

Leadership behaviour and Human Resource Management Practice mediation between strategic plan and performance of selected Ethiopian sports federation

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Abstract

The purpose of the study was to identify the relationship between strategic plan and performance through leadership behavior and Human Resource Management Practice (HRMP) of the selected Ethiopian sports federation. The study used a cross-sectional research design. A sample size of ninety-five (n = 95) respondents participated. The data was processed using IBM SPSS Amos 23.0 software. Structural equation modeling and Confirmatory Factory Analysis (CFA) have been used for data analysis. Leadership behavior and HRMP play an important mediating role between strategic plans and the performance of sports federations with ($\beta = .86, P = 0.00$). The finding of the study confirms that leadership behavior and HRMP partially mediate the relationship between the strategic plan and the performance of both federations. The study recommended that it is advisable if selected Ethiopian sports federations to work on capacity development programs on human resource development and take up-to-date leadership training frequently, this will enable to enhance the performance of both federations.

Keywords: 1.Federation, 2.human resource, 3.leadership, 4.performance and sports

Introduction

Ethiopia won its first Olympic medal in athletics in 1960, when Abebe Bikila won the marathon at the Rome Olympic Games, an accomplishment he duplicated 4 years later in the Tokyo Olympics (Randall & Yannis, 2012). The Athlete is also symbolic of Ethiopian patriotism. Bikila and Ethiopia are inextricably tied together. He is recreated as a saintly person: extremely humble, modest, patient, very polite and a family man (Ashagrie, 2013). The world particularly Ethiopian got a lesson and follows the foot step of him from his Olympic participation. Keeping the legacy of Olympic game participation through identification managerial determinants in Ethiopian Sport Organization helps Ethiopians to improve the Olympic Game status.

The ability of a sport organization to achieve its strategic goals depends on its managers' leadership abilities. Managers that use effective leadership philosophies can have a good effect on organizational services. According to studies, a leader's leadership style directly affects the effectiveness of their firm (Abdulrahman, 2014). Any organization may only continue to exist if all of its objectives are met. Organizations risk ceasing to exist if they fail to meet their goals. The only resource for achieving plans, goals, targets, and objectives is people (Naimisha, 2015). Only when HR procedures complement the resources or competencies that add value to a corporation can they serve as a source of long-term competitive advantage (Christopher & Kevin, 2003).

Attempting to incorporate everyone in leadership is what successful leaders should do rather than sticking to their own unique leadership style. Over time, combining a leadership style with an HRM strategy will provide solutions that work (Abdulrahman, 2014). Human resource (HR) function for enhancing organizational performance (Alagaraja, Cumberland, & Choi, 2015). In the context of Saudi Arabia, a study looked into the role of human resource strategies as a mediator between leadership style and organizational performance. In addition, to investigate the effects of the interaction of the leadership style and the human resource management strategy on the organizational (Abdulrahman, 2014). Strengthening organizational culture, servant leadership, and remuneration can increase employee performance (Usman, Sri, Eka, Billy, & Muhamad, 2020). Teamwork, leadership, salary, work culture, and dedication are just a few of the many factors that influence how engaged individuals are in a business (Ravikumar, 2013). The organizational culture and change readiness are related through the total quality management practice (Qais et al., 2020).

The findings revealed leadership styles positively affect employee job satisfaction and negatively affect decision-making self-efficacy (Stanley & Zgrzepski, 2022). Therefore, the study aimed to find out the serial mediation effect of strategic plan on performance selected Ethiopian sports federation through leadership behaviour and Human Resource Management Practice.

2. Materials and Methods

2.1. Study area

Due to its environmental compatibility, central location for commerce and industry, and the presence of all national sports federations, particularly the Ethiopian Athletics and Football Federation, Addis Ababa City Administration, Ethiopia, was chosen as the study's favoured city.

2.2. Study design

The researcher employed cross-sectional research design and quantitative research to achieve the goals of this study. In a cross-sectional study, the researcher simultaneously assesses the participants' exposures and outcomes. A researcher initially gathers and evaluates the quantitative data in this design.

2.3 Population of the study

Ethiopian Athletics Federation (N = 67) as well as the Ethiopian Football Federation (N = 59). (N = 126) The entire target population. Employees of the sports federations, such as coaches, referees, and supportive staff, participated in this study. A stratified sampling strategy was used to choose the study's population.

2.4 . Sample of the study

The sample size was calculated using the formula for calculating sample size (n) when population size (N) is known. This formula, known as the Taro Yamane formula (1967:886), offers a more straightforward way to determine sample sizes (Israel, 1992; Polonia, 2013). With a 95% confidence level and the population's highest level of attribute variability, the result is $p = 5\%$. (0.05). The sample from the Ethiopian Football Federation (n = 44) and Ethiopian Athletics Federation (n = 51) was selected.

