

Organisational Constraints of Traditional Wrestling in Senegal

Djibril DIOUF, Lecturer-Researcher, INSEPS/Cheikh Anta DIOP University
Modou SARR, Physical Education and Sports Teacher, Ministry of National Education, Senegal

Abstract: The purpose of this study is to analyse the main constraints affecting the organisation of traditional wrestling in Senegal. Using a mixed qualitative and quantitative methodology, the study focused on a region in central-western Senegal, Fatick, which is the birthplace of many champions of both Olympic and traditional wrestling. The results reveal, on the one hand, constraints linked to a lack of qualified human resources and, on the other hand, constraints linked to a lack of structure in the bodies in charge of traditional wrestling. This seems to show that the organisation of traditional wrestling suffers from the absence of resources that meet the needs of the organisation of traditional wrestling, the absence of hierarchical lines in the organisation of traditional wrestling and the specialisation of human resources and existing bodies. In terms of practical implications, it is necessary to hire trained and specialised human resources to meet needs and to establish lines of authority in the organisation of traditional wrestling.

Keywords: Traditional wrestling; organisation; human resources; structuring; sport; management.

Introduction

Nowadays, modern sport is the subject of several studies. In this context, it is worth mentioning the numerous writings on marketing, particularly those by Tribou et al. (2015), who have made sponsorship their field of expertise. Fall & Tribou (2018) followed suit, focusing on sports marketing by revisiting the typology of audiences at sporting events. Others have focused on the governance of sports organisations (Diouf et al. 2019) or the management strategies of sports organisations (Barget & Vailleau, 2008). In the Senegalese context, while the same issues are addressed, they rarely focus on so-called traditional sports. Diouf (2018) emphasises the elements of refereeing in striking wrestling, which must be distinguished from Olympic and traditional wrestling. According to Kane & Wane (p. 70, 2014), striking wrestling is ‘a form of wrestling that overlaps with the rules of traditional wrestling, but with one major difference: striking and punching are allowed’. It is distinct from competitive wrestling, which consists ‘essentially of Olympic wrestling (with its two styles: freestyle and Greco-Roman wrestling) and African wrestling’ (Kane & Wane, p. 65). It is also distinct from ‘traditional’ wrestling, which is ‘part of Senegalese cultural heritage through its many components’ and does not allow punches (Kane & Wane, p. 67). So-called traditional sports, particularly traditional wrestling, have been the subject of marginal studies (Kane & Ndongo, 2018; Ndongo & Tine, 2018). One example is the study on the National Wrestling Management Committee in Senegal (CNGL) (Diouf & al., 2024), which has been managing Senegalese wrestling at the national level since 1994 and faces constraints of all kinds. The question is whether the same constraints are evident at all levels of wrestling organisation, including traditional wrestling, which is mainly organised in the most remote areas of Senegal. The purpose of this study is therefore to analyse the main constraints affecting the organisation of traditional wrestling in Senegal. In other words, what are the organisational constraints on traditional wrestling in Senegal? This research aims to answer the following specific questions: How does the lack of qualified human resources affect the organisation of traditional wrestling? How does the lack of organisational structure affect the functioning of traditional wrestling bodies?

This study consists of four parts. The first part is a review of the literature, which provides insights into the constraints on the organisation of traditional wrestling and an analysis of the constraints on traditional wrestling through organisational theories. The second part discusses the methodology, which is mixed, qualitative and quantitative. The third part reviews the results, which show, on the one hand, the constraints linked to the low level of human resources qualifications and, on the other hand, the constraints linked to the weak structure of the bodies in charge of traditional wrestling.

Finally, the last part seems to show that the organisation of traditional wrestling suffers from a lack of resources to meet the needs of the organisation of traditional wrestling, a lack of hierarchical lines in the organisation of traditional wrestling, and a lack of specialisation of human resources and existing bodies.

Literature review

Understanding the constraints of traditional wrestling organisation

According to Goldratt (2017), a constraint is anything that limits a system (an organisation) in achieving its objective. It is intended to affect the organisation, which, according to Émile Durkheim (1895), refers to the influence or impact that a phenomenon, action or social force can have on individuals, groups or institutions within a society. This includes the emotional, psychological and behavioural effects that these influences can generate, thereby helping to shape social structures and interpersonal dynamics. These are notable in organisations.

