

Strategic Plan and Performance of Selected Ethiopian Sports Federations

Seçilmiş Etiyopya Spor Federasyonlarının Stratejik Plan ve Performansı

Samson Wondirad

TADESSE 

Tesfay Asgedom

HADDERA 

Aschenaki Taddese

TESSEMA 

Department of Sport Science,
Addis Ababa University, Addis
Ababa, Ethiopia



Received/Geliş Tarihi: 17.05.2023

Accepted/Kabul Tarihi: 14.07.2023

Publication Date/Yayın Tarihi: 30.08.2023

Corresponding Author/Sorumlu Yazar:

Samson Wondirad TADESSE

E-mail: samson.wondirad@ju.edu.et

Cite this article as: Tadesse, S. W., Haddera, T. A., & Tessema, A. T. (2023). Strategic plan and performance of selected Ethiopian sports federations. *Research in Sport Education and Sciences*, 25(3), 61-67.



Copyright@Author(s) - Available online at
sports-sciences-ataunipress.org

Content of this journal is licensed under a
Creative Commons Attribution-
NonCommercial 4.0 International License.

ABSTRACT

A strategic plan has a profound impact on a sport organization by providing direction, improving decision-making, allocating resources effectively, measuring performance, engaging stakeholders, creating a competitive advantage, and ensuring long-term sustainability. The objective of the study was to determine the relationship between the performance of a few selected Ethiopian sports federations and their strategic plan. A stratified sampling strategy was used to choose the study's population. The Ethiopian Football Federation and Ethiopian Athletics Federation were two of the sports federations considered in the study. In this study, a sample size of 95 respondents ($n=95$) was used. Focus group discussions and semistructured interviews were used to gather the data. The study's independent variable, which was measured by a structured questionnaire, was the strategy plan among the standardized questionnaires. The correlations were examined using an AMOS-generated structural equation model. The findings showed a moderately good link between organizational performance and the implementation of strategic planning practices in a few Ethiopian sports organizations. The results imply that the success of sports organizations can be significantly impacted by a well-developed strategic plan. The report suggested that selected Ethiopian sports federations establish quarterly meetings to give staff members a chance to voice concerns about the effectiveness of sports federations and strategic planning procedures.

Keywords: Mission, plan, quality, system

ÖZ

Stratejik bir plan, yönlendirme sağlayarak, karar alma sürecini iyileştirerek, kaynakları etkin bir şekilde tahsis ederek, performansı ölçerek, paydaşların katılımını sağlayarak, rekabet avantajı yaratarak ve uzun vadeli sürdürülebilirlik sağlayarak bir spor organizasyonu üzerinde derin bir etkiye sahiptir. Çalışmanın amacı, seçilen birkaç Etiyopya spor federasyonunun performansı ile stratejik planları arasındaki ilişkiyi belirlemektir. Çalışmanın evrenini seçmek için tabakalı bir örnekleme stratejisi kullanılmıştır. Etiyopya Futbol Federasyonu ve Etiyopya Atletizm Federasyonu çalışmada ele alınan spor federasyonlarından ikisidir. Bu çalışmada 95 katılımcıdan oluşan bir örneklem büyüklüğü ($n=95$) kullanılmıştır. Veri toplamak için odak grup tartışmaları ve yarı yapılandırılmış görüşmeler kullanılmıştır. Shilbury ve Moore (2016) tarafından oluşturulan yapılandırılmış bir anketle ölçülen çalışmanın bağımsız değişkeni, standartlaştırılmış anketler arasındaki strateji planıdır. Korelasyonlar, AMOS tarafından oluşturulan bir yapısal denklem modeli kullanılarak incelenmiştir. Bulgular, örgütsel performans ile Etiyopya'daki birkaç spor kuruluşunda stratejik planlama uygulamalarının hayata geçirilmesi arasında orta derecede iyi bir bağlantı olduğunu göstermiştir. Sonuçlar, spor örgütlerinin başarısının iyi geliştirilmiş bir stratejik plandan önemli ölçüde etkilenebileceğini ima etmektedir. Rapor, seçilen Etiyopya spor federasyonlarının üç ayda bir toplantılar düzenleyerek personele stratejik planla ilgili endişelerini dile getirme şansını vermelerini önermektedir.

Anahtar Kelimeler: Misyona, plan, kalite, sistem

Introduction

The strategic plan of a sport organization is critical for managing stakeholder expectations and sustaining performance (Fa'is et al., 2021). Strategic planning involves defining the most important purposes of the organization and the strategy that helps to activate all disposable resources toward achieving those purposes (Hamidreza et al., 2016). The role of strategic and long-term planning has been pointed

out as crucial for the success of sports organizations and the development of sports championships (Molcut, 2013). The development and deployment of a culture that generates revenue and brings achievements in the sports field is facilitated by strategic and planned organizational values and principles that balance economic, market, and financial results with sports performance (Ordonhes et al., 2021).

