

Leadership Behaviour and Human Resource Management Practice Mediation between Strategic Plan and Performance of Selected Ethiopian Sports Federation

 Samson Wondirad^{1A-D*},  Tesfaye Asgedom^{2BD},  Aschenaki Taddese^{3AC}

¹Department of Sport Science, Addis Ababa, Ethiopia

²Department of Sport Science, Addis Ababa, Ethiopia

³Department of Sport Science, Addis Ababa, Ethiopia

ABSTRACT

The purpose the study was to identify the relationship between strategic plan and performance through leadership behaviour and Human Resource Management Practice (HRMP) of selected Ethiopian sports federation. For this study's purpose, the researcher used quantitative research and cross-sectional research design. A sample size of ninety-five ($n = 95$) respondents was used in this study. The quantitative data analysis was processed using IBM SPSS Amos 23.0 software. Structural equation modelling has been used to study this relationship. Confirmatory Factory Analysis (CFA) was used to test the hypothesis between strategic plan and performance through leadership behaviour and Human Resource Management Practice of selected Ethiopian sports federation. The result of the study shows leadership behaviour and HRMP plays an important mediating role between strategic plan and performance of sport federations with ($\beta = .86, P=0.00$). The finding of the study confirms that leadership behaviour and HRMP partially mediates the relationship between strategic plan and performance of both federations. 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.

Keywords: federation; human resource; leadership; performance; sports

Corresponding author:

*Samson Wondirad, Department of Sport Science, Addis Ababa, Ethiopia; E-mail: smwonde@gmail.com

Article History:

Received: January 29, 2023

Accepted after revision: April 10, 2023

First Published Online: April 30, 2023

Authors' contribution:

- A) Conception and design of the study;
- B) Acquisition of data;
- C) Analysis and interpretation of data;
- D) Manuscript preparation;
- E) Obtaining funding.

Cite this article:

Wondirad, S., Asgedom, T., & Taddese, A. (2023). Leadership Behaviour and Human Resource Management Practice Mediation between Strategic Plan and Performance of Selected Ethiopian Sports Federation. *Indonesian Journal of Sport Management*, 3(1), 84-92.

<https://doi.org/10.31949/ijsm.v3i1.4507>

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 degree to which sport organization can meet its strategic objectives depends on its managers and the leadership styles of those managers. Managers who adopt appropriate leadership styles can impact organizational services in a positive way. Studies have shown that an organization's performance is directly correlated to the leadership styles of its leaders (Abdulrahman, 2014). Any organization can survive only if it fulfils all its goals. If organization cannot achieve its targets than it may loss its existence. To achieve goals, plans, targets, objectives the only tool is people (Naimisha, 2015). HR practices can only be a source of sustained competitive advantage when they support resources or competencies that provide value to a firm (Christopher & Kevin, 2003).

Successful leaders should eschew their own personal style and instead try to involve everyone in leadership, and combining leadership style with a HRM strategy will create suitable strategies over time (Abdulrahman, 2014). Human resource (HR) function for enhancing organizational performance (Alagaraja, Cumberland, & Choi, 2015). There was study investigated on the effect of human resource strategies as a mediator between leadership style and organizational performance in the context of Saudi Arabia. Furthermore, to explore the effects of the interaction of both the human resource management strategy and leadership style towards the organizational (Abdulrahman, 2014).

Employee performance can be improved through strengthening organizational climate, servant leadership and compensation (Usman, Sri, Eka, Billy, & Muhamad, 2020). There are many variables namely team work, leadership, compensation, work culture, commitment that affect engagement level of the employees in an organization (Ravikumar, 2013).The total quality management practice mediates the relationship between the organizational culture's and the readiness for change (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.

METHODOLOGY

Study area

In this study, Addis Ababa city Administration city is the preferred city due to its environmental suitability, the heart of work and business, and all national sports federation, especially Ethiopian Athletics and Football Federation were found in Addis Ababa City Administration, Ethiopia.