Thiéart (2010, p. 47) specifies:

‘Formally, an organisation makes it possible to define the tasks to be accomplished, to group them together, to establish the links of authority, cooperation and information that unite people, and to create support units that provide managers with complementary expertise.’

In other words, it is a social group made up of interacting individuals with a collective goal, but whose references, information, interests and knowledge may differ: a company, a public administration, a trade union, a political party, an association, etc. A sports organisation is a group of people who come together to promote, develop and practise a sporting activity. William Gasparini (1967) identifies sports organisations through multiple characteristics: objectives at different time scales or a negotiated project (product, service, training, education, etc.), structures that reflect the division of labour, coordination of tasks and distribution of power, members of the organisation, an environment that influences its functioning and a common culture that allows for the existence of a formalised consensus in the organisation's policy.

A sports organisation is therefore a community, a coalition of interest groups, which enables the practice of physical activity or promotes sporting activities. In this context, it is possible to understand traditional wrestling, which, according to Kane & Wane (2014), is an ancestral practice emblematic of Senegalese culture, where competitors engage in physical combat that combines strength, agility and traditional techniques. This traditional sport is of great cultural, social and ritual importance, playing a central role in preserving identity and traditional values within Senegalese society (Badji, 1982). Senegalese wrestling, known as ‘Njom’ among the Serer people and ‘Lamb’ among the Wolof people, is a very popular traditional sport in Senegal, particularly in the regions of Sine Saloum (among the Serer people) and Casamance (among the Diola people). It is also practised in The Gambia. A contact sport, traditional wrestling incorporates a cultural and folkloric dimension, the pre-fight dance or ‘bakk’, which brings Senegalese cultural tradition to life through entertainment.

This Senegalese wrestling is subject to constraints. According to Christian Hohmann (2023), a constraint is a factor that limits the overall performance of a project or a system more generally. This constraint will, for example, limit a team's ability to achieve its set objective. It can act as a bottleneck limiting production capacity. It is important to bear in mind that every system has its own constraints. If this were not the case, performance would always be maximised, which is obviously not possible. Among the factors that influence the performance of sports organisations are high-quality human resources. Some authors, notably Laroche et al. (2019), consider this to be a component of strategic management in organisations. Others believe that it is always necessary to analyse positions and jobs within organisations (Peretti, 2019). While Jiang et al. (2012) note that competing opportunities can increase staff mobility, this highlights the importance of understanding the factors that impact the motivation and commitment of paid staff, volunteers and interns, which in turn will influence operational (customer service, productivity, innovation) and financial results.

In addition, a sports organisation can be structured to have different levels of management, such as senior management, specific departments or divisions (such as marketing, operations, finance) and teams or functional units to manage day-to-day activities (Pigeassou, 1991; Lassalle, 2015). A matrix structure can also be used for effective coordination between different functions and projects. In addition, a sports organisation may include governance bodies such as boards of directors, advisory committees and general assemblies to ensure transparent and balanced decision-making. According to Michel Crozier (1963), a sports organisation should be structured in such a way as to avoid excessive bureaucracy and promote flexibility and adaptability, especially when it comes to

traditional Senegalese wrestling, a popular sport in peri-urban and rural areas where organisation is not always present.

Analysis of the constraints of traditional wrestling through organisational theories

The analysis of organisational constraints can be appreciated through Thiétart (2010) on the one hand, and Mintzberg (2007) on the other.

Raymond-Alain Thiétart (2010) approaches organisation as the most visible part of management. It makes it possible to define the tasks to be accomplished, to group them together and to establish relationships of subordination, cooperation and information. According to him, organisation can be represented as an open system in constant interaction with its environment. Various structural forms emerge depending on the nature of the tasks, the desired degree of flexibility and the orientation of the organisation (towards the product, the market or operations). The process of structural formalisation has a common denominator: the division of labour. Through the specialisation of tasks, this tends to increase the expertise of the performer, allows for better coordination and facilitates the use of machinery. This necessarily involves a training and skills development policy which, according to Peretti (2019), must serve a dual purpose:

- to enable employees to adapt to structural changes and changes in working conditions;
- to enable workers to determine and take responsibility for the innovations and changes to be introduced.

There are many forms of organisation. These include, for example: organisation by product, by function, by customer, by production process, by time and by geography. However, these forms can be grouped into three main categories.

