

# Leadership Behaviour Association with Human Resource Management Practice in Selected Ethiopian Sport Federations

## Seçilmiş Etiyopya Spor Federasyonlarında Liderlik Davranışının İnsan Kaynakları Yönetimi Uygulamaları ile İlişkisi

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### ABSTRACT

Leadership behavior and human resource management practices (HRMP) in sport organizations is crucial for organizational success. Effective leadership behavior can positively influence human resource management practices, while these practices can also impact leadership behavior. By understanding and leveraging this relationship, sport organizations can create a positive work environment, enhance employee performance, and achieve their organizational goals. To objective of the study was to find the association between Leadership Behaviour and HRMP of selected Ethiopian Sport Federations. In this study, the sequential explanatory research design was used. a sample size of 95 respondents (n = 95) from Ethiopian Football Federation and Ethiopian Athletics Federation was selected using stratified sampling technique. The variable of the study was leadership behaviour and HRMP. In addition to this, standardized questionnaires, document analysis, focus group discussions and semi-structured interviews were used to collect the data. Quantitative data was analysed using Spearman correlation coefficient while qualitative data were transcribed and interpreted. The result of the study shows that there was significant association between leadership behaviour and HRMP,  $r = 0.41$ ,  $p = .001$ . The study concluded that Ethiopian selected federation leadership behavior has contribution for effectiveness HRMP. However, utilizing modern technology, robust monitoring and evaluation mechanism, adequate guidelines, standards and manuals, employee knowledge, skills and attitudes, physical facilities, financial capacities and satisfaction athletes, coaches, officials and stakeholders were not up to the required level.

**Keywords:** Leadership behaviour, transformational leadership, transactional leadership

### ÖZ

Spor örgütlerinde liderlik davranışı ve insan kaynakları yönetimi uygulamaları (İKYP) örgütsel başarı için çok önemlidir. Etkili liderlik davranışı insan kaynakları yönetimi uygulamalarını olumlu yönde etkileyebilirken, bu uygulamalar da liderlik davranışını etkileyebilir. Spor örgütleri bu ilişkiyi anlayarak ve kullanarak olumlu bir çalışma ortamı yaratabilir, çalışan performansını artırabilir ve örgütsel hedeflerine ulaşabilir. Çalışmanın amacı, seçilen Etiyopya Spor Federasyonlarının Liderlik Davranışı ile İKYP arasındaki ilişkiyi bulmaktır. Bu çalışmada, sıralı açıklayıcı araştırma tasarımı kullanılmıştır. Etiyopya Futbol Federasyonu ve Etiyopya Atletizm Federasyonu'ndan 95 katılımcıdan oluşan bir örneklem büyüklüğü (n = 95) tabakalı örnekleme tekniği kullanılarak seçilmiştir. Çalışmanın değişkeni liderlik davranışı ve İKYP'dir. Buna ek olarak, veri toplamak için standartlaştırılmış anketler, doküman analizi, odak grup tartışmaları ve yarı yapılandırılmış görüşmeler kullanılmıştır. Nicel veriler Spearman korelasyon katsayısı kullanılarak analiz edilmiş, nitel veriler ise yazıya dökülmüş ve yorumlanmıştır. Çalışmanın sonucu, liderlik davranışı ile İKYP arasında anlamlı bir ilişki olduğunu göstermektedir,  $r=0.41$ ,  $p = .001$ . Çalışma, Etiyopya'nın seçilmiş federasyon liderlik davranışının İKYP'nin etkinliğine katkısı olduğu sonucuna varmıştır. Ancak, modern teknoloji kullanımı, güçlü izleme ve değerlendirme mekanizması, yeterli kılavuzlar, standartlar ve el kitapları, çalışanların bilgi, beceri ve tutumları, fiziksel olanaklar, mali kapasiteler ve sporcuların, antrenörlerin, yetkililerin ve paydaşların memnuniyeti gereken düzeyde değildir.