Study design

For this study's purpose, the researcher used quantitative research and cross sectional research design. In a cross-sectional study, the investigator measures the outcome and the exposures in the study participants at the same time. In this design, a researcher first collects and analyses the quantitative data.

Population of the study

Ethiopian Football Federation (N = 59) and Ethiopian Athletics Federation (N = 67). The total target population (N = 126). In this context, the sports federation employees including sports experts, supportive staff, coaches, and referees were part of this study. The population of this study was selected using a stratified sampling technique.

Sample of the study

The formula for calculation of sample size (n) when population size (N) is known was used to determine the sample size. This is called Taro Yamane formula (1967:886) and it provides a simplified formula to calculate sample sizes (Israel, 1992; Polonia, 2013). Assuming a 95% confidence level and maximum degree of variability of the attributes in the population, $p = 5\%$ (0.05), the sample size was calculated (Kizito & Schumacher, 2021).

Given

N = total population = 126

E = sampling error = 0.05

$E^2 = 0.0025$

Alpha level = 95%

Total Sample size determination $n = N / (1 + N(e)^2)$

Total Sample size $n = 126 / (1 + 126(0.05)^2)$

Total Sample size $n = 95$

Stratified random sampling for each Group = $(\text{Total sample size} \times \text{population of sub-group}) / (\text{Entire Population})$

Ethiopia Football Federation = $(95 \times 59) / 125 = 44$

Ethiopian Athletics Federation = $(95 \times 67) / 125 = 51$

Table 1. Sample size determination of studied population

S.n	Sport Federations	Population	Sample
1	Ethiopian Football Federation	59	44
2	Ethiopian Athletics Federation	67	51
	Total	126	95

Variables of the study

In this study, Sport federations' performance with subscales of flexibility, resources, planning, productivity, information, stability and skilled workforce will be the dependent variable of the study. This enables the respondents to fill the perception on sport federations' effectiveness. This will be measured by 5-likert scale questionnaire (Shilbury & Moore, 2016).

The first mediation variable was leadership styles – namely, transformational, transactional, laissez faire and autocratic. The scale used for leadership styles in order to measure them are the Multi-factor Leadership Questionnaire developed by Avolio and Bass modified to fit the context of the study as cited in (Celestine, 2015). The second mediation variable was human resource management practice which was measured by structured questionnaire developed by (Heng & Chan, 2012). This 5-likert scale in which the respondents put their agreement or disagreement on the choices provided to them.

Strategic planning was independent variable of the study which was measured using structured questionnaire. This research instrument was a compilation of structured questions which was given to respondents for their completion or responses. The questions were close-ended multiple choice questions giving respondents a choice from a range of answers based on the 5- point Likert-scale style of rating. The participants had the choices either to agree or disagree with the statements made within the range. This was to ensure that the choice of answers directly addressed which makes data analysis very simple. On the scale 1, was the lowest score and 5 was the highest score. Prior to the administration of the questionnaire, the importance of the research was explained to the respondents then respondents were encouraged to be truthful and diligent with their responses to make the research worthwhile (Debrah, 2012).

Source of data

This study used primary data collection instrument was standardized questionnaires. Among standardized questionnaires, Ethiopian Athletics and Football Federation human resource management practice was measured by a standardized questionnaire which was developed (Celestine, 2015), and Ethiopian Athletics and Football Federation performance was measured by a standardized questionnaire developed by (Shilbury & Moore, 2016).

Methods of Data Analysis

The quantitative data analysis was processed using IBM SPSS Amos 23.0 software. SEM assumptions were fulfilled. CFA was used to test the hypothesis the serial mediation effect of strategic plan on performance selected Ethiopian sports federation through leadership behaviour and Human Resource Management Practice. Path analysis was used to describe the directed dependencies among a set of variables.

RESULTS

Demographic characteristics of participants

In this study, respondents from 18-54 years respondents' were filled out the questionnaire; the majority of them were male, while few of them were female; their monthly income ranges from 2500 to more than 10,000birr; working experience swings from less than 5years to greater than 21 years old; had different coaching licence in football as well as in athletics coaching having minimum of national-level certificate to international level licence and in the same way, respondents had different officiating licence level in football and athletics from national to international level.