- Organisation by function: this groups tasks according to specialisation criteria. Although it is recognised as being effective in terms of the efficient use of specialised resources, it can cause problems and give rise to numerous conflicts.

- Organisation by operation: its purpose is to group all the means, resources and expertise within the same organisational entity in order to achieve a specific objective or project. While this grouping offers many advantages for management, it should be noted that the costs of such an organisation are high.

- Matrix organisation: This is a combination of functional organisation and operational organisation, the primary characteristic of which is its fluidity.

Furthermore, these three forms of organisation differ from one another in terms of the degree of delegation, the degree of decentralisation and the means of coordination. Organisations are composed of both operational units, which are responsible for operations such as sales or production, and functional units (responsible for support functions such as human resources or management control). Functional units, sometimes called service units, have a specific role: a functional service is tasked with assisting the manager without replacing them, acting as a multiplier of their actions. The task of a functional service is a former operational task that has been moved out of the hierarchical chain.

Thus, choosing a structure for an organisation remains a delicate matter, as it depends on a multitude of factors (orientations, people involved, management style, corporate culture, environment, etc.).

Currently, organisational forms are undergoing radical transformations, in particular:

- A 'de-hierarchisation' in order to shorten decision-making processes and restore the importance of the management line (flat structures)

- An emphasis on decentralisation in order to increase flexibility and adaptability to a less predictable environment.

- Breaking down barriers between structures to promote internal communication and the development of networks both internally and externally.

Added to this are the comments of Henri Mintzberg (2007), who believes that at the heart of any organisation are the operators, i.e. those who carry out the basic work of production, goods or service provision. They form the operational centre. There is no organisation, even among the simplest, that does not require at least one full-time manager to occupy what we call the strategic summit, from which it is possible to have an overview of the system. Furthermore, as the organisation grows, it needs more: managers not only to supervise the operators, but also to supervise the other managers. A hierarchical line is thus formed, i.e. a hierarchy of authority between the operational centre and the strategic summit. As the organisation becomes more complex, it requires a new group of specialists, whom we will call analysts. They also perform administrative tasks (planning and controlling the work of others), but of a different nature, often referred to as 'staff'. These analysts form what we will call the technostructure, which is outside the line of authority hierarchy. Many organisations add

staff units of a different type to provide various internal services, ranging from a cafeteria or postal service to legal advice or a public relations department. We will refer to these units and the part of the organisation they constitute as the logistical support staff.

Methodology

To analyse organisational constraints, a mixed quantitative and qualitative approach was put forward. Baumard and Ibert (2019, p.127) emphasise:

‘The combination of qualitative and quantitative approaches, i.e. their complementary and dialectical use, allows the researcher to establish a differentiated dialogue between what is observed (the object of research) and the two ways of symbolising it.’

On the one hand, the qualitative approach made it possible to explore organisational constraints in traditional warfare (Figure 3 and Figure 4). On the other hand, both approaches were also used through triangulation. According to the two complementary angles, the actors' perceptions were compared with representations of organisational constraints.

The study focuses on organisational constraints through structural and human dimensions in the Fatick region of Senegal (Figure 1), particularly the department of Foundiougne (Figure 2) in central-western Senegal, where traditional wrestling has been practised for thousands of years.

The department of Foundiougne is one of 46 departments in Senegal and one of three departments in the Fatick region in the west of the country. Its capital is the city of Foundiougne. It is composed of three districts: Djilor, Niodior and Toubacouta.

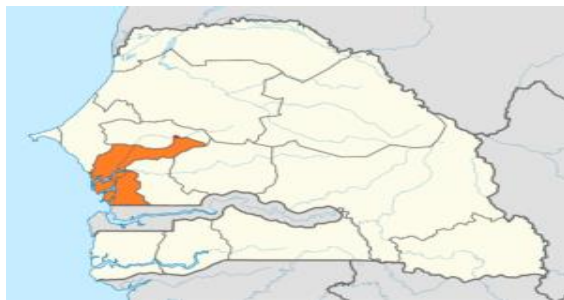


Figure 1 : Carte Sénégal : Source Gifex.com



Figure 2 : Carte région Fatick : source au-senegal.com



Figure 3 : lutte traditionnelle sénégalaise



Figure 4 : lutte traditionnelle sénégalaise

To carry out the work, documentary research was used. In addition to scientific texts, the Senegalese Sports Charter No. 84-58 of 23 May 1984 and the general regulations of the National Committee for the Management of Wrestling in Senegal were also consulted (Diouf, 2018).