**Anahtar Kelimeler:** Liderlik davranışı, dönüşümsel liderlik, etkileşimli liderlik

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## Introduction

Leadership and HRMP are two key factors affecting outcomes at sport organizational, team, and individual levels either within the same country or in a cross-border context (Zhao, Liu, Zhu, & Liu, 2020). Strategic HRM and strategic leadership are both important factors affecting organizational effectiveness (Yueyue Liu, Xi, & Zhang, 2022). The success of any organization depends directly or indirectly on the effort, capability, and contribution of its employees and leaders (Amira & Khawaja, 2018).

Leadership behaviour is a crucial factor that affects the performance of employees in sports organization (Samson, Tesfay, & Aschenaki, 2023). In the context of sports federations, the leadership behaviour of executives and managers can have a significant impact on the motivation and engagement of athletes, coaches, and other staff members. HRMP, on the other hand, are the policies and procedures that organizations use to manage their employees. These practices include recruitment, selection, training, development, performance management, and compensation.

Leaders play a major role in guiding employee effectively to achieve their dreams and ambitions either effectively or ineffectively in critical times (Ahmed & Amiri, 2019). Leadership is a relevant concept in various aspects of the society including business, academics, family, community, religious and politics up to national level and indeed international levels (Olive, 2019). HRM oriented to implement principles, standards and guidelines to improve employee effectiveness (Bombiak, 2019). Management leadership styles and HRMP play an important role in facilitating positive working environment (Patrick, Nagarajan, Aoife, & Edel, 2008)

Ethiopian football and athletics federations have a hierarchical structure that includes executive committees, technical committees, regional associations, clubs, coaches, athletes, and other stakeholders (Tadesse, Haddera, & Tessema, 2023). Ethiopian sport federations leadership behavior and HRMP in can be complex and multifaceted.

Poor leadership behaviour can undermine HRMP by creating a negative work environment, reducing employee motivation and engagement, and increasing turnover rates. This can lead to difficulties in recruiting and retaining talented staff members, as well as reduced organizational performance. The problem of improper and misguided implementation of HRM practices causes conflict between employees and organizations, influencing organizational performance (Nur, Mohamad, & Muhammad, 2023). To this effect, the researcher focused to test that there is no significant association between leadership behaviour and human resource management practice in selected Ethiopian sport federation.

## Methods

### Study area

All national sports federations, particularly the Ethiopian Athletics and Football Federation, are located in Addis Ababa City Administration, which is the preferred city in this study since it is the hub of work and business.

### Study design

The quantitative and qualitative phases make up the mixed-methods sequential explanatory design stages. In this design, a researcher initially collects and analyzes the quantitative data. After the data has been analyzed, the quantitative findings drawn in the preliminary step might be expanded upon or clarified using the data. During this time, the two stages of the study were interconnected, with the first quantitative phase acting as the basis for the second qualitative phase. The researcher of the present study employed a mixed-methods sequential explanatory design.

### Population of the study

The two organizations chosen for the study were the Ethiopian Football Federation (N = 59) and the Ethiopian Athletics Federation (N = 67). N = 126 people were the total number of target subjects. Referees, coaches, and other support staff from sporting organizations were included in this study. A stratified sampling strategy was used to choose the study's population. The snowball sampling method was used to select the presidents of the Ethiopian Athletics Federation (N = 3) and the Ethiopian Football Federation (N = 3).

### Sample of the study

The formula for estimating sample size (n) when population size (N) is known was used to determine the sample size. A simpler formula to calculate sample sizes is provided by the Taro Yamane formula (1967:886). Using a 95% confidence interval and a population attribute variability maximum of 5% (0.05), the sample size was calculated (Kizito & Schumacher, 2021).

<b>Sample size determination of studied population</b>				
<b>S.n</b>	<b>Sport Federations</b>	<b>Population</b>	<b>Sample</b>	<b>Remarks</b>
<b>1</b>	Ethiopian Football Federation	<b>59</b>	<b>44</b>	
<b>2</b>	Ethiopian Athletics Federation	<b>67</b>	<b>51</b>	
<b>Total</b>		<b>126</b>	<b>95</b>	

As shown in Table 1, the required sample size determination has been determined and accepted.