2.5. Variables of the study

2.5.1. Dependent variable

The dependent variable in this study will be the performance of sport federations as measured by subscales of adaptability, resources, planning, productivity, information, stability, and trained staff. This

enables the respondents to express their assessment of the efficacy of sport federations. Using a 5-likert scale questionnaire, this will be assessed (Shilbury & Moore, 2016).

2.5.2. Mediator Variables

Leadership styles, specifically transformational, transactional, laissez-faire, and autocratic, were the first mediation variable. The Multi-factor Leadership Questionnaire created by Avolio and Bass, which has been adapted to match the context of the study as cited in, is the scale used to measure leadership styles (Celestine, 2015).

Human resource management practice, the second mediation variable, was assessed using a standardized questionnaire created by (13). This 5-likert scale asks respondents to indicate whether they agree or disagree with each of the options.

2.5.3. Independent Variables

The study's independent variable, which was examined via a structured questionnaire, was strategic planning. This research tool was a collection of pre-written questions that respondents were asked to complete or answer to. Respondents had the option of selecting from a range of answers based on a 5-point Likert-scale rating system for the closed-ended multiple-choice questions. The statements stated within the range were up to the participants to accept or reject. In order to make data analysis as straightforward as possible, this was done to ensure that the choice of replies was immediately addressed. On a scale of 1 to 5, 1 represented the lowest score and 5 the highest. The significance of the study was communicated to the respondents before the questionnaire was administered, and then respondents (Debrah, 2012)

2.6. Source of data

Standardized questionnaires were the major data gathering tool utilized in this investigation. Ethiopian Athletics and Football Federation performance was examined by a standardized questionnaire created by (12), and Ethiopian Athletics and Football Federation human resource management practice was measured by a standardized questionnaire created by (12)

2.6. Ethics Committee Approval

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

2.7. Methods of Data Analysis

IBM SPSS Amos 23.0 software was used to process the quantitative data analysis. The SEM presumptions were true. The serial mediation effect of the strategy plan on the performance of the chosen Ethiopian sports federation through leadership behaviour and Human Resource Management Practice was tested using CFA. A set of variables' directed dependencies were described using path analysis.

3. Results and Discussions

3.1. Demographic characteristics of participants

working experience ranged from less than 5 years to greater than 21 years old; they had a variety of coaching licenses in football and in athletics coaching, with minimum national-level certificates to international level licenses; and in the same way, respondents' working experience varied depending on whether they had

3.2. Serialmediation betweenstrategic plan and performance

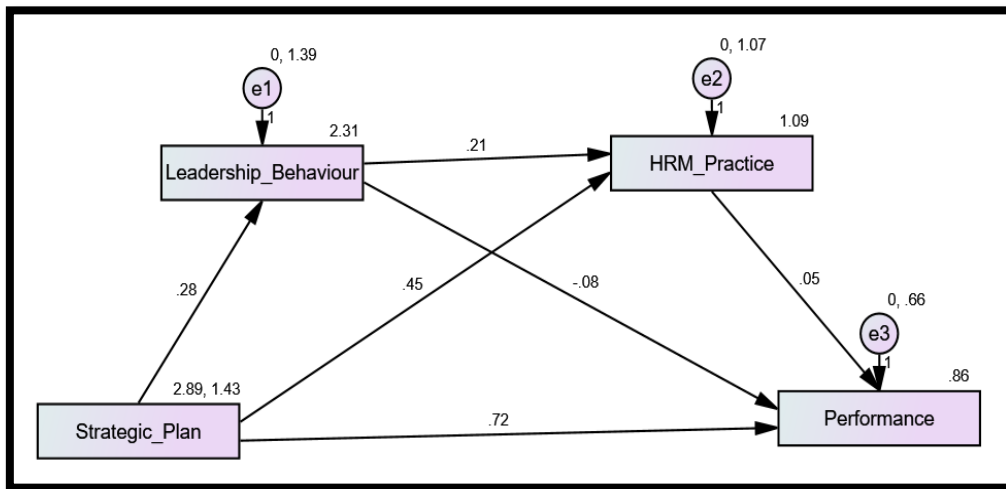


Figure 1. The effect of serial mediation analysis on performance of selected sport federations

Table 2. The direct relationship among the variables

Hypothesis	Relationship	Std. Beta	SE	CI	P
Ho1	Strategic Plan ---> Leadership Behaviour	.28	.019	14.55	0.00
Ho2	Leadership Behaviour--->HRM Practice	.33	.019	17.70	0.00
Ho3	HRM Practice---> Performance	.05	.014	3.76	0.00
Ho4	Strategic Plan---> Performance	.72	.014	51.60	0.00
Ho5	Leadership Behaviour---> Performance	-.07	.014	-5.25	0.00