To gather the necessary information, direct interviews were conducted with members of the wrestling management committee in the Fatick region, and questionnaires were distributed to supporters, wrestlers, other committee members, traditional singers, etc.

Specifically, the interviews involved:

- 3 members of the Ministry of Sports;
- 2 members of the regional wrestling management committee in Fatick;
- 4 members of the Foundiougne departmental wrestling management committee;
- 3 vice-presidents of the committee, as there are 3 in the committee;
- 2 referees

We also conducted a questionnaire survey of:

- 45 supporters;
- 5 traditional singers;
- 5 tam-tam drummers;
- 3 members of the departmental wrestling committee;
- 20 wrestlers;
- 17 accompanying persons;
- 5 former stars.

With regard to the interviews, data was collected using a simple iPhone 11 voice recorder. The interviews were conducted on the basis of interview guides focusing on aspects affecting the organisation of wrestling.

However, the interviews were limited by the constraints of wrestling. Tine (2012) notes that the wrestling community is very closed and that magical-religious beliefs make the actors very sensitive. In order to make better use of the data collected, a full transcription of the interviews in French was made. This approach enabled us to take into account all the information collected and to carry out our work effectively.

For the questionnaires, responses were collected from the target individuals. In order to analyse the numerical data collected, statistical methods were used to identify significant trends and correlations. This approach enabled us to obtain as many responses as possible and to collect all the numerical information in order to obtain the opinions of those involved in the fight and also to carry out a tabulation using flat sorting and cross-sorting. This quantitative analysis enabled us to support our conclusions with numerical evidence and to provide a better understanding of the phenomena studied.

Analysis of results

In light of the results, two major constraints appear to weigh on the organisation of traditional wrestling in the Fatick region. These are, on the one hand, the low level of human resources qualifications and, on the other hand, the weak structure of the bodies in charge of wrestling.

Constraints related to the low level of human resources qualifications.

Senegalese wrestling, as an important traditional and cultural sport in Senegal, faces several challenges, including a lack of quality human resources within the management committees. These committees are responsible for the management, organisation and development of wrestling at various levels, ranging from local competitions to the management of high-level wrestlers. The lack of competent and well-trained human resources in these committees can have a negative impact on the practice and development of traditional wrestling. On the selection of human resources, MC, a member of the departmental wrestling management committee in Foundiougne, notes:

"At the departmental wrestling management committee level, it is the departmental sports inspector who is at the head of the department's sports structure, isn't it? The one who looks at areas such as the commune of Djilor because he is responsible for working with all disciplines to find someone who is really committed or who is well known in a discipline such as wrestling. Now, if he chooses someone like Mr Mendy, who is in the village, he will go and see the people he can work with, so it is the person chosen in a commune who will create his team, and it is with this team that we will work, so these are appointments, not elections. So, as soon as the inspector proposes you, you will have in the area the people you can work with, and I think that can be done spontaneously because, if it's wrestling, we know the people who love wrestling and have time for wrestling, so we will directly target them. That's how I chose Pape Mbodji and Asse Ndaw, and that's what Sadioga Keur Farba and others are like. So it's an appointment. As soon as you're appointed, you choose your team and you select the people you want to work with."

A vice-president of the traditional wrestling management committee in Foundiougne says:

"Recruitment is based on the person's experience. We are all in the department. Well, if we're talking about wrestling, we first know the people who are interested in wrestling. Well, after that interest you have in wrestling. As soon as you arrive and start working with us, we already know your level, we already know your skills. It is based on this knowledge that we can now place you at the level where you can thrive. For example, I am the head of the department, I am a physical education teacher and

I specialise in wrestling and football. All I have to do is attend a refereeing ceremony for a day. I know where a particular person can thrive. So it's almost spontaneous. We don't ask for diplomas, etc. It's based on the person's experience and daily life. You can have a fairly high level, but when it comes to combat sports refereeing, you have to be serious. When it comes to local development, you really have to be uncompromising, don't you? You have to be honest in managing the truth.