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 practice and performance. There was positive and significant association ($\beta = .72, P=0.00$) between strategic plan and 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 ($\beta = .86, P=0.00$).

DISCUSSION

In agreement with this finding, similar studies suggests that Human resource strategies as a mediator 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, Mitsuhashi, 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 (Sabiou, 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 confirms that there was the relationship between leadership and organizational performance (Para-González, Jiménez-Jiménez, & Martínez-Lorente, 2018). Ethical leadership has positively related to all outcomes, but organisational trust fully mediates the influence on work-life balance in public sector (Jarrod, Peter, & Patricia, 2020).

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).

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.

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.

ACKNOWLEDGEMENT

The researcher acknowledges Addis Ababa University's Sport Science Department advisers for their guidance and feedback on the study throughout its many stages, as well as Jimma University for awarding a Ph.D. scholarship and their support.

CONFLICT OF INTEREST

All author declares that this manuscript has no conflict of interest with any party.

REFERENCES

- Abdulrahman, A. (2014). Human Resource Strategies as a Mediator between Leadership and Organizational Performance *International Business Research*, 7(3). doi:10.5539/ibr.v7n3p91

- Alagaraja, M., Cumberland, D. M., & Choi, N. (2015). The mediating role of leadership and people management practices on HRD and organizational performance. *Human Resource Development International*, 18(3), 220-234. doi:10.1080/13678868.2014.997139
- Ashagrie, A. (2013). The Athlete: a movie about the Ethiopian barefooted Olympic champion. *Journal of African Cultural Studies*, 25(1), 119-121. doi:10.1080/13696815.2013.767192
- Celestine, A. A. (2015). *Effects of Leadership Styles on Employee Performance at Boa Kenya Limited*. (A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Masters of Human Resources Management of the Open University of Tanzania), Open University of Tanzania, Tanzania.
- Christopher, J., & Kevin, D. (2003). Strategic Human Resource Practices, Top Management Team Social Networks, and Firm Performance: The Role of Human Resource Practices in Creating Organizational Competitive *The Academy of Management Journal*, 46(6), 740-751.
- Debrah, K. P. (2012). *The Effect of Strategic Planning on the Performance and Operations of the Agricultural Development Bank*. (A thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology in Partial Fulfillment of the Requirements for the Degree of Commonwealth Executive Masters of Business Administration), Kwame Nkrumah University of Science and Technology, Zimbabwe.
- Do, H., Budhwar, P. S., & Patel, C. (2018). Relationship between innovation-led HR policy, strategy, and firm performance: A serial mediation investigation. *Human Resource Management*, 57(5), 1271-1284. doi:10.1002/hrm.21903
- Heng, C., & Chan, W. (2012). *Human Resource Practices and Organizational Performance in SMEs in Klang Valley*. (This survey is conducted as a partial requirement for the research project for the Master of Management, University of Malaya.), University of Malaya Kuala Lumpur, Malaya.
- Jarrood, H., Peter, M., & Patricia, G. (2020). Ethical Leadership and Employee Mental Health: Comparing Private and Public Sector Employees. *New Zealand Journal of Employment Relations*, 47, 1.
- Kizito, O., & Schumacher, U. (2021). Determinants of caesarean section rates in private-not-for-profit healthcare facilities: St. Joseph's Hospital_ Kitovu. *Cogent Medicine*, 8(1). doi:10.1080/2331205x.2021.1928939
- Manzoor, F., Wei, L., & Asif, M. (2021). Intrinsic Rewards and Employee's Performance With the Mediating Mechanism of Employee's Motivation. *Front Psychol*, 12, 563070. doi:10.3389/fpsyg.2021.563070
- Mitchell, R., Obeidat, S., & Bray, M. (2013). The Effect of Strategic Human Resource Management on Organizational Performance: The Mediating Role of High-Performance Human Resource Practices. *Human Resource Management*, 52(6), 899-921. doi:10.1002/hrm.21587