## **Variables of the study**

### **Leadership behaviour**

The study's variable was leadership behaviour, specifically transformational, transactional, laissez-faire, and autocratic. As mentioned in (Celestine, 2015 #267), the Multi-factor Leadership Questionnaire developed by Avolio and Bass was modified to fit the study's context and utilized as the scale to assess leadership behaviour. In this study, the leadership variable comprises four dimensions, whereas the individual consideration variable has two subscales and 24 questions.

The Oromia Football Federation and the Oromia Athletics Federation got the questionnaire before the Ethiopia Football Federation and the Ethiopia Athletics Federation. The reliability of the questionnaire was assessed using Cronbach's alpha, which was examined for the domains (0.86-0.92) and for the instrument (0.95). High-quality results were obtained, proving the trustworthiness of the equipment. A group of professors from the Department of Sports Science at Addis Ababa University reviewed the questionnaire's final version to guarantee its validity, and they came to the conclusion that the instrument and domains were appropriate for usage. Internal consistency was determined by assessing the correlation between the items and the domain. The calculated correlation coefficients (.47-.95) are statistically significant at the level of .01 (0.05). As a result, the objects are authentic (Al Basel & Osman, 2020).

### **Human resource management practice**

Respondents could choose whether they agreed or disagreed with each choice on the structured questionnaire that employed a 5-likert scale to collect data on the study variable, HRMP. Heng and Chan (2012) are the creators. There are eight dimensions and 23 items in the HRMP variable in this study. The Oromia Football Federation and the Oromia Athletics Federation received the survey before the Ethiopia Football Federation and Ethiopia Athletics Federation.

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### **Source of data**

The main data collection techniques used in this study were focus groups, semi-structured interviews, and standardized questionnaires. Ethiopian Athletics and Football Federation HRMP was assessed using a standardized questionnaire developed by (Celestine, 2015), and leadership behavior was assessed using a questionnaire developed by (Shilbury and Moore, 2016). Additionally, a semi-structured interview with the nation's Ministry of Culture and Sport (n = 7) and a focus group discussion with officials from the Ethiopian Athletics and Football Federation (n = 1) were both conducted. The strategic plans of both federations were also reviewed.

### **Ethics committee approval**

This manuscript's ethical clearance was approved, according to the meeting minutes with the reference number IRB/04/14/2022 from the College of Natural and Computational Sciences Institutional Review Board Committee's meeting on February 2, 2022. The researcher received a letter of ethical clearance on February 7, 2022, with reference number CNCSDO/433/14/2022. In light of this, contact was made with the Ethiopian Athletics Federation and Ethiopian Football Federation, and participant data was gathered.

### Methods of data analysis

The study used Kolmogorov-Smirnov normality test was used to check the leadership behaviour data normality assumptions which helps to choose the test statistics,  $K-s = 0.09$ ,  $P < 0.01$ . Therefore, we have enough evidence to reject the null hypothesis that the variable follows a normal distribution. To this effect, non-parametric test statistics was used.

Before choosing an efficient statistics strategy, it was essential to understand how the human resource management variable was distributed because the study had a small sample size and a small number of dataset components. A Shapiro-Wilk test was run as a result, and the results revealed no evidence of nonnormality ( $w = .92$ ,  $p = .13$ ). In light of this finding and after visually examining the QQ plot and the histogram of human resource management, the researcher chose to use a parametric test. Additionally, the mean and standard deviation were used to summarize the management of human resources. However, since the data leadership behaviour was not fulfilled the normality assumption, the researcher used spearman rho correlation coefficient test was used to analyse the relationship between HRMP and leadership behaviour of selected Ethiopian Sport federations.