These comments reflect a random selection of members of the traditional wrestling management committee. This selection is unrelated to the training and qualifications of the managers. Senegalese wrestling management committees often suffer from a lack of qualified managers with expertise in sports management, marketing, strategic planning, and human resources management. Most of the people involved in sports management are former wrestlers or individuals with limited experience in sports administration. This lack of specialised skills prevents optimal and professional management of events and infrastructure. Poorly structured management can lead to ineffective decisions that affect the organisation of competitions and the development of talent.

However, these unqualified human resources make up the various sports bodies. MD, a member of the departmental wrestling management committee, says:

"Well, at the level of each structure, there is what is called the regional or national departmental committee office. This committee first has what is called the executive office, which is composed of the president and his vice-presidents, assistant treasurers, assistant secretary, and what are called technical commissions. Within the technical committees, there is what is known as the rules and discipline committee, which is the sports tribunal. Whenever there is a problem, it is this committee that is called upon to rule on it and, for example, judge the problem that exists. There is also the referees' committee, the medical committee, the finance committee, etc. Whenever there is a conflict, the Rules and Disciplinary Committee convenes its members to rule on the matter. These are the people who have control over the rules. They are the people who master the rules. There is a supporting document. This is how my problems are dealt with and sanctions are imposed."

The lack of qualified human resources affects various aspects of the management of traditional wrestling organisations, particularly financial and material issues. Financial management in traditional wrestling is often limited, leading to poor resource allocation. Committees may find it difficult to attract sponsors or effectively manage allocated public funds. A lack of training in financial management and sports marketing, as well as an inability to professionalise the discipline, make it difficult to access sufficient financial resources to organise quality events, pay wrestlers and develop modern infrastructure.

In addition, management committees often lack smooth and professional organisation. The absence of competent human resources managers complicates the distribution of tasks, conflict management and the implementation of a transparent and effective management system. The lack of organisational planning leads to errors in event scheduling, delays in competition management, and even conflict situations that can tarnish the image of Senegalese wrestling.

In addition to the limitations related to financial qualifications, there is also the question of the vision of those who manage traditional wrestling. A lack of strategic vision is evident in the absence of long-term planning for local management committees and the Wrestling Management Committee in the department of Foundiougne. However, DD, a member of the Wrestling Management Committee in the department of Foundiougne, explains:

"Well, we, the wrestling management committees, our objective is to develop and manage wrestling in all its forms. Developing it means that as soon as you arrive in an area, you try to increase the number of local committees, which are the number of promoters and the number of licensees. That is what developing wrestling means. Managing wrestling means ensuring that these actors can practise their discipline in accordance with pre-established rules, respecting the norms of the game without causing injuries or malfunctions. So that is the main role of the departmental, regional and national committees: to develop and manage wrestling in all its forms. Developing means broadening the scope of action a little. Managing means applying knowledge and applying the rules."

These wishes call for the need to strengthen human resource capacities. This is noted and desired by a member of the Traditional Wrestling Management Committee in Foundiougne. Indeed, FD says:

"Well, how do we encourage people? First, we have them undergo training, for example at the committee level. At the beginning, we only had the large local committee, which is not recognised anywhere. But for the past two years, we have started to do what is called the departmental grade, recognised by the CNG. Two years after that, the referee can go to the regional grade. Two years after that, it's four years, and he will tend towards the national grade. Once he has the national grade, he can claim to go to the national level, such as the flag of the Head of State at ECOWAS. Well, I

trained a referee here ten years ago named Timack Senghor, who is from Mbassiss, so now I have made him a PE teacher, I have made him a national referee and even a national referee. Now, when we organise a wrestling session, the promoters, according to the cacher, i.e. the stake, 10% goes to the committee that hosts the event, and of that 10%, 7% goes to the referees. That's what people earn."

Regarding the qualifications of the members of the Wrestling Management Committee, the data collected from the questionnaires shows that 25.4% think that the members are qualified, 41.3% think that they are not, and 33.3% are uncertain. Otherwise, the respondents' perception of the level of qualification of the leaders seems negative.

On the training of referees, coaches and other supervisors, a majority of respondents (75.9%) believe that the lack of qualified personnel is detrimental to the quality of the organisation of wrestling events. This indicates that the issue of skills and expertise is perceived as a major challenge. An even higher proportion (93.7%) are in favour of increased investment in the training of referees, coaches and supervisors. This shows a collective awareness of the importance of training as a lever for improvement.