The main functional management areas in sport management include strategic planning, organizational culture, organizational structures, human resources management, leadership, management, financial management, marketing, and performance management (Seifpanahi Shabani & Haji Hasani, 2017). Performance evaluation of sport organizations is one of the first and most basic parts of strategic planning (Ouche Obonyo, 2021). The study of structured relationships between performance and participatory sports, coach influence on athlete development, financial support, sports facilities that provide good training conditions, club strategic planning, organization of a public policy framework for sport, political and sports structure, and sports talent identification are important factors in the development of sports in a country (Rocco Júnior, 2014). The business world has influenced sport organizations to adopt practices and values such as strategic planning, and players and administrators have become paid employees (Seifpanahi Shabani & Haji Hasani, 2017).

Studies on sports organizations have recently piqued the interest of a number of scholars (Petronel & Florentina, 2013). There are several beneficial roles that nonprofit sports groups can play in contemporary cultures. However, there seems to be a growing concern regarding these organizations' capacity to carry out these visions (Seippel, 2010). Along with the legitimacy of receiving funding from public (and private) sources, nonprofit organizations are also increasingly under financial and competitive pressure, which has resulted in a growing focus on performance measurement (Barth et al., 2018). As a result, nonprofit sports organizations appear to be under increasing pressure to actively demonstrate their performance in order to maintain funding (Chongmyoung & Branda, 2014).

National sports governing organizations are under pressure to prove their performance in order to maintain financing. But what must those groups demonstrate to, say, governmental authorities, and how should those authorities assess these organizations' performance? Theoretical considerations highlight shortcomings in current models of organizational performance in addition to demonstrating that national sports governing bodies should be viewed as natural and open systems with several levels to take into account (Sandalo et al., 2007).

Today, participating in sports and engaging in athletic activities entails fulfilling a number of prerequisites, including material support (in the form of opportunities and infrastructure), organizational support (in the form of planning and programming), and professional administration (in the form of knowledge within the organization and a well-structured managerial process). Sports organizations in any nation are driven by identifying managerial factors including organization, administration, management's strategy, leadership, and human resource management techniques. To achieve the best level of efficiency and address all potential issues, these components should function simultaneously in an association, club, league, event planner, or regional sports organization (Petronel & Florentina, 2013).

The major strategic directions for the Ethiopian sports sector are to increase the sector's capacity at various levels, expand the sector's sports facilities, improve the organizational structure of sports associations, increase investor involvement in the growth of sport and physical education, expand the training of adolescents and sports professionals, and increase community participation by holding tournaments and festivals. The 10 Years Strategic Plan was created by the Ethiopian Sports Commission as a roadmap for achieving several sport-related occupations during the following 10 years (FDRE, 2020). Both Ethiopian football and athletics federations have a hierarchical structure that includes executive committees, technical committees, regional associations, clubs, coaches, athletes, and other stakeholders. The executive committees are responsible for making strategic decisions and implementing policies to promote and develop their respective sports. The technical committees focus on specific aspects such as coaching, referees, competitions, and youth development. Both have developed its strategic plan to be achieved within this decade. Therefore, the researcher hypothesized that strategic plan does not significantly influence the sports federations' performance.

Materials

Study Area

Owing to its environmental compatibility, central location for commerce and employment, and presence of all national sports federations, particularly the Ethiopian Athletics and Football Federation, Addis Ababa City Administration was chosen as the study's favored city. It was convenient to look into the problem's severity and get information from respondents for the research's purposes. The relationship between strategic plan and performance of selected Ethiopian sports federations is a research project that the researcher is conducting, and Addis Ababa has been selected as the study region because of the aforementioned considerations.

Study Design

The quantitative and qualitative phases of the mixed-methods sequential explanatory design are separate stages (Edmonds & Kennedy). A researcher initially gathers and evaluates the quantitative data in this design. Secondly, the data would be analyzed and used to further develop or explain the quantitative findings made in the first phase. The first quantitative phase serves as a foundation for the second qualitative phase, and the two phases were linked during the study's interim period. The researcher of the current study employed a mixed-methods sequential explanatory design.

Population of the Study

The Ethiopian Athletics Federation ($N=67$) as well as the Ethiopian Football Federation ($N=59$) was chosen for the study. The entire target population stood at $N=126$. Employees of sports organizations, including coaches, referees, and supportive staff, were included in this study. A stratified sampling strategy was used to choose the study's population. The snowball sampling method was used to choose the leaders of the Ethiopian Athletics Federation ($N=3$) and the Ethiopian Football Federation ($N=3$).

Sample of the Study

The sample size was calculated using the formula for calculating the sample size (n) when the population size (N) is known. It is a more straightforward formula to determine sample sizes and is known as the Taro Yamane formula. The sample size was

Table 1.
Sample Size Determination of Studied Population

S. No.	Sport Federations	Population	Sample	Remarks
1	Ethiopian Football Federation	59	44	
2	Ethiopian Athletics Federation	67	51	
Total		126	95	

estimated using a 95% confidence interval and the population's greatest level of attribute variability, $p = 5\%$ (.5).