NVivo, Version 12, was also used to enter the qualitative data gathered from field notes, taped semi-structured interviews, and FGD. As soon as the information was gathered, it was promptly transcribed.

## Results

**Table 2. Spearman Rho correlation matrix between leadership behaviour and HRMP<sup>1</sup>**

HRMP Dimension	Leadership Behaviour Dimensions			
	Transformational Leadership	Transactional Leadership	Authoritative leadership	Leadership Behaviour
Incentive Compensation	.35**	.30**	.24**	
Training and development	.33**	.30**	.19**	
Selective Hiring	.26**	.27**	.12*	
Performance Evaluation	.30**	.18*	.12	
Organization of Work	.28**	.17**	.24**	
Information Sharing	.24**	.12*	.19**	
Job Security	.27**	.30**	.25*	
Social Activities and Sports	.32**	.21**	.21**	
HRMP				.41**

*N = 95; df = 94; P\*\* < .001; P\* < 0.05,*

The above Table 2, indicates that leadership behaviour dimensions such as transformational leadership, transactional leadership, authoritative leadership have significant association with HRMP including incentive compensation, training and development, selective hiring, performance evaluation, organization of work, information sharing, job security, social activities and sports  $p = 0.05$ . Transformational leadership have higher association with HRMP dimensions as compared to perceived transactional leadership and authoritative leadership. In general, leadership behaviour has significant association with HRMP,  $r = 0.41$ ,  $p = 0.001$ .

Document analysis, semi-structured interview and focus group response discussion shows that Selected Ethiopian sport federations managements were committed for achievement of federations mission and accept new work proclamations and guidelines. The sport federations managements have a limitation of the capacity building work to bring about a change of attitude

<sup>1</sup> Human Resource Management Practice  
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at the desired level, there is a gap in coaching and mentoring the employee, there is limited use of modern technology and the information system and absence of a strong monitoring and support system.

The sport federations were working according to the rules and regulations for the use of financial assets, there were efforts to generate an income for the development of athletics; the federations were conducted an annual audit by an external auditor and the absence of significant problems in the audit findings. The sport federation financial capacity was limited to work to expand our income generated and increase our resources; there was limited promotion work to increase our financial capacity to the required level, so that this makes the sport federations to have limited financial capacity.

Ethiopian sport federations human resource management working attitude was improved from time to time, employee working interest have been improved overtime and efforts were made to fulfil human power to the required job positions. Ethiopian sport federations human power attitude, skills and knowledge were not up to the required level, there was limited culture skills and knowledge using technology as well as failure to carry out continuous and comprehensive professional capacity building activities.

Sport federations physical resources were constructed accordance with property laws and regulations and there were few standard athletic facilities. Sport federations physical resources were challenged by inadequate athletic facilities, shortage of vehicles and utility resources at the required level, lack of maintenance and control of athletic facilities and equipment, absence of a medical center and absence of gymnasium.

Sport federations working procedure was made to provide better services; the provision of services is based on the needs of the customers such as athletes, coaches and officials, working procedure and comprehensive system was made to improve service delivery and working as a team was improved overtime. Ethiopian sport federations have a shortage of adequate guidelines, standards and manuals, the way of handling archives was not based technology and accountability, there was inadequate problem-solving research activities; absence of library and audiovisual ICT services that can enhance efficiency and demonstrate new findings, the care and supervision made for athletic facilities were inadequate, the service delivery does not reach a level that satisfies the needs of the customers, there was absence of strong monitoring, control and support system in the provision of services, absence of a citizen's charter document that promotes a clear procedure and accountability system, there was not strong performance appraisal and there was idea of rent seekers in the organization.