Constraints related to the weak structure of the bodies in charge of traditional wrestling

The lack of adequate structure within the traditional wrestling management committee represents a major challenge for its development and professionalisation. The management committee, which is responsible for regulation, organising competitions, monitoring wrestlers and managing infrastructure, plays a key role in the sustainability and success of wrestling. However, numerous shortcomings in the organisation and structure of this committee negatively affect its effectiveness. Here is an analysis of the problems related to the poor structure of the Senegalese wrestling management committee, and a vice-president of the Traditional Wrestling Management Committee in Foundiougne states:

"The structure of the Foundiougne CDG takes into account the 17 municipalities in the department, which are the municipalities of Niodior, Bassoul, Djirnda, Foundiougne, Soum, Mbam, Djilor, Digane Barka, Passy, Niassene, Diossong, Sokone, Keur Samba Gueye, Toubacouta, Karang Poste, Keur Saloum Diane, and Nioro Alassane Fall. These are the various local municipalities that exist in the department. In terms of configuration, there is first the office, which is headed by Mr Mamadou Mendy. There are three vice-presidents, one from Foundiougne, one from Soum and one from Sokone. He is the chairman. He has chosen a treasurer, an assistant treasurer, a secretary and an assistant secretary. Now there is the medical committee, the rules and discipline committee, the referees' committee and the elders' committee. That is how the committee is structured. Most of these people have at least departmental level expertise in terms of mastery of the rules. Because currently, when you are at the head of a structure such as the local development offices, you need to have a good understanding of the rules. For example, the training we have at the departmental level is the same training, the same divisions that exist in the different departments. That's how the structure works. »

A lack of clarity in the distribution of roles and responsibilities is noticeable. One of the first consequences of the poor structure of the management committee is the lack of a clear distribution of roles and responsibilities among members. This leads to confusion and inefficiency in decision-making. For example, the roles of the various committees (technical, administrative, financial, etc.) are not always well defined, which can lead to overlapping tasks, poor internal communication and delays in making crucial decisions. This lack of clarity makes the management of traditional wrestling less fluid and often chaotic, which hinders its development.

FD, a former star, explains:

"The poorly structured management committee often lacks a clear vision and long-term strategies to develop traditional Senegalese wrestling. A well-designed organisational structure would make it possible to define short-, medium- and long-term objectives, assess the necessary resources and implement concrete actions to achieve these objectives. However, the lack of planning in the management committee often leads to reactive rather than proactive management, where problems are dealt with as they arise, without anticipation or vision for the future. Indeed, the structure is poorly organised and often leads to poor communication, both within the management committee and with other stakeholders, such as wrestlers, coaches, sponsors and the public. Internal communication is essential to ensure that all committee members are on the same page and to avoid misunderstandings or contradictory decisions. External communication, on the other hand, promotes Senegalese

wrestling, attracts sponsors and engages the community. In the absence of a solid structure, these communication channels are neglected, limiting the visibility and impact of the sport.”

GD, from the Ministry of Sports, notes:

“The traditional wrestling management committee is often perceived as being very informal and unprofessional, which prevents more effective management of the sport. The lack of qualified personnel in key areas such as sports marketing, human resources management, and event management compromises the professionalisation of the sport. For example, the management of wrestlers and their careers, continuing education, and the organisation of national and international tournaments and competitions could be better managed if the committee had experts specialising in these areas. The lack of organisational structure can also lead to fragmentation within the Senegalese wrestling movement, with the proliferation of factions and groups vying for control of wrestling. These internal conflicts are often linked to rivalries between leaders, but also to personal or regional interests. A solid structure and a transparent governance system would minimise these conflicts by establishing better collaboration between the various stakeholders and promoting unity in the management of the sport.”

Questionnaire surveys show a strong consensus on the impact of the structuring of Senegalese wrestling. 84.1% believe that the lack of structure hinders the development of wrestling. 93.7% believe that better organisation would improve the management of competitions and wrestlers. 94.3% of those who perceive a structuring problem believe that improvement is necessary. Even among those who do not consider structuring to be an obstacle, 90% still believe that better organisation would have a positive impact.

Ultimately, the lack of adequate structure within the traditional wrestling management committee is a major obstacle to the development and professionalisation of this traditional sport. A reorganisation of the committee, with clarification of roles and responsibilities, better management of human and financial resources, and long-term planning, is essential to ensure a prosperous future for traditional Senegalese wrestling. The establishment of solid governance structures, the training of competent leaders and the professionalisation of management practices will make it possible to overcome the current challenges and promote this sport nationally and internationally.