Accordingly, the appropriate sample size determination was calculated and taken for grant as stated in Table 1.

Variables of the Study

Dependent Variable

The dependent variable in this study was the performance of Ethiopian Athletics Federation and Ethiopian Football Federation, with subscales of resources, planning, productivity, information, stability, and skilled workforce. This enables the respondents to complete a questionnaire with a 5-point Likert scale to gauge their perception (Shilbury & Moore, 2006).

In this study, performance variable has seven dimensions and it consists of 56 items. The questionnaire was administered to both Oromia Football Federation and Oromia Athletics Federation before being administered to both Ethiopia Football Federation and Ethiopia Athletics Federation. The reliability of the questionnaire was calculated using Cronbach's alpha, which was estimated for the domains (0.86–0.92) and for the tool (0.96). The results obtained were high, indicating the reliability of the tool.

For ensuring validity, the final form of the questionnaire was submitted to a group of professors at Department of Sports Science, Addis Ababa University, who reported that the tool and domains were appropriate for application. Internal consistency was calculated by estimating the correlation between the items and the domain. The correlation coefficients estimated (.47–.95) are statistically significant at the level of .01. Consequently, the items are valid (Al Basel & Osman, 2020).

Independent Variables

The study's independent variable, which was examined with a structured questionnaire, was strategic planning. This research tool consisted of a collection of structured questions that respondents were asked to complete or answer. Closed-ended multiple choice questions allowed respondents to select from a range of responses using a 5-point Likert-style rating system. The statements stated within the range were up to the participants to accept or reject. In order to make data analysis as straightforward as possible, the researcher ensured that the respondents chose the replies immediately. The lowest score was 1, and the highest was 5, according to the scale. The significance of the study was described to the respondents before the questionnaire was given to them, and they were urged to complete the questionnaire completely and honestly in order to make the study useful (Debrah, 2012).

The strategic planning variable in this study contains 48 items and 8 dimensions. Before administering the questionnaire to both the Ethiopia Football Federation and Ethiopia Athletics Federation, the questionnaire was administered to the Oromia Football Federation and Oromia Athletics Federation. Using Cronbach's alpha, the questionnaire's reliability was determined. The domain and tool estimates were .86–.92 and 0.96, respectively. These excellent findings demonstrate the tool's reliability.

The questionnaire's final version was given to a committee of professors at the Department of Sports Science, Addis Ababa University, for validation. They stated that the domains and the tool are suitable for application. By measuring the correlation between the items and the domain, internal consistency was calculated. At the level of .01, the correlation coefficients were estimated to be .47–.95, which is statistically significant. In light of this, the items are valid (Al Basel & Osman, 2020).

Source of Data

In order to gather primary data for this study, standardized questionnaires, semistructured interviews, and focus groups were used. The performance of the Ethiopian Athletics Federation and Ethiopian Football Federation was measured by a standardized questionnaire created by Shilbury and Moore (2006), and the strategic plan of Ethiopian Athletics Federation and the Ethiopian Football Federation was evaluated by a standardized questionnaire created by Debrah (2012).

In addition, a focus group discussion (FGD) with representatives from the Ethiopian Athletics Federation and Ethiopian Football Federation ($n = 1$) and a semistructured interview with the country's Ministry of Culture and Sport were both undertaken.

Ethics Committee Approval

This manuscript's ethical clearance was approved by the College of Natural and Computational Sciences Institutional Review Board Committee at its meeting on February 2, 2022, according to the meeting's minutes with the IRB/04/14/2022 reference number. The researcher was then awarded a letter of ethical clearance with the reference number CNCSDO/433/14/2022 on February 7, 2022. Based on this, the Ethiopian Athletics Federation and the Ethiopian Football Federation were contacted, and participant details were acquired.

Methods of Data Analysis

Since we had a small sample size and dataset elements, determining the distribution of strategic plan variable was important for choosing an appropriate statistics method. So a Shapiro–Wilk test was performed which did not show any evidence of nonnormality ($w = .98$, $p = .18$). Based on this outcome, and after visual examination of histogram of strategic plan and the QQ plot, we decided to use a parametric test. Also, the mean with the standard deviation was used to summarize the strategic plan.

The null hypothesis was that the performance of sports federations was normally distributed at $p < .05$. The Kolmogorov–Smirnov (D) normality showed the performance was not normally distributed at $D(5320) = .18$, $p < .05$. We therefore have significant evidence to reject the null hypothesis that the variable follows normal distribution. Based on this outcome, and after visual examination of histogram of strategic plan and the QQ plot, we decided to use a nonparametric test. Also, the median was used to summarize the performance of sports federations.

