



The effect of leadership on performance of football club in Zanzibar Urban District-Tanzania

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Abstract

The purpose of the study was to analyse: examine the effect of leadership on performance of football club in Zanzibar Urban District-Tanzania. The study was also mixed methods study design combined the qualitative and quantitative approaches, methodologies, techniques and procedures into a single approach. The study determined a relationship between the combined perceived factors and the performance of football clubs. The findings indicate that proper leadership, gave out player incentives, hired technical personnel, acquired proper soccer facilities and had adequate funding. The study also concludes that transformational leadership has had a recognisable effect on firm performance research in the recent years. The study recommends that the football clubs should invest in their facilities. Because proper football facilities improve the performance of the clubs. The club should focus on investing on high quality facilities for training, treatment, football fans and many others. The study also recommends that the football club management should invest in the incentives to the players. Players who are highly motivated are able to perform well and attract several fans to come support the team during matches. In addition, a well-motivated team is a winning team since they are able to give in much for the success of the team.

Keywords: effect, leadership, performance, football, club

Introduction

Football or soccer is the world's most popular sport, which is played in 205 nations, by millions of players, watched by billions of fans and with billions of US dollars in revenues (Deloitte-UK, 2019). In Europe alone, in 2017/18, the European football market size was Euro 28.4 billion. It is envisaged that by 2022, football will be the 17th largest economy in the world. Global Football Club Report 2017 indicates that there were 168 leagues organised around the world, with a total of 1,598 clubs involved (FIFA, 2017). This indicates that football is a sport of global proportions whose performance is of great concern to both academicians and practitioners. Football has a long history in the sports arena. Football in its current form arose in England in the middle of the 19th century (Football History, 2021). However, alternative versions of football existed much earlier and form part of the football history. The earliest known examples of a team game involving a ball, made out of a rock, among the old Mesoamerican cultures about 3,000 years ago by the Aztecs called *Tchatali*.

It was largely on ritual occasions where the ball symbolizing the sun. The first known ball game involving kicking took place in China around 300-200 BC referred to as *cuju*. *Cuju* reflects the recent history of the game played with a stitched leather round ball with fur or feathers inside on an area of a square. This was later modified and spread to Japan as a ceremonial game. For organised football league game under clubs, England remains the current source of such team game dating around 1888, which has spread to 205 countries under the international management-the Federation of International Football Association (FIFA).

In Africa, football is rated the best sport with 53 countries affiliated to Confederation of African Football (CAF) and FIFA (FIFA, 2017). The game has attracted efforts directed towards development of soccer on the continent with several management and administrative structures of the sport being setup at continental, regional and national levels. Moreover, due to the popularity of the sport, most of the African countries have invested heavily in it, so as to bring about success. Though the game scores resounding performance in Europe, Americas, Asia and Australia, there performance challenges in Africa. There has been limited success by most African countries in international tournaments especially at World Cup. Some few country teams that have managed to appear on the FIFA world cup scene such as Cameroon, Nigeria, Senegal and Ghana have only managed to reach the quarter finals of the World Cup. Most football clubs are now complex business entities intrinsically concerned about their financial sustainability as they are concerned about satisfying their stakeholders (Morrow & Howieson, 2013). Two interesting perspectives are discerned about construction of the concept of performance of a football club and measurement of its performance (Plumley, Wilson & Ramchandani, 2014) ^[26]. On the one hand, performance is perceived in terms of sporting performance measuring sporting aspects such as winning ratio, league points and utilisation capacity of the stadium where the club plays.

On the other hand, it focuses on a holistic perspective of the club as an institution with obligations to report beyond sporting but also to achieve sound financial results. Viewing a club as an entity with a responsibility to satisfy varying interests posed by its array of stakeholders, the performance of the clubs can be viewed in terms of its ability to meet stakeholder interests. Drawing from Mukiibi and Magunda (2019) ^[17]; Asimwe and Zuena (2023) ^[2]; Asimwe and Niyikiza (2023) ^[3], performance of football club as a firm may be viewed from a stakeholder's perspective.

Theoretically therefore, the football club has obligations to satisfy the interest of each and every stakeholder group of the club. The performance of the club in this instance as ponied by Plumley et al. (2014) ^[26] and Mukiibi and Magunda (2019) ^[17], a holistic approach to club performance that focuses on stakeholders makes both scholarly and practitioner sense. Therefore, performance of the clubs would ideally incorporate the financial and non-financial measures. On the financial measures side, focus would be on profitability, market share and growth, while on non-financial, it would be employee satisfaction, customer satisfaction, win ratio, league points and capacity utilisation. Such characterisation of club performance fall under the stakeholder theory of firm performance which postulates that firms exist to satisfy a diverse set of interests and its performance measurement must reflect those complementary interest.