## **Discussion**

This study suggested that there was significant association between leadership behaviour and HRMP in selected Sport federation of Ethiopia. More importantly, Transformational leadership have higher association with HRMP as compared to transactional and authoritative leadership. Similar studies suggested that there was a statistically significant positive relationship between leadership and planning and decision-making (Menazel, Muhammad, Ebrahim, & Anan, 2015). Leaders courage, trust and reputation received the highest level of consensus helps to validate leaders accountability (Titus & Hoole, 2021). Leadership by example and high communication leadership influence human resource management directly and positively (Gallego-Nicholls, Pagán, Sánchez-García, & Guijarro-García, 2022). Leader stimulate increased job performance (Diaz-Funez, Salvador-Ferrer, Garcia-Tortosa, & Manas-Rodriguez, 2021). There was a positive correlation between leadership behaviour and performance of selected sport federations (Samson et al., 2023).

Correspondingly, there was positive association among the human resource practices along with transformational leadership (Habeeb, Sedeeq, Altyar, Wan Ismail, & Md Nor, 2020). Transformational leadership (inspirational motivation and intellectual stimulation) have an association with HRMP (Khan, Amin, & Saif, 2022). Transformational leaders have a stronger focus on intellectual stimulation than servant leaders (Khalid, 2021). Transformational leadership has a good and significant impact on organizational commitment and work performance (Almaududi Ausat, Suherlan, Peirisa, & Hirawan, 2022). Transformational leadership style has a significant effect on leader performance (Benhur, Armanu, & Ghazali, 2014 )

Moreover, transformational leadership behaviors will moderate the implementation of HRM practices, leading to positive employee work behavior (Vasilaki, Tarba, Ahammad, & Glaister, 2016). Transformational leadership and HRMP positively influence employees' green behavior (Cahyadi, Natalisa, Poór, Perizade, & Szabó, 2022). Transformational leadership climate impacted human resource practices (Yuwen Liu & DeFrank, 2013). There were positive relationships between human resource management and transformational leadership mediated by green psychological capital (Chen & Yan, 2022). Furthermore, the indirect effect of service leadership on service performance via work engagement is stronger when leaders display high levels of task-based professional skills (Zheng, Graham, Epitropaki, & Snape, 2019). Leadership styles affect the relationship between strategic HRMP and creativity of the employees (Sarah & Ahmad, 2016). The mediating effects of organization climate were only observed between

leadership and performance (Pereira & Gomes, 2012). Beside this, HR Manager's transformational leadership has significant positive moderating effect to the influence of performance management, salary and remuneration on employee organizational commitment (Mattummathodi, 2020). Job satisfaction is affected positively by human resource practices and transformational leadership (Amira & Khawaja, 2018). Fresh young employee were more energetic than senior employee, while the senior one is matured to accomplish the give work (Karababa, Kurudirek, & Kurudirek, 2022). Employee involvement plays a role in mediating the influence of situational leadership on employee engagement with the nature of full mediation (Suri et al., 2023).

In agreement to this, Human resources management practices, transformational leadership has positive effects on work engagement, human resources management practices (Nawardi & Berliyanti, 2023). Psychological empowerment partially mediated the relationship between transformational leadership and the innovative work behaviour of the employees (Garg, Attree, & Kumar, 2022). The organization's excellent structure of HRM practices enables employees to commit to work and perform tasks according to the organizational goals (Nur, Mohamad, & Muhammad, 2023). Missing the track of human resources will leave the organization behind (Noor Al-Jedaiah & Albdareen, 2020). Education and training, salary and remuneration, benefits, career development, and communication, have significant positive effects on employee organizational commitment (Shu-Cheng, 2012).

### Conclusion and Recommendations

The study contributed that that selected sports federation frequently exhibit perceived transformational leadership, followed by transactional leadership and authoritative leadership. The study confirmed that Ethiopian selected federation leadership has an association with HRMP. Even if there was association, there were major challenges affecting the relationship between leadership behaviour and HRMP such as limitation of utilizing modern technology, lack of robust monitoring and evaluation mechanism, limitations of having adequate guidelines, standards and manuals, employee knowledge, skills and attitudes were not up to the required level, shortage of physical facilities, limitation of financial capacities as well as failure to satisfy athletes, coaches, officials and stakeholders to the level needed.

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