The SEM presumptions were true. In order to determine the connection between performance and the strategic plan, Spearman rho correlation coefficients were examined. The existence of latent constructs underlying the reported strategic plan and performance factors was investigated using the confirmatory factor analysis. A set of variables' directed dependencies were described using the path analysis. In addition, NVivo, Version 12, was used to enter the qualitative data gathered from field notes, taped semistructured interviews, and FGD. As soon as the data were collected, they were promptly transcribed.

Results

Relationship Between Strategic Plan and Performance

The illustrated table shows that (1) sports federations' mission was significantly correlated with sports federation performance dimensions including flexibility, resources, plans, productivity, information availability, stability, and workforce; (2) sports federations' plan was significantly correlated with sports federation performance dimensions including flexibility, plans, productivity, information availability, stability, and workforce; (3) there was a strong relationship between sports federation personnel and performance metrics like workforce, flexibility, resources, plans, productivity, and information accessibility; (4) the sports federations' system was significantly correlated with sports federation performance dimensions including flexibility, resources, plans, productivity, information availability, stability, and workforce; (5) sports federations' results and quality were significantly correlated with sports federation performance dimensions including flexibility, resources, plans, productivity, information availability, stability, and workforce; (6) sports federations' leadership was significantly correlated with sports federation performance dimensions including flexibility, resources, plans, productivity, information availability, stability, and workforce; (7)

sports federations' relationship was significantly correlated with sports federation performance dimensions including flexibility, resources, plans, productivity, information availability, stability, and workforce.

In general, strategic plan was moderately correlated with sport federations' performance, $r(94) = .065, p < .05$. This shows that sports federations significantly correlated with sports federations' performance. This indicates that as the strategic planning dimensions such as mission, plan, people, system, result, quality, leadership, and relationship increased moderately, the sports federations' performance quadrants including flexibility, resources, plans, productivity, information, stability, and workforce also increased (Figure 1).

The correlations were examined using an AMOS-generated structural equation model. A model is considered to be well-fitting if the CMIN/df value is 5, and index (TLI) and the Confirmatory Fit Index (CFI) are both greater than 0.90. In addition, a model was deemed to be adequately fitting if the standardized root mean square residual value estimated by AMOS was less than .05 and the root means square error of approximation (RMSEA) was less than .08. The fit indices for the model displayed in the Table 3 were acceptable: TLI = .93, CFI = .95, RMSEA = .03 and CMIN/df = 2.42.

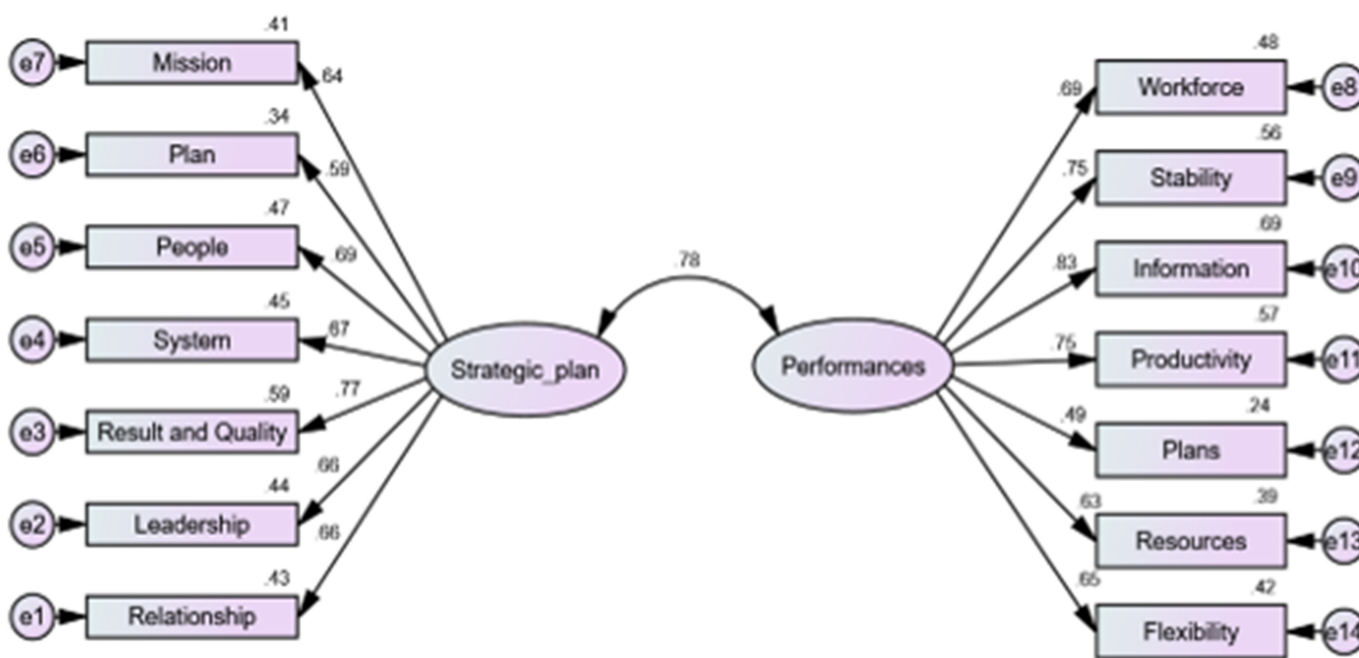


Figure 1. Adopted Self-Design Conceptual Model Between the Sport Strategic Plan and Performance Components (Debrah, 2012; Shilbury & Moore, 2016).