Studies indicate that football clubs across the globe have performance challenges associated with either internal matters or their external operating contexts (Njorarai, 2000; Waiswa, 2005; Nyanjom, 2010 ^[21]; Rintaugu, Mwisukha & Onyvera, 2012 ^[8]; Rattanapian, Tingsabhat & Kanungsukkasem, 2018) ^[27]. Whether internal matters or outer operating context, the influence of the dynamics caused by certain factors may be both performance enhancing and constraining.

The findings of above mentioned studies indicate that the performance of football clubs, among others, is affected by

the nature of administration/leadership, coaching programmes/player training, player discipline, player incentives, soccer equipment, technical personnel, soccer facilities, financial status/funding, ownership, and a presence of a coherent sports policy. The aforementioned factors determine whether the club generates adequate revenues, grows its market, attracts fans, wins more games, earns more points, satisfies its employees mostly the players and administrators and technical staff, has a satisfied fan base and meets other stakeholder interests.

In Africa, the standard of football performance remains low at club, national and international levels. In the period 1934 to 1978, four teams represented Africa in FIFA World Cup; Egypt in 1934, Morocco, 1970, Zaire 1974 and Tunisia 1978 (Akindes, 2013; CAF, 2020) ^[1]. Out of 13 countries that have participated in FIFA World Cup, only five countries have qualified more than four times including Cameroon (7), Nigeria (6), Morocco and Tunisia (5) and Algeria (4). Further, since 1982, save for 2010 in South Africa where six African teams participated, Africa has been represented by five teams out of the 54 teams that play at the FIFA World Cup. Moreover, the best these African teams can afford is reaching the quarterfinals. This dismal performance of African football teams at the international arena could be a mirror reflection of football performance in African in general and the clubs themselves in particular. The notion here is that strong national teams come from strong local clubs. Clubs are considered to be the nursery training grounds for national and international football leagues. Having clubs with weak performance therefore strongly correlates with poor performance at higher levels.

In East Africa, no single country has ever qualified for the FIFA World Cup tournament. At club level, the sports performance of the clubs is not promising (CF, 2020). According to CAF club rankings 2020-2021, the best ranked club is Simba of Uganda at number 13 out of the 77 clubs evaluated. In 2021-22, the best club is still samba at number 13 of the 79 clubs ranked. Young Africans and Namungo Clubs of Tanzania according to the club results of the current season and previous five seasons are 0.5 points out of a highest score of 6 points according to CAF 5 year ranking up to March 2021. This performance scenario suggests that club performance in East Africa in terms of sporting results is weak.

To make matters worse, none of the ranked clubs is from Zanzibar. Information concerning the perceived financial performance of football clubs in Tanzania in general and Zanzibar in particular is scanty. However, the opinion by Ungruhe (2020) ^[32] is that clubs in Tanzania face challenges in raising funds. This suggests that one of the areas where this gap arises is weak financial performance as a club and a weak corporate image that does not attract funding from corporates. The specific position of Zanzibar is not clear from the available related literature. With pointers to the fact that there are challenges in the performance of football clubs in East Africa and Tanzania in general and Zanzibar in particular, this study will proceed to unravel the perceived factors that influence the performance of football clubs in Zanzibar Urban District, Zanzibar-Tanzania.

Related Literature

Leadership has been researched on over the years and there is no clear definition of leadership that has been universally accepted. There are many definitions of leadership by various

scholars; Talat (2015) asserts that leadership is a wide spread process which calls for delegation of power, authority and responsibility that direct, persuade and guide followers towards achieving organizational and personal goals. Ragins (2017) defines leadership as a process by which some individual influences other to accomplish objectives and directs a firm in a way that makes it more coherent and cohesive. This can be achieved through leadership attributes such as ethics, values, skills, character, knowledge and beliefs. According to Ragins (2017) leadership is an integral part of sharing resources, vision and value to induce change in a positive way, it's the ability to build up zeal and confidence among the followers.

Ulukan (2012) did a study on impact of the democratic leadership style on the footballers' performance. Participants included 76 male and 18 female coaches from a variety of amateur football teams. The study found that coaches' leadership on sport teams is very important for a player to achieve a common goal. Hence, there is a significant relationship between leadership styles. At the end of the study, it showed that coaches and peer leaders exhibited different leadership behaviours. However, the results indicated that democratic leadership style influenced the team members and enhanced the team's performance.

Hayes (2018) pointed that it is important to note that football management is a complex task and success of a football team is likely due to numerous factors that extend beyond the leadership style of the coach. These include availability of resources, governance, quality of players and the stability of the team. However, studies have shown that there exists a strong relationship between team cohesion and success and team cohesion is related to leadership behaviour (Ramzaninezhad & Kehstan, 2017). Results of the study conducted by Carron, Bray and Eys (2016) indicated that increases in players' perceptions of team cohesion was positively correlated with perceptions of their coach exhibiting higher levels of social support, positive feedback, democratic behaviour and lower levels of autocratic behaviour. Ramzaninezhad & Kehstan, 2017 is in agreement Carron, Bray and Eys 2016 that team cohesion is related to leadership behaviour in football.