Discussion

The performance of sports organisations depends, in part, on the quality of their human resources. However, according to informants, this is lacking in traditional wrestling. These human resources, which do not analyse positions and jobs (Peretti, 2019) and are unfamiliar with internal and external mobility, as defined by Jiang et al. (2012), remain a major constraint. Human resources in traditional wrestling are far from having a strategic perspective (Laroche & al., 2015).

Due to the quality of its human resources, traditional wrestling seems far from the over-bureaucratisation decried by Michel Crozier (1963), but it is not in line with the flexibility and adaptability recommended by Crozier himself.

The division of labour advocated by Raymond-Alain Thietart (2010) does not seem possible within the framework of traditional wrestling. This presupposes the existence of human resources with the necessary qualifications. In this context, no form of human resource specialisation is possible, including coordination at the various levels of traditional wrestling organisation.

Henri Mintzberg (2007) notes that without a full-time manager at the strategic top, it is not possible to launch even the simplest form of minimal organisation. This is the case with traditional wrestling, which does not have high-quality human resources. This prevents an overview of the organisation, which limits its development.

Based on Mintzberg, the confusion noted in human resources spills over into the hierarchical lines that do not exist. In this case, there is no need to talk about a hierarchy of authority between the operational centre and the strategic summit (Laroche & al., 2019).

The results showed that there is no traditional structure to the struggle. The different organisational levels do not appear. This is contrary to the different levels mentioned by Pigeassou (1991) and Lassalle (2015) in sports organisations. Specific departments or divisions related, on the one hand, to marketing, operations and finance, and, on the other hand, teams or functional units to manage day-to-day activities.

Returning to Michel Crozier (1963), it should be noted that traditional wrestling is not structured. This distances it from any flexibility and adaptability and any form of over-bureaucratisation.

According to Raymond-Alain Thietart (2010), organisation is the most visible part of management. Tasks are defined and relationships of subordination, cooperation and information are established, unlike in traditional wrestling.

In traditional wrestling, the process of structural formalisation is not based on the division of labour. This does not ensure the specialisation of tasks, does not increase the expertise of managers and facilitates better coordination.

In the same vein, Henri Mintzberg (2007) notes that at the base of any organisation are operators, i.e. those who do the basic work. This is in contrast to traditional wrestling, which does not have resources at the base.

Mintzberg adds the issue of the chain of command. This chain is absent in traditional wrestling. In other words, there is no hierarchy of authority between the operational centre and the strategic summit in this field.

Conclusion

To the question, what are the organisational constraints of traditional wrestling in Senegal?

On the other hand, traditional wrestling remains affected by the lack of quality human resources, which are neither subject to job analysis (Peretti, 2019) nor placed in a strategic perspective (Laroche et al., 2019). According to Jiang et al. (2012), these human resources remain a major constraint. Due to the quality of human resources, the organisation of traditional wrestling seems far from the over-bureaucratisation criticised by Michel Crozier (2014), but is not in line with the flexibility and adaptability recommended by Crozier himself.

The division of labour advocated by Raymond-Alain Thietart (2010) does not seem to be as applicable to traditional wrestling. The same applies to the hierarchical structure proposed by Mintzberg (2007).

On the other hand, the structure of traditional wrestling seems to suffer from the absence of different levels, as pointed out by Pigeassou (1991) and Lassalle (2015) in sports organisations. This detracts from any flexibility and adaptability (Crozier, 2014). In addition, the division of labour (Thietart, 2010) and the absence of a hierarchical structure (Mintzberg, 2007) do not favour the structuring of traditional wrestling.

At the managerial level, it is necessary to:

- recruit resources that meet the needs of the traditional wrestling organisation;
- strengthen human resource capacities based on the needs of traditional wrestling;
- establish hierarchical lines within the traditional wrestling organisation;
- specialise existing human resources and bodies.

The limitations of the study are related to the absence of a sports federation in the wrestling organisation. The CNGL, through its branches and its basic organisation, is present in all regions. Consequently, the prospects for study fall within the framework of a future wrestling federation where all questions of structuring, at the national, regional and local levels, will be addressed.

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