- Naimisha, J. (2015). A significant incorporation for the success of organization: Employee and Organizational goals- A Conceptual Study. *International Journal of Research and Analytical Reviews*, 2(1).
- Para-González, L., Jiménez-Jiménez, D., & Martínez-Lorente, A. R. (2018). Exploring the mediating effects between transformational leadership and organizational performance. *Employee Relations*, 40(2), 412-432. doi:10.1108/er-10-2016-0190
- Park, H. J., Mitsuhashi, H., Fey, C. F., & Björkman, I. (2003). The effect of human resource management practices on Japanese MNC subsidiary performance: a partial mediating model. *The International Journal of Human Resource Management*, 14(8), 1391-1406. doi:10.1080/0958519032000145819
- Qais, A., Mujeeb, A., Tamer, A., Mahmoud, R., Manar, A., & Janaki, B. (2020). The moderating effect of organizational culture on the relationship between total quality management practices and individual readiness for TQM implementation at Yemen oil unit. *Palarch's Journal of Archaeology of Egypt*, 17(4).
- Ravikumar, T. (2013). A study on impact of team work, work culture, leadership and compensation on engagement level of employees in MSMES in India *International Journal of Advanced Research in Management and Social Sciences*, 2(8).
- Sabiu, M. S., Ringim, K. J., Mei, T. S., & Joarder, M. H. R. (2019). Relationship between human resource management practices, ethical climates and organizational performance, the missing link. *PSU Research Review*, 3(1), 50-69. doi:10.1108/prr-12-2016-0022
- Sawaeen, F. A. A., & Ali, K. A. M. (2020). The mediation effect of TQM practices on the relationship between entrepreneurial leadership and organizational performance of SMEs in Kuwait. *Management Science Letters*, 789-800. doi:10.5267/j.msl.2019.10.018
- Shilbury, D., & Moore, K. A. (2016). A Study of Organizational Effectiveness for National Olympic Sporting Organizations. *Nonprofit and Voluntary Sector Quarterly*, 35(1), 5-38. doi:10.1177/0899764005279512
- Stanley, J., & Zgrzepski, I. (2022). *Examining the relationships between leadership styles, employee job satisfaction, and employee decision making self-efficacy during a crisis in the Mid-Atlantic Hotel Industry*. (Doctoral Dissertation Submitted to the Faculty of Saint Leo, University Donald Tapia, School of Business in partial fulfillment of the requirements for the Degree of Doctor of Business Administration), University Donald Tapia,
- Surabhi, L., & Venkat, R. (2013). Strategic Human Resource Management and Firm Performance: Mediating Role of Transformational Leadership. *Journal of Strategic Human Resource Management*, 2(1).
- Usman, H., Sri, S., Eka, S., Billy, T., & Muhamad, R. (2020). Improving teacher performance through strengthening organizational climate, serving leadership and compensation (empirical study using correlational approach and SITOREM analysis on Public Elementary School Teachers in Bekasi City). *Psychology and education*, 57.

- Weichun, Z., Irene, K., & William, D. (2005). CEO transformational leadership and organizational outcomes: The mediating role of human–capital-enhancing human resource management. *The Leadership Quarterly*, 16, 39–52. doi:10.1016/j.leaqua.2004.06.001
- Xiu, L., Liang, X., Chen, Z., & Xu, W. (2017). Strategic flexibility, innovative HR practices, and firm performance. *Personnel Review*, 46(7), 1335-1357. doi:10.1108/PR-09-2016-0252
- Yang, C.-C., & Lin, C. Y.-Y. (2009). Does intellectual capital mediate the relationship between HRM and organizational performance? Perspective of a healthcare industry in Taiwan. *The International Journal of Human Resource Management*, 20(9), 1965-1984. doi:10.1080/09585190903142415
- Zehir, C., Gurol, Y., Karaboga, T., & Kole, M. (2016). Strategic Human Resource Management and Firm Performance: The Mediating Role of Entrepreneurial Orientation. *Procedia - Social and Behavioral Sciences*, 235, 372-381. doi:10.1016/j.sbspro.2016.11.045