As football clubs in the Zanzibar Premier League court media firms for broadcasting contracts, they should appreciate that their quality of performance and timing of matches will be a key consideration. As pointed out by Parasuraman (2010), most services are produced and consumed simultaneously. This makes it even more important to satisfy the customer as there is no time lag within which to make amends. As is the case in top flight football, Nwogugu (2004) describes the sports industry as highly competitive, and one that is affected by changes in customer tastes and preferences, location, demographic trends, pedestrian and motor traffic, consumer income, family structure and quality as well as value of service. Given this background, it should also be appreciated that the broadcasting companies have to attract and convince viewers to watch the content, which in turn will attract advertising revenue – part of which will be channelled to clubs in form of sponsorship.

To maximize chances of success, clubs should be flexible enough to explore and experiment with various match schedules. They can thus identify one that maximizes spectator attendance and viewership of media coverage. Capitalizing on technological developments can increase the operating flexibility of clubs. Carmichael, Thomas and Ward

(2000) explain that in the English Premier League, Saturday is the main match day.

However, the advent of live satellite TV coverage has produced changing schedules featuring regular Sunday afternoon as well as mid-week night fixtures. In the Zanzibar Premier League, there has developed a shift to weekday matches and so far the response from stadium-going spectators has been encouraging. According to Kitula (2010), the Zanzibar Premier League has become more flexible and scheduled more games on Saturday as well as mid-week. Sometimes matches often increase crowds at club matches, ostensibly because weekend fixtures compete with family obligations for the attention of stadium-going spectators. Some fixtures also compete with the televised English Premier League matches for attention. However, the increase in spectators by 2,000 people (from around 5,000 to 7,000 people) in the second 33 midweek match is an indicator that this arrangement is being received well. The higher the attendance, the greater the amount of revenue this revenue stream is likely to generate for the clubs involved. However football leadership in Zanzibar is needed to improve the performance.

Measuring productivity involves analysis of components such as labor productivity, process efficiency, degree of technology used and the targeted quality of the products (Shahidul and Shazali, 2011). The concept of workplace innovation is introduced by Pot (2011) who defines it as the implementation of new and combined interventions in the fields of work organisation, human resource management and supportive technologies. His study notes that workplace innovation appears to be a more important contributor to success than technological innovation. This brings to mind appropriate revenue and cost control methods, management structures that promote separation of duties, decentralized decision making and accountability, and a workplace culture that promotes idea generation and strategic thinking. Other organizations can learn from investment firms, which are expected to re-engineer their processes in order to map and control all the procedures that could lead to noncompliance behaviours. By doing so, they can apply controls and tools to transfer economic losses generated by the aforementioned actions (Gabbi, Tanzi and Nadotti, 2011). This is to say they should put in place mechanisms to prevent actions by either the organization or its agents (in this case a football club's supporters) that can lead to its suffering penalties, sanctions and losses. In the event that these actions do occur, the organization should be capable of identifying the culprits and to a reasonable extent, transferring the liability to them. Besides shielding the club from unnecessary expenses, it will ensure discipline among its staff and supporters.

Chen and Lin, (2004) introduce the term human capital investments. These are defined as inputs made by a company in talents and technology that benefit competitive advantages, are valuable and unique, and should be kept out of reach of other companies. Even as they invest in human capital, all businesses need to control operating expenses in the long run. Holt (2002) states that his organisation managed to hold down staff costs by developing a vastly expanded training programme. This increased training capacity broadened their ability to hire less-expensive staff while creating new employment opportunities. Shahidul and Shazali, (2011) found that a favorable working environment is a contributing factor to motivating the workforce towards higher outputs. This environment includes working with quality

management, having a friendly boss and attractive physical surroundings. Others are job security, a sustainable remuneration package and availability of food, drink and health services at the workplace. To reinforce this argument, a study conducted by Nwogugu (2004) reveals that where a performance bonus system is not available to ordinary employees, this reduces their motivation and contributes to staff turnover.

To stem this, organizations need to develop effective employee retention and incentive plans that are tied to both financial and non-financial performance measures. For instance, AfriCOG (2010) noted that apart from deteriorating standards in the game (including the issue of safety of fans), globalization, manifested in the transfer of African players to Europe (AfriCOG, 2010). According to Rodney and Fizele (2004), African players have the greatest propensity to migrate to leagues outside their home/regional area. Only 21% of African World Cup players in play in African domestic leagues, which reflects the growing soccer status of African players but the low economic status of African leagues.

Investing in research and development is aimed at giving the organisation competitive advantage in the industry. The more accurately it can analyse, predict and anticipate market trends, the faster it can adapt and take advantage of emerging opportunities. Fort, (2004) illustrates this point by analysing the economic dimension of demand. He observes that loyal fans and others with a greater willingness to pay for reserved seats over a season have relatively more inelastic demand while „fickle“ fans have relatively less inelastic demand.