Table 2. Spearman Rho Correlation Matrix Between Strategic Plan and Performance

Dimension	Flexibility	Resources	Plans	Productivity	Information Availability	Stability	Workforce	Performance
Mission	.44**	.25*	.27**	.41**	.39**	.35**	.48**	
Plan	.37**	.14	.22*	.48**	.41**	.28**	.27**	
People	.36**	.36**	.30**	.46**	.45**	.46**	.44**	
System	.34**	.31**	.21*	.31**	.34**	.32**	.37**	
Result and quality	.50**	.34**	.40**	.54**	.44**	.37**	.35**	
Leadership	.32**	.38**	.25*	.45**	.43**	.30**	.45**	
Relationship	.36**	.30**	.32**	.54**	.56**	.32**	.27**	
Strategic plan								.65**

N = 95; df = 94; p** < .001; p* < .05.

Table 3.
The Impact of Strategic Plan on Sport Federations' Performance

Hypothesized Relationship	Standardized Estimates	t	p	Decision
Strategic_plan -> performance	0.78	5.67	.00	Rejected
R-squared				
Performance	0.608			
Model fit				

CMID/df = 2.42; TLI = 0.93; CFI = 0.95; and RMSEA = .03.

In general, all the assumptions of the strategic plan and performance dimensions were fulfilled. The strategic plan and performance of the selected sports federation's relationship were calculated and illustrated in Table 2.

The squared multiple correlation was .78 for the sports federation strategic plan, which shows that 60.7% variance in sports federations' performance. The covariance between performances and strategic plan is estimated to be .449. The study assessed the impact of sports federation strategic plans on sports federations' performance. The impact of sport federation strategic plan on sports federations' performance was positive and significant ($b = .78$), $t = 5.674$, $p < .05$), supporting H1. Model fit indices and hypothesis results are presented in the Table 3.

The Impact of Strategic Plan and Performance

The result highlights that a selected sports federation's strategic plan influences the performance of the sports federation. Supplementing the quantitative finding, document analysis, and interview findings show that the sports federations reveal that the sports federations' internal non-financial managerial strength was that the management body and staff were committed to maintaining the leadership quality of their organizations' mission. The management of sports federations' was motivated the staffs to re-organize the sports federation in a new holistic system. The sports facility's compliance, registration, and issuance were based on the property rules and regulations. The sports federation confirmed that there were scarcity of standard athletic facilities. The sports federations had institutional arrangements to provide better services. Sports federations' service delivery is based on the needs of the customer. Sports federations' were systematic and cost-effective in order to improve service delivery and started to develop team cohesion from time to time.

The participants confirmed that sport federations capacity was very limited to construct sport facilities as needed for national and international competition; there was then a gap in the end of staffing in coaching materials; there were limited use of modern technology and information systems; lack of a robust monitoring and support system; inadequate facilities of health; scarcity of vehicles and utility inputs required; monitoring and supervision of athletic facilities and equipment; lack of medical centre; lack of gymnasium; inadequacy of guidelines, standards and manuals; information management and use of technology-based and accountable was not the culture of the organization; difficulty in problem solving research activities; lack of library and audio-visual ICT service that can enhance the efficiency and showcase new discoveries; sport facilities were inadequate; there was less care and supervision of athletic facilities; failure of service delivery to a level that satisfies customer needs; there was lack of monitoring and support system in service; there was lack of citizen charter document that promotes clear procedures and accountability system; failure to implement consolidated performance assessment and not the incentive system as required.

Discussion

The study confirmed that there was a relationship between selected sports federations' strategic plan and their organizational performance. The strategic plan is a critical tool for sports organizations to achieve their goals and objectives. It is a long-term plan that secure outlines the organization's vision, mission, values, and objectives, as well as the strategies and tactics to achieve them. The performance of sports organizations is closely linked to their strategic plan, as it provides a roadmap for success and helps to ensure that resources are allocated effectively (Chelladurai & Kerwin, 2017). One way in which the strategic plan impacts the performance of sports organizations is by providing a clear direction for all stakeholders. By setting out the organization's vision, mission, and values, the strategic plan helps to align everyone around a common purpose. This can improve communication, coordination, and collaboration among coaches, players, staff, and other stakeholders, which can ultimately lead to better performance on the field or court (De Bosscher et al., 2015). Another way in which the strategic plan affects performance is by providing a framework for decision-making. When faced with competing priorities or limited resources, the strategic plan can help sports organizations make informed decisions about where to allocate their time, money, and energy. By focusing on the most important goals and objectives outlined in the plan, organizations can avoid distractions and stay on track towards achieving their desired outcomes (Funk & James, 2001). In addition to guiding decision-making and aligning stakeholders, the strategic plan can also help sports organizations measure their progress and evaluate their performance. By setting specific goals and objectives with measurable outcomes, organizations can track their progress over time and identify areas where they need to improve. This can lead to more effective use of resources and better overall performance (Slack & Parent, 2006). Overall, the relationship between the strategic plan and performance of sports organizations is crucial. By providing a clear direction for all stakeholders, guiding decision-making, and enabling evaluation of progress and performance, the strategic plan can help sports organizations achieve their goals and objectives (Stotlar & Pitts, 2009).