The result demonstrates positive and significant association ($\beta=.28$, $P=0.00$) between strategic plan and sport federations leadership behaviour. Similarly, positive and significant association ($\beta=.33$, $P=0.00$) between leadership behaviour and HRM practice. There was positive and significant association ($\beta=.05$, $P=0.00$) between HRM practiceand performance. There was positive and significant association ($\beta=.72$, $P=0.00$) between strategic planand performance. There was negative and significant association ($\beta=-.07$,

P=0.00) between leadership behaviour and performance. Hence hypotheses 1, 2, 3, 4 and 5 are supported. Figure shows the path coefficients along with the p-values.

Table 3. The indirect effect of variables on performance of sport federations

Hypothesis	Relationship	Std. Beta	SE	CI	P
Ho7	Strategic Plan ---> Leadership Behaviour---> Performance	-.08	.139	6.15	0.00
Ho8	Strategic Plan --->HRM Practice---> Performance	.05	.107	9.30	0.00
Ho9	Strategic Plan ---> Leadership Behaviour--->HRM Practice---> Performance	.86	.66	5.34	0.00

The result for the mediation shows that strategic plan has significant indirect effect on performance of sport federations through leadership behaviour. Hence, leadership behaviour practice plays an important mediating role between strategic plan and performance of sport federations with ($\beta = -.08, P=0.00$). Similarly, strategic plan has significant indirect effect on performance of sport federations through HRM Practice. Hereafter, HRM Practice plays an important mediating role between strategic plan and performance of sport federations with ($\beta = .05, P=0.00$). Correspondingly, strategic plan has significant indirect effect on performance of sport federations through leadership behaviour and HRM Practice. Hence, leadership behaviour and HRM Practice plays an important mediating role between strategic plan and performance of sport federations with ($\beta = .86, P=0.00$)

3.3. Discussion

Similar research support this conclusion, suggesting that human resource management techniques can mediate the relationship between leadership style and organizational performance (Abdulrahman, 2014). Employee soft skills improves organizational performance, however employees psychometric domain impacts performance (Yang & Lin, 2009). In addition to this, enhancing HRM capital ensures the relationship between Transformational leadership and organizational performance (Weichun, Irene, & William, 2005). Similar study suggested that entrepreneurial Orientation improves organizational performance (Zehir, Gurol, Karaboga, & Kole, 2016). HRM practice indirectly affects organizational performance through employee skills, attitude and behavioural play (Park, Mitsunashi, Fey, & Björkman, 2003). The study reveals that the motivation of an employee significantly mediates the association between intrinsic rewards and the performance of the employee (Manzoor, Wei, & Asif, 2021). The other study vividly shows that HR at individual and firm level from top to down had interrelationship organization performance (Do, Budhwar, & Patel, 2018). HR enhance the organizational performance (Mitchell, Obeidat, & Bray, 2013). Employee good character improve organizational performance (Sabi, Ringim, Mei, & Joarder, 2019). Other study recommends that the organization needs strategic HRM rather than occasionally hiring or firing their employee (Abdulrahman, 2014).

Another study confirmed that leadership was used as mediating variable to enhance the performance of organization (Alagaraja et al., 2015). The job done based on social cohesion among leaders through their top managers' social networks rather than guided by organization rules and regulation (Christopher & Kevin, 2003). Another study supports the association between organizational success and leadership (23). All results have been favourably impacted by ethical leadership, but in the public sector, organizational trust fully mediates this effect (24).

There was transformational leadership between HRM and firms performance (Surabhi & Venkat, 2013). Total quality management in organization improves organizational performance (Sawaeen & Ali, 2020). Similar study shows that there was mediation role of strategic planning flexibility between organizational performance and HR practice (Xiu, Liang, Chen, & Xu, 2017).

4. Conclusion

The study concludes that preparation and implementation of both Ethiopian Football Federation and Ethiopian Athletics Federation plays a significant role for the improvement of federations' effectiveness. In this study, strategic plan, leadership behaviour and human resource management practice had strong association with the performance of both Ethiopian Football Federation and Ethiopian Athletics Federation. Furthermore, strategic plan, leadership behaviour and human resource management practice affects the performance of both Ethiopian Football Federation and Ethiopian Athletics Federation. Both federations' leadership behaviour and human resource management practice assists the federations in connecting strategic plan with federations' effectiveness.

5. Recommendations

The study recommended that it is advisable if selected Ethiopian sports federations work on capacity development program on human resource development and take up-to-date leadership training frequently, this will enable to enhance the performance of both federations.

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