This is to say that the more dedicated the fans, the more likely they are to purchase tickets even when the prices are increased. Fort adds that empirical research on sports attendance demand has almost uniformly found that teams do not set ticket prices in the elastic proportion of elastic demand. This could be based on earlier literature that argued that sports teams do not maximize profits. However, with increased demand for match tickets and the availability of other revenue sources, sports teams have greater motivation to maximize revenue by adopting ticket pricing in the inelastic region of demand.

Research conducted by Nkaari and Ocholla (2010) also reveals that the fans responsible for the resurgence of attendance levels in the domestic football scene are of an entirely new generation, most of them in their 20s and 30s. This new generation of fans is very demanding, as it is exposed to European leagues and expects similar standards in its 36 stadium match experience. It is slowly shifting from the barstool to the stadium terraces, creating a new trend in Zanzibar entertainment. An additional dimension observed is that the Zanzibar Premier League has become a place for friends to meet and have a good time. This group nature of attendance has contributed to the growing number of females attending matches, as they accompany their male colleagues. In addition, the convenience and network factor of social media has enabled groups such as the Gor Mahia Facebook Branch to coordinate meeting venues and travel arrangements. This information provides opportunities for club and stadium management to satisfy market demand, earn customer loyalty and boost revenue from the match experience.

Lai, Yik and Jones (2008) bring in the assumption that outsourcing services from specialized service providers can get the job done better and faster than in-house staff, and

would be more economical. Their study however reveals that outsourcing does not necessarily result in increased earnings or reduced costs in the outsourced area of operation. Despite this, Moseki, Tembo and Cloette (2011) add that outsourcing can unlock an organisation's resources so that it focuses on its core business. With a view to maximizing value for money paid, organizations that were studied regarded Service Level Agreements (SLAs) and performance measurement as being extremely important. All in all, globalization has accelerated the opportunities for outsourcing a host of services from high-cost to low-cost regions (Javalgi, Gross, Joseph and Granot, 2011). By extension, the same can be applied to companies within Kenya. Those that are efficient are in a better position to convince potential clients of the cost benefits of outsourcing non-core services to them.

According to Bancel and Mittoo (2011), most researchers define financial flexibility as "untapped borrowing power". Low long-term debt ratios are necessary to achieve financial flexibility as they minimize the cost of borrowing (interest) while giving assurance to financiers of the firm's ability to repay its debts – also known as having a good credit rating. Besides low leverage, or low borrowing levels, other strategies of maintaining financial flexibility include the use of internal funds to finance growth, cutting down on cash outflows while maintaining competitive advantage, having bank lines of credit and holding cash reserves. Ultimately, financial flexibility enables a firm to better cope with financial and business crises. Several cost reduction approaches are suggested by Chandra, Kumar and Ghildayal (2011) with regard to fixed costs. Capital expenditure amortization can be reduced through capital spending cuts. Employee sensitization and sense of responsibility can help curb utility expenses. Building leases, though generally not changeable, can be renegotiated or the organization can take up less space and ask to adjust the contract accordingly. Buildings can be well maintained to avoid expensive, unexpected repair costs.

To mitigate against compliance costs and in keeping with the tenets of good corporate citizenship, Nwogugu (2004) suggests that organizations ought to integrate compliance measures into their quality programs, performance measurement systems, reward systems, training and information systems. This includes plans for ensuring safety of all concerned. According to Watt (2003) it may be thought that in relation to facility management, the management of safety is relatively straightforward, clear cut and easily organized but even there it can be difficult and in some situations in the outdoors it can be much more difficult to ensure. The organizer's role is to ensure that all the participants, customers and employees are, as far as reasonably practicable, in a safe situation and are not putting themselves or others in more danger than the sport necessitates. This may seem obvious, but is often difficult to put into practice largely because the people we are trying to protect are being protected from their own or others' stupidity.

Parasuraman (2010) introduces the concept of system gaps, which are a negative variance between expected and actual service delivery levels. They involve the performance of service personnel and/or communication systems with which customers interact. Systems gaps contribute to internal inefficiencies that lead to poor service quality. Another result is lower productivity from the company's, as well as customer's perspective. Thus, closing the internal gaps will

improve not only service quality but also service productivity through better use of available resources. Watt (2003) argues that in practical sporting situations, administration is a hands-on delivery of sound procedures and systems to ensure that sport in all its aspects happens as it should. Administration focuses on the organizational practices and procedures which ensure that the day-to-day competitions, tournaments and events happen as they should, as well as making the overall organization function as it should.