This study confirmed that strategic plan influences their performance. Similar studies reveal that a lack of organizational strategic objectives leads employees to do routine immediate work (Martin, 1999). There were another extra-mile variable bidding sports facilities could be another dimension of strategic planning which could influence the performance of sports federations (Swart, 2006). Most of the time organizational performance lacks appropriate objective measurement (Winand, Vos, Claessens, Thibaut, & Scheerder, 2014). In addition to this, some sports organization has a knowledge gap to prepare their organization's strategic planning (Winand et al., 2014). All dimensions of strategic planning were not treated, strategic planning needs knowledge, skills, and implementation (Ikoro & Nwosu, 2017). Other studies were done on the manufacturing industry (King & Adetayo, 2018). A similar study shows that it could not identify covariate; mediating and moderating variables between strategic plan & organizational performance (Bert & Richard, 2019). A study from Ireland Athletics Federation shows that their organizational performance was achieved underperformance (Strategic plan, 2016). Strategic planning is an essential process for sports organizations as it helps them

to achieve their goals and objectives. A strategic plan provides a clear direction for the organization and ensures that all stakeholders are working towards the same goal. The impact of a strategic plan on the performance of sports organizations can be significant, as it can help them to improve their competitiveness, financial stability, and overall success (Chalip et al., 2003). One of the main ways in which a strategic plan impacts the performance of sports organizations is by providing a framework for decision-making. A well-developed strategic plan will outline the organization's goals, objectives, and priorities, which can help guide decision-making at all levels of the organization. This can lead to more effective resource allocation, better risk management, and improved performance (Doherty et al., 2014). Another way in which a strategic plan impacts the performance of sports organizations is by improving communication and collaboration among stakeholders. A strategic plan can help to align the interests of different stakeholders, such as athletes, coaches, sponsors, and fans, and create a shared vision for the organization. This can lead to improved teamwork, increased motivation, and better overall performance (Hoye & Cuskelly, 2007). A strategic plan can also help sports organizations to adapt to changing circumstances and stay competitive in a rapidly evolving industry. By regularly reviewing and updating their strategic plan, sports organizations can stay ahead of trends and respond quickly to new challenges or opportunities. This can help them to maintain their position in the market and achieve long-term success (Mellalieu et al., 2006). In conclusion, a well-developed strategic plan can have a significant impact on the performance of sports organizations. It provides a clear direction for decision-making, improves communication and collaboration among stakeholders, and helps organizations to adapt to changing circumstances. By investing in strategic planning, sports organizations can improve their competitiveness, financial stability, and overall success (Slack & Parent, 2006). The study conducted in Kenya suggested that promote strategic planning based on each strategic planning practice showed that strategic planning in National Sport Federations is weak (Ouche Obonyo, 2021). The study conducted in Iran suggested that the strategic position of physical education and sports in Iranian schools is in an offensive position and has six strengths, six weaknesses, six opportunities, and six threats (Rahim et al., 2021). The study conducted in Egypt shows that inclusion of Artificial Intelligence and Strategic Planning Improved Sports Performance in Karate (Ghazi, 2022). The study conducted in Jeddah reveals that the modern techniques used to monitor sports fields and the security system of the stadiums are very effective and contribute to reducing the risk of rioting in stadiums (Ahmed Fahad Alshamrani, 2019). One of the studies recommended that non-profit sport organizations should be innovative in order to meet the ever-changing and increasing societal needs (Gregson et al., 2022). Similar study conducted in Iran suggested that the sports organization must build its daily activities on the basis of long-term and short-term planning, act in accordance with internal and external changing circumstances (Nakonechnyi, 2022).

Conclusion and Recommendations

The present study concludes that strategic planning does have a significant relationship with the performance of sports federations. Strategic planning helps both sports federation in setting goals, formulating strategies, and implementing plans to achieve

those goals. In the context of both sports federations, strategic planning helps in identifying and prioritizing key objectives, allocating resources effectively, and coordinating various activities to enhance overall performance.

In addition to this, the strategic plan of both federations impacted their performance. It serves as a roadmap that outlines the organization's goals, objectives, and strategies to achieve success. In conclusion, strategic planning can have a significant impact on various aspects of the sports federations, including their overall performance, growth, sustainability, and ability to adapt to changing circumstances. However, contemporary issues such as scarcity of sport infrastructure, the coronavirus disease 2019 pandemic, and political instability influenced the federations' performance.

