*, 17(2), 675–679. <https://doi.org/10.7752/jpes.2017.02101>
- Garmamo, M. G., Haddera, T. A., Tola, Z. B., & Jaleta, M. E. (2024). The Relationship Between Strategic Management, Organizational Structure, and Good Governance in Sport in Selected Ethiopian Olympic Sports Federations. *Journal of Global Sport Management*, 1–22. <https://doi.org/10.1080/24704067.2024.2348476>
- Hair, J., Black, W., Babin, B., & Anderson, R. (2014). *Multivariate Data Analysis* (7<sup>th</sup> ed.). Pearson new International edition.
- Lussier, R. N., & Kimball, D. C. (2023). Applied sport management skills. *Human Kinetics*.
- Hallmann, K., Wicker, P., Breuer, C., & Schönherr, L. (2012). Understanding the importance of sport infrastructure for participation in different sports – findings from multi-level modeling. *European Sport Management Quarterly*, 12(5), 525–544. <https://doi.org/10.1080/16184742.2012.687756>
- Hamadamin, H. H., & Atan, T. (2019). The Impact of Strategic



- Human Resource Management Practices on Competitive Advantage Sustainability: The Mediation of Human Capital Development and Employee Commitment. *Sustainability*, 11(20), 5782. <https://doi.org/10.3390/su11205782>
- Hargie, O. (2016). The importance of communication for organizational effectiveness. *Psicologia do Trabalho e das Organizações*, 15-32. [https://doi.org/10.17990/axi/2016\\_9789726972556\\_015](https://doi.org/10.17990/axi/2016_9789726972556_015)
- Harrison, R. L., Reilly, T. M., & Creswell, J. W. (2020). Methodological rigor in mixed methods: An application in management studies. *Journal of mixed methods research*, 14(4), 473-495.
- Jaekel, T. (2017). Modern sports-for-all policy: An international comparison of policy goals and models of service delivery. *Higher School of Economics Research Paper No. WP BRP*, 4.
- Joseph, A. B. (2016, May 12). *Effective communication skill as a tool for effective service delivery*. [A refresher course for secretaries, protocol officers, court registrars, process clerks and bailiffs]. The National Judicial Institute, Abuja, Nigeria.
- Kasale, L. L., Winand, M., & Morrow, S. (2019). A stakeholder approach to performance management in Botswana National Sport Organizations. *Managing Sport and Leisure*, 24(4), 226-243. <https://doi.org/10.1080/23750472.2019.1612269>
- Kim, M., Oja, B. D., Nite, C., & Anagnostopoulos, C. (2024). Expanding sport management toward management through sport: the promise of company sport in organizations. *Sport Management Review*, 27(4), 502-523. <https://doi.org/10.1080/14413523.2024.2307186>
- Kline, R. B. (2023). *Principles and practice of structural equation modeling*. Guilford publications.
- Rojas, E. M. (2024). Determinants of quality in Physical Education majors in Chile: an approach from the accreditation processes. *Retos*, 56, 1128-1138. <https://doi.org/10.47197/retos.v56.106840>
- Mosoeshoe, L. (2020). *Sports governance as a key success factors of effectiveness service delivery in a non-profit sports organization: the case study of Lesotho Sports and Recreation Commission*. (Master's Thesis, Seoul National University).
- Muñoz, J., & Solanellas, F. (2023). Measurement of organizational performance in national sport governing bodies domains: a scoping review. *Management Review Quarterly*. <https://doi.org/10.1007/s11301-023-00325-9>
- Næss, H. E. (2022). *Introduction: The Changing Role of Sport Governing Bodies*. In Springer eBooks (pp. 1-22). [https://doi.org/10.1007/978-3-031-15680-9\\_1](https://doi.org/10.1007/978-3-031-15680-9_1)
- Nuviala, R., Ordás, R.P., Gámez, G. M. & Falcón Miguel, D. (2021). Incidence of gender and age on the quality, satisfaction and perceived value of users of organized sports activities. *Retos*, 42, 37-46. <https://doi.org/10.47197/retos.v42i0.83480>
- Oliveira, M., Sousa, M., Silva, R., & Santos, T. (2021). Strategy and Human Resources Management in Non-Profit Organizations: Its Interaction with Open Innovation. *Journal of Open Innovation Technology Market and Complexity*, 7(1), 75. <https://doi.org/10.3390/joitmc7010075>
- Oluwasanmi, O. O. (2016). *Human Capacity Building, Material Resources and Sociodemographic factors as Determinants of Organizational Effectiveness in States Sport Council in Nigeria*. (Doctoral dissertation, University of Ibadan).
- Papadimitriou, D., & Taylor, P. (2000). Organizational Effectiveness of Hellenic National Sports Organizations: A Multiple Constituency Approach. *Sport Management Review*, 3(1), 23-46. [https://doi.org/10.1016/S1441-3523\(00\)70078-7](https://doi.org/10.1016/S1441-3523(00)70078-7)
- Pourezat, AA, Nejati, M., & Nejati, M. (2007). *E-government & public policy for poverty eradication and empowerment*. [5<sup>th</sup> International Conference on E- Governance (ICEG2007)], Computer Society of India-Special Interest Group on E-governance, India.
- Rojo, J. R., Njororai, W. W. S. ., Moura, G. X. de ., Rocha, F. F. da ., & Starepravo, F. A. (2024). I feel at home: an analysis of the perception of Immigrant East African road runners in Brazil. *Retos*, 54, 389-398. <https://doi.org/10.47197/retos.v54.101571>
- Schreyögg, G., & Kliesch-Eberl, M. (2007). How dynamic can organizational capabilities be? Towards a dual-process model of capability dynamization. *Strategic Management Journal*, 28(9), 913-933. <https://doi.org/10.1002/smj.613>
- Shariff, Z. (2012). *Successful service delivery of mass sports programs in Malaysia* (Doctoral dissertation, Victoria University).
- Shilbury, D., & Ferkins, L. (2021). *Routledge Handbook of Sport Governance (1<sup>st</sup> ed.)*. Routledge.
- Shilbury, D., & Moore, K. A. (2006). A study of organizational effectiveness for national Olympic sporting organizations. *Nonprofit and voluntary sector quarterly*, 35(1), 5-38. <https://doi.org/10.1177/0899764005279512>
- Sport England. (2022, October 12). *Sport Governing Bodies*. <https://www.sportengland.org/guidance-and-support/national-governing-bodies>
- Taber, K. S. (2018). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in science education*, 48, 1273-1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Wasihun, A.S. (2020). Challenges and Practices in the Implementation of Coaching Manuals in Selected Youth Handball Coaching Program in Addis Ababa, Ethiopia. (2020). *Sports and Exercise Medicine – Open Journal*, 6(1), 9-16. <https://openventio.org/index.php/SEM/article/view/2036>
- Wolde, B., & Gaudin, B. (2007). The Institutional Organization of Ethiopian athletics. *Annales D’Ethiopie*, 23(1), 471-493. <https://doi.org/10.3406/ethio.2007.1518>

#### Datos de los/as autores/as:

Wasihun Abate Sentie  
Andrew Olu Fadoju  
Dagnachew Nigeru Kebede

abatewasihun@gmail.com  
fadojuandrewolu@gmail.com  
dagnesoccer@gmail.com

Autor/a  
Autor/a  
Autor/a