The list of duties is almost endless, but basically includes book-keeping, handling entries, arranging fixtures, organizing transport, keeping members informed, arranging venue, organizing meetings, applying for grants, keeping records, paying expenses, arranging events, organizing international events, supporting committees, preparing development plans, assisting coaches with training arrangements, liaising with the media, arranging team 39 uniforms, selling tickets, inviting V.I.Ps (Very Important People), liaising with sponsors, recruiting volunteer support, and selling programs. A budget determines the resources input based on projected cost estimates. In addition to providing for short-term expenditure, a budget should cover long-term needs to provide information about possible future expenditures. Without long-term planning, annual budgets that exceed regular resources allocation will likely be turned down by senior management (Lai, Yik and Jones, 2008).

On a positive note, the involvement of top management in budget approval signifies its strategic importance (Moseki, Tembo and Cloette, 2011). The following pertinent questions are posed by Chandra, Kumar and Ghildayal (2011) with regard to cost minimization: What spending can be better controlled? How can the spending be controlled and what savings can be quantified by analyzing spending? The answers to these questions will aid the budgeting process by making it more realistic and therefore effective as a cost management tool.

Besides controlling costs and increasing performance capacity, developing a training programme enables an organization to align staff's skills to its way of doing things. Furthermore, it induces value addition to the products offered (Chen and Lin, 2004) and has a positive effect on revenue or cost reduction (Grajkowska, 2011). There are several implications for football clubs investing in training programmes for their players and staff. Besides improving performance and reducing turnover, they also cut on the cost of recruiting already-developed talent; a cost that may be significant in the event of a bidding war between clubs. Crust and Lawrence (2016) indicated that for a football team to perform better it does not matter whether an autocratic style is more effective than a democratic, or supportive one, but rather whether the style is right for the situation and for the team. The importance of coach flexibility cannot be ignored, with a critical skill being the ability to perceive the needs of the team in the moment and to adapt as necessary to maximise team performance.

Management ability is a function of experience acquired over time encompassing industry- and organization-specific components. The general correlation between performance, ability and experience (Holcomb *et al.*, 2009; Sirmon *et al.*, 2008) suggests there is a virtuous experience cycle. In other words, experience will drive ability as well as ability will drive experience. This is to say that a manager who is able will continue to have opportunities to manage teams. As a consequence, experienced managers will be particularly able

to value a team's human resource pool, identify gaps and try to align it as far and as fast as possible with a potential value-creating strategy (Holcomb *et al.*, 2009; Wright *et al.*, 1995). Through experience, managers will be capable of judging the development potential of existing human resources, in identifying resource gaps and in finding the most appropriate solutions in the factor markets.

Most business organizations hold leaders responsible for organizational performance (Sutton & Callahan, 1987). As suggested by the phenomenon, Black Monday, the day after the end of the regular National Football League (NFL) season when many losing coaches are fired, sports organizations also expect leaders to deliver results. As a consequence of this performance expectation, researchers and practitioners have sought to identify the people and programs that result in effective leadership. Surprisingly, though concerns with organizational performance may provide the impetus for investigations, leadership research typically uses college students and lower-to-middle-level managers instead of executive leaders (Day & Lord, 1988; Piotrowski & Armstrong, 1989). Further, a good deal of research has emphasized leadership perceptions or emergence rather than objectively measured performance as the criteria predicted by leadership measures (Kaiser, Hogan, & Craig, 2008; Lord & Emrich, 2001; Asiimwe & Zuena 2023 ^[2]; Asiimwe & Niyikiza, 2023) ^[3]. Objective and subjective measures have been shown to yield very different results, particularly when the same respondent provides the criteria and rates various leadership processes (House, Dorfman, Javidan, Hanges, & Sully de Luque, 2014; Lowe, Kroeck, & Sivasubramaniam, 1996).

Although some research has questioned the importance of leadership, over the last three decades research has demonstrated that leadership is an important determinant of organizational success (Barrick, Day, Lord, & Alexander, 1991; Judge, Colbert, & Ilies, 2004; Weiner & Mahoney, 1981). Salient leadership examples such as Elon Musk, Alex Ferguson, Steve Jobs, and Bill Gates illustrate the profound effects of leaders on organizational performance, and this sparked a renewed interest in understanding how much of organizational success could be attributed to leadership. Moreover, Barrick *et al.*'s (1991) utility analysis demonstrated that the difference in performance between a high-performing and an average performing leader can translate to more than 25 million dollars for a Fortune 500 company. The impact of leadership on organizational performance is a complex issue, and it can be further complicated by the manner in which leadership is viewed. For example, Meindl (1995) suggested that leadership is a social constructionist process, whereby leadership is in the eyes and minds of the beholders. In this sense, leadership is defined by how followers experience

Organizational processes, and not primarily by a leader's ability or behaviour.