Managerial Implications

Managers should adopt strategic planning practices to realize enhancing sports federations' performance and they should invest in strategic planning practice dimensions. Top-level managers should be more active in the strategic planning process for the attainment of set organizational objectives which will in turn facilitate the growth and development of the sports federation's performance. Managers should pay attention to external and internal environmental factors that could affect the implementation of strategic plans.

Study Limitations

Dimensions of the strategic strategy and performance. The current study used constructs on a five-point Likert scale, although a seven-point Likert scale may have provided the data a more continuous quality. The generalizability of a survey study that uses subjective measurement of the constructs has its own restrictions. While planning their research, future researchers could concentrate on these constraints.

Ethics Committee Approval: This manuscript's ethical clearance was approved by the College of Natural and Computational Sciences Institutional Review Board Committee at its meeting on February 2, 2022, according to the meeting's minutes with the IRB/04/14/2022 reference number. The researcher was then awarded a letter of ethical clearance with the reference number CNCSDO/433/14/2022 on February 7, 2022. Based on this, the Ethiopian Athletics Federation and the Ethiopian Football Federation were contacted, and participant details were acquired.

Participant Consent: Written participant consent was obtained from the participants who participated in this study.

Peer-review: Externally peer-reviewed.

Declaration of Interests: The author declares that they have no competing interest.

Funding: Department of Sport Science, College of Natural and Computational Sciences, Addis Ababa University, funded this project (exactly 60,000 Ethiopian Birr).

Etik Komite Onayı: Bu makalenin etik onayı, IRB/04/14/2022 referans numaralı toplantı tutanaklarına göre, Fen Bilimleri Fakültesi Kurumsal İnceleme Kurulu Komitesi tarafından 2 Şubat 2022 tarihli toplantısında onaylanmıştır. Araştırmacıya daha sonra 7 Şubat 2022 tarihinde CNCSDO/433/14/2022 referans numaralı bir etik onay mektubu verildi. Buna istinaden Etiyopya Atletizm Federasyonu ve Etiyopya Futbol Federasyonu ile iletişime geçildi ve katılımcı bilgileri alındı.

Katılımcı Onamı: Çalışmaya katılan katılımcılardan onam alınmıştır.

Hakem Değerlendirmesi: Dış bağımsız.

Çıkar Çatışması: Yazar çıkar çatışması bildirmemiştir.

Finansal Destek: Addis Ababa Üniversitesi, Spor Bilimleri Bölümü, Doğa ve Hesaplamalı Koleji Sciences, bu projeyi finanse etti.