While theories such as this may loosen traditional assumptions about leadership, they cannot be used to systematically analyse the impact of leadership on performance, nor can they shed light on the mechanisms through which this occurs, which may involve direct or indirect effects of leaders, and processes that often involve multiple people and are distributed over time (Lord & Dinh, 2014). Thus, we take a performance rather than perceptually oriented approach, whereby empirical data are utilized to understand the amount of variance in organizational

performance that can be attributed to leadership. Past research investigating the impact of leadership on organizational performance has primarily employed two methods, succession studies and leader effect studies. As a process of social influence, which aims at maximizing the efforts of others towards the achievement of a goal, leadership plays a vital role in ensuring high performance of any unit of production. Studies indicate that in the area of sports psychology, leadership on the part of coaches is associated with higher levels of motivation and performance, it improves development and skill gains, increased well-being, increased satisfaction, reduced aggression, increased task/team cohesion and increased willingness to make personal sacrifices for the good of the team (Ekstrand, Lundqvist, Lagerbäck, Vouillamoz, Papadimitiou & Karlsson, 2017).

Leader effect studies focus on the long-term effects that leaders can have on organizational performance (Lieberman & O'Conner, 1972; Salancik & Pfeffer, 1977). These studies utilize a variance decomposition approach, which examines the amount of variance in organizational performance that can be attributed to a leader after controlling for the effects of other contextual, non-leadership variables, such as organizational size, year, and industry. Day and Lord (1988) noted that by controlling for business size and using sufficient time lags, the criterion variance associated with organizational leaders can be substantial.

This point was also made by Thomas (1988), who found that although contextual variables are responsible for a majority of the variance in performance, leaders can have a substantial impact on the residual performance variation that is not accounted for by these contextual factors. In a methodologically innovative study, Bertrand and Schoar (2003) tracked managers across firms and across time, finding that their decision-making style did indeed have an important effect, even after controlling for firm fixed effects and time-varying firm characteristics. Specifically, fixed effects associated with CEOs had incremental effects in the range of 311% of the variance depending on the dependent variable (investment policy 3%; acquisitions 3%; dividends 7%; interest coverage 10%; diversification 11%), and effects on two broad measures of performance, the return on assets (5%) and operating cash flow (6%), which were in the middle of this range.

Effective leaders set the agenda for all members of the team for effective results (Rintaugu et al., 2012)^[9]. In football, when things go wrong for an athlete or a team, it is the leader who is answerable. Club leaders mostly the coach and manager influence the performance of their clubs through their leadership styles. Leaders are responsible for inspiring the players, ensuring enjoyment, getting individuals to believe in themselves and guiding them to produce their best. Coaches and managers play a vital role in football teams. To ensure success, they need to create an ideal environment for football players and the entire staff at the club to achieve their full potential. The relationship with each and every staff of the club matters in enhancing team and club performance.

Furthermore, top-level leaders can have both direct and indirect effects on organizational performance (Lord & Dinh, 2014). Top-level leaders directly affect organizational performance with specific activities or tactics that initiate internal changes (in organizational structures or systems), change an organization's capacity to adapt to external environments (through strategic planning or organizational

design), and directly influence external environments (through horizontal or vertical integration or government lobbying). In contrast, indirect leader effects refer to a leader's impact that is mediated by such mechanisms as corporate culture, the cognitive schemas of executive teams, and management's strategic orientation (Lord & Maher, 1991). In addition, whether leaders emphasize learning and player development versus short-term performance may influence player quality, a variable which we show later on is strongly related to team performance. A leader's development orientation may involve the type of goals they emphasize (Dragoni, 2005) or how emotions are managed when errors occur (Keith & Frese, 2005). For example, football team owners may directly affect performance by providing strategic direction such as having a conservative versus a riskier offensive/defensive orientation and hiring coaches that exemplify such strategies.

They may indirectly affect team performance by emphasizing cultural values such as winning and high achievement, whatever the cost. Owners may differ in their willingness to give the front office time to make improvements and their willingness to take a chance on a gifted player with a somewhat spotted past. For example, between 1993 and 2013, Pittsburgh Steelers' Owner, Dan Rooney, did not fire any head coaches. In that same timeframe, the Davis family fired six Raider's head coaches (Berkowitz, Cameron, Keating, & Maese, 2014).

The coaches' leadership styles, team cohesion, motivation, and coach effectiveness have been mentioned as integral components of sport psychology by leading practitioners, scholars, and organizations (Turman, 2008). Most researches on coaching effectiveness have assumed that coaches greatly influence player's performance, behaviour, psychological, and emotional well-being. Regarding to this, Horn (2002) stated that the behaviour of coaches directly influences the motivation, team cohesion, and perceived success, achievement behaviour of players and overall success of the team. Nyanjom (2010)^[21] and Rintaugu et al. (2012)^[8] show how ineffective and problematic leadership leads to low performance in the football field. They indicate that weak leadership undermines the performance of football clubs and vice versa. Leadership challenges such as corruption, mismanagement of club resources including funds, equipment and facilities and players reduced club effectiveness leading to weak results.

It was noted that misuse of resources by the leaders discouraged players and other club staff, reduced funds available to fund critical club activities and led to low player attendance. Consequently, performance of star players collapsed. Clubs lost more games, league points plummeted, capacity utilisation declined and revenues dropped significantly. The once powerful clubs started struggling financially and in all other aspects. It is indicated that such clubs lose their ability to attract competitive players and cannot sustain a strong fan base. Ultimately the clubs lose more talented players, suffer relegation, and lose opportunities to operate as sustainable entities. In the context of football teams, these differences in leadership activities across hierarchical levels can be seen clearly in the area of strategy, where the time perspective and complexity vary with hierarchical level (DeChurch et al., 2010; Jacobs & McGee, 2001; Zaccaro & Banks, 2002). Owners may emphasize a conservative or risky general strategy and hire key managers

(General Manager, head coach, assistant coaches) to implement this strategy.

Head coaches (who are similar to middle-level managers) refine this strategic orientation and apply it in the context of specific opponents and available personnel in developing game plans each week. Lower level leaders such as assistant coaches, offensive and defensive coordinators, or quarterbacks implement specific strategies through calling specific plays, motivating players, and executing specific plays. Although responsibilities may overlap more than this description indicates, the general scope of strategic impact and the time span involved decreases with decreases in hierarchical level.

A role is the part you play within a team such as your position. Responsibilities are the duties required to fulfil the role effectively. Impact on Performance: Successful teams have players who all know exactly what their role and responsibilities are within the team. This ensures tactics are carried out as planned and everyone in the team feels part of the team. It leads to more confident players who can focus more on executing their skills effectively as they know where they are supposed to be and what their responsibilities are. In a volleyball team players who do not know their roles and responsibilities can lead to confusion as to who is doing what, mistakes being made and opportunities being missed. For example a setter must know where to stand when their team is receiving serve and know that their job is to set up the ball, choosing the correct player to set it to. If they don't know then they will probably not be in the correct position or have the time needed to effectively set up the attack. This can lead to a further loss of confidence in that player and create frustration amongst others within the team. Co-operation: Is where you work together with others to achieve a common goal. Impact on Performance: Co-operation is needed during practice and actual performance.

A team must co-operate with each other during practice to further develop their skills, understanding of each other's strengths and weaknesses and their ability to carry out tactics. Individual performers such as Table Tennis players need co-operation to improve their skills, such as a partner repeatedly setting them up for a forehand smash so they can improve their ability and confidence at executing this shot in a match. Poor co-operation can lead to a lack of progress or development during practice. In performance co-operation is needed also, such as a Volleyball team using all 3 touches within their team when they have possession or a Football team getting organised to defend a set piece situation. — Communication: See answer on Communication in Physical Tactics section. You can use the factor of Communication within either the Social OR Physical factor.

The responsibility of team owners extends beyond financial backing and managing members of the front office. "They must provide the personnel and the facilities to make the game experience as entertaining and fun as possible for the fans. They set the tone for everything". Frontiera (2010) interviewed six owners or general managers from the NBA, MLB, and the NFL deemed to have changed the cultures of their sports organizations for the better. These key decision makers all mentioned player acquisition as important to sustained improvement in performance, but they also stressed noticing negative elements in the current culture (e.g., subpar facilities, lack of trust, or a habit of tolerating excuses), communicating a new vision and expectations for the future, and then sticking with their plan for change. According to a

study carried out by Ekstrand et al. (2017), it is claimed that leadership style has an impact on players and affects their health and well-being. Studying 36 elite football clubs in 17 cities across Europe, the study found out that certain leadership aspects affect the wellbeing of the players and so was their performance. The study found an association between injury rates and players' availability and the leadership style of the head coach.

The findings suggest that clubs where coaches used a transformational or democratic leadership style had a lower incidence of severe injuries. It was found out that when a leader articulates the vision of the future, this reduces the risk of severe injuries among players. This increases their productivity on the pitch and the overall results of the team including winning more games and growing the revenues of the club. In addition, leaders putting in place staff development programmes helped avoid severe injuries while increasing attendance at training. Supportive leadership, fostering trust and cooperation, and leading by example were also found to increase player confidence, commitment, results orientation and ensuring that their teams win more games and make the games played more entertaining to the fans. The findings also indicate that with high player effectiveness, the overall club performance in all its facets improved including higher winning ratio and league points, attracted more fans hence more utilisation capacity and revenues, growth in the fan base and profitability.

According to Ungruhe and Schmidt (2020) ^[32], level of transparency and adequacy of leadership determines the chances of football clubs sustainability. These two leadership traits cut across sports leadership and either enhances or undermines the potential of the sports entity. It is noted that weak leadership constrains the performance of a football club in a number of ways. The most significant one is where the sponsors of the club lose trust in the management of the club due to lack of transparency and mismanagement of club resources. Lack of transparency was found to scare away high quality sponsors who would wish to associate their support to the club with club performance. Therefore, when weak management fails to attract resources, the club fails to meet its obligations as they fall due including funding the staff welfare. This ultimately discourages the players, winning ratio and league points drop, fan base and capacity utilisation decline and the growth opportunities are lost.