References

- Al Basel, M. M., & Osman, R. W. (2020). Reality of strategic planning practice from the perspective of Education faculty members. *World Journal of Education, 10*(2), 127. [CrossRef]
- Shilbury, D., & Moore, K. A. (2016). A Study of Organizational Effectiveness for National Olympic Sporting Organizations. *Nonprofit and Voluntary Sector Quarterly, 35*(1), 5–38. doi:[CrossRef]
- Barth, M., Emrich, E., & Daumann, F. (2018). Approaches and methods used for measuring organizational performance in national sport governing bodies from 1986 to 2014. A systematized review. *Current Issues in Sport Science. [CrossRef]*
- Swart, K. (2006). Strategic planning – implications for the bidding of sport events in South Africa. *Journal of Sport & Tourism, 10*(1), 37–46. doi:[CrossRef]
- Chalip, L., Green, B. C., & Hill, B. (2003). Effects of sport event media on destination image and intention to visit. *Journal of Sport Management, 17*(3), 214–234. [CrossRef]
- Chelladurai, P., & Kerwin, S. (2017). *Human resource management in sport and recreation: Human Kinetics.*
- Chongmyoung, L., & Branda, N. (2014). A framework for assessing the performance of non-profit organizations. *American Journal of Evaluation, 1*–21. [CrossRef]
- Debrah, K. P. (2012). *The Effect of Strategic Planning on the Performance and Operations of the Agricultural Development Bank* (A thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology in Partial Fulfillment of the Requirements for the Degree of Commonwealth Executive Masters of Business Administration). Kwame Nkrumah University of Science and Technology.
- Edmonds, W. A., & Kennedy, T. D. (2013). *An applied reference guide to research designs: Quantitative, qualitative, and mixed methods.* SAGE Publications.
- Doherty, A., Misener, L., & Cuskelly, G. (2014). Strategic planning in nonprofit sport organizations. *Journal of Sport Management, 28*(1), 74–89.
- FDRE. (2020). Strategic Plan (2019/20–2029/30). Addis Ababa: Ethiopian National Planning Commission.
- Fa'is, A., Nurharsono, T., April Farida, L., & Widodo Suropto, A. (2021). Sports industry management survey in Demak Regency. *Indonesian Journal of Sport Management, 1*(1), 50–57. [CrossRef]
- Funk, D. C., & James, J. (2001). The psychological continuum model: A conceptual framework for understanding an individual's psychological connection to sport. *Sport Management Review, 4*(2), 119–150. [CrossRef]
- Ghazi, M. A. (2022). The effectiveness of artificial intelligence and strategic planning in building mental modeling to improve sports performance in karate. *مجلة effectiveness of artificial in, 365*–374. [CrossRef]
- Gregson, W., Carling, C., Gualtieri, A., O'Brien, J., Reilly, P., Tavares, F., Bonanno, D., Lopez, E., Marques, J., Lollo, L., & Salvo, V. D. (2022). A survey of organizational structure and operational practices of elite youth football academies and national federations from around the world: A performance and medical perspective. *Frontiers in Sports and Active Living, 4*, 1031721. [CrossRef]
- Hamidreza, G., Mustafa, M. N., Rahim, R. N., & Azam, A. (2016). Structural equation modeling (SEM) of performance evaluation indices in general directorate of youth and sport of Guilan province with partial least squares (PLS). *Physical Education of Students, 20*(5), 49–56. [CrossRef]
- Hoye, R., & Cuskelly, G. (2007). The strategic planning process: A case study of a non-profit organization in Australia. *Managing Leisure, 12*(1), 1–23.
- Ikoro, E., & Nwosu, N. (2017). Effects of Strategic Planning on Organizational Performance (A Study of Nigerian Bottling Company, Enugu). *International Journal of Economics and Business Management, 3*(9), 1–7
- King, A., & Adetayo, S. (2018). Impact of strategic planning on organizational performance: A study of Unilever Nigeria plc and May & Baker Nigeria plc. *International Journal of Scientific and Engineering Research, 9*(2), 1256–1262. [CrossRef]
- Martin, V. (1999). *Strategy Making Process, Its Content and Context in Small Professional Football Clubs* (Doctor of Philosophy in Sport Management). Kwame Nkrumah University of Science and Technology in Partial Fulfillment of the Requirements for the Degree of Commonwealth Executive Masters of Business Administration.
- Mellalieu, S. D., Hanton, S., & Fletcher, D. (2006). A competitive anxiety review: recent directions in sport psychology research. *Handbook of Sports Medicine and Science: Sport Psychology, 161*–181.
- Molcut, A. (2013). Analyzing Romanian sports organizations management using econometric frontier. *Annales Universitatis Apulensis Series Oeconomica, 2*(15), 692–702. [CrossRef]
- Nakonechnyi, I. Y. (2022). Management and strategic planning of sports organizations. *Innovate Pedagogy, 3*(44), 118–121. [CrossRef]
- Ordonhes, M. T., Silva, C. L. da, Oliveira, V. M. de, Souza, J. D., & Cavichioli, F. R. (2021). The development of swimming in Brazil and its structural intervening factors (El desarrollo de la natación en Brasil y sus factores estructurales intervinientes). *Retos, 41*, 664–673. [CrossRef]
- Ouche Obonyo, M. (2021). Strategic planning and revenue diversification capacity of national sports federations in Kenya. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 11*(2). [CrossRef]
- Petronel, M., & Florentina, M. (2013) Sports Organization Management: Between Constraints and Objectives. *Procedia – Social and Behavioral Sciences, 81*, 95–99. [CrossRef]
- Rahim, M., Hamidi, M., Rasekh, N. (2021). Strategic planning of physical education and sports in Iranian schools using QSPM matrix. *Annals of Applied Sport Science, 9*(4), 0–0. [CrossRef]
- Rocco Júnior, A. J. (2014). Cultura organizacional e gestão de equipes de alto rendimento: Os casos FC Barcelona, Sporting Club de Portugal e AFC Ajax. *Podium Sport, Leisure and Tourism Review, 03*(2), 12–25. [CrossRef]
- Sandalio, G., Magdalena, O., & Carlos, M. (2007). *Structural characteristics of sport organizations: main trends in the academic discussion.* 3–5.
- Seifpanahi Shabani, J., & Haji Hasani, M. (2017). The Effective Factors in Promoting of Iranian Sport National Teams. *Annals of Applied Sport Science, 5*(4), 77–84. [CrossRef]
- Seippel, Ø. (2010). Professionals and volunteers: On the future of a Scandinavian sport model. *Sport in Society, 13*(2), 199–211. [CrossRef]
- 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. [CrossRef]
- Stotlar, D. K., & Pitts, B. G. (2009). Developing successful sport marketing plans. In *Fitness Information Technology.* 9781940067353
- Strategic plan. (Ireland Athletics Federation Strategic plan2016Ireland Government). *Ireland Athletics Federation*
- Strategic plan. (2016). Ethiopian Athletics Federation
- Winand, M., Vos, S., Claessens, M., Thibaut, E., & Scheerder, J. (2014). A unified model of non-profit sport organizations performance: perspectives from the literature. *Managing Leisure, 19*(2), 121–150. [CrossRef]