Study Design and discussion

A research design is a plan of the study and includes the procedures for collecting, presenting, analysing, interpreting and reporting findings of an investigation (Cresswell & Clark, 2010). In this study, the researcher adopted mixed methods research design that utilises both quantitative and qualitative approaches. In this case, the mixed methods study design combined the qualitative and quantitative approaches, methodologies, techniques and procedures into a single approach. This way, the researcher got an opportunity of having a comprehensive view of the study phenomenon (Perry, 2011). The researcher therefore preferred a mixed methods design in order to be able to systematically collect and analyse the factors influencing performance of football clubs. Combining qualitative and quantitative approaches allowed the researcher to collect data that would not have been effectively collected by one approach (Cresswell & Clark, 2011). The two approaches were applied concurrently during the study.

Objective one sought to examine the effect of leadership on performance of football clubs, the researcher asked the teachers guided questions on how they felt leadership affects

the performance of the football clubs. Their responses were analysed using the mean and standard deviation.

Table 1: Leadership and performance of football clubs

	N	Mean	SD
Club leaders always plan the activities of the club	100	4.13	.981
Club leaders encourage their workers to achieve the best results	100	4.29	.832
Club leaders create conditions where workers can perform their duties willingly	100	4.05	.914
Club leaders encourage openness in all activities of the club	100	4.18	.903
Club leaders encourage cooperation among the workers of the club	100	4.07	.856
Valid N (list wise)			

When the respondents were asked if the club leaders always plan the activities of the football clubs, it was revealed that they were in agreement (Mean 4.13, SD, 0.981). This means that the leaders plan activities. Better planning is vital in the performance of organisations therefore football clubs can perform better with plans (Lord, 1988). According Smith (2009), performance of football needs good planning and this was in support of Nynjom (2010) that football leaders should plan well to have well organised teams and this helps club leaders create conditions where workers can perform their duties willingly.

When the respondents were asked if the leaders encourage their workers to achieve the best results, they were in agreement with this (Mean 4.29, SD 0.832). This shows that leader encouragement is important for a school to performance. When the respondents were asked if leaders create conditions where workers can perform duties willingly, they were in agreement with this (Mean 4.05, SD

0.914). This shows that leaders creating conditions for willingness in the football clubs does exist. This was supported by Kahm (2000) that when technical teams are available football is successful.

When the respondents were asked if leaders encouraged openness in all activities of the club, they were in agreement (Mean 4.18, SD 0.903). This shows that the football clubs have people who encourage openness of the workers in the football clubs. This is supported by Parasuraman (2010) that teams and team leaders need to make decisions in planning for football.

When the respondents were asked if the leaders encourage cooperation among the workers of the club, the respondents were in agreement (Mean 4.07, SD 0.856). This shows that leaders in the football club encourage cooperation among the workers. According to Ungruhe and Schmidt (2020)^[32], more planning technically and finally make football more organised.

Table 2: Relationship between perceived factors and performance of football clubs

Correlations		
		Football Club Performance
Perceived Factors	Pearson Correlation	.208*
	Sig. (2-tailed)	.038
	N	100

*. Correlation is significant at the 0.05 level (2-tailed).

The table shows the relationship between the perceived factors and performance of the football clubs. Calculating using the Pearson's Correlation Coefficient with SPSS t. at indicated a weak positive relationship of $R = 0.208$ (sig 0.05, $P=0.000$) between the perceived factors and football club performance.

Conclusion and Recommendation

As mentioned before, the main goal of this dissertation was to analyse the factors that influence performance of football clubs in Zanzibar Urban District-Tanzania. After analysing the results of this study, we can conclude that the football club performance is dependent of the perceived factors. This conclusion is in the same line of thinking of Barajas & Rodríguez (2010), Szymanski & Kuypers (1999) who found evidences that the perceived factors of funding, incentives to employees, technical facilities will allow the club perform better and consequently achieve better results. This argument matches with the theory of the Lago et al (2004) Virtuous Circle which explains that the acquisition of better players, who require a higher level of salary, will consequently result in better sportive performance and better financial results. Also, according with this theory, we can find another relation which is observable in our results. The correlation between

the increase of the perceived factors and the football club performance is proven analysing both estimations.

The study recommends that football club managers vest full power and authority in the coaches whom they have employed so that they are able to guide and direct the staff of the clubs. In addition, they should ensure that there are enough coaches and staff of good leadership are employed. The study recommends that the football clubs should invest in their facilities. Because proper football facilities improve the performance of the clubs. The club should focus on investing on high quality facilities for training, treatment, football fans and many others.

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