Innovations

Leadership behavioron performance of selected Ethiopian sports federations

Samson Wondirad[1], Tesfay Asgedom[2], Aschenaki Taddese[3]

[1]Addis Ababa University, Ph.D. Candidate in Sports Science

[2&3]Addis Ababa University, Department of Sport Science, Addis Ababa, Ethiopia

[*]Corresponding author: **Samson Wondirad**

DOI:10.54882/7220237216480

Abstracts

This study aimed to identify the relationship between leadership behaviour and performance of selected Ethiopian sports federations.For this study purpose the researcher used a mixed-methods sequential explanatory design. A sample size of ninth-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 (SEM) has been used to study this relationship. Confirmatory Factory Analysis (CFA) was used to test the hypothesis between leadership behaviour and performance observed variables and their underlying latent constructs exist. The finding of study found that there was a positive correlation between leadership behaviour and performance of the study. The study recommends that Selected Ethiopian Sports Federations provide the performance appraisal of their employees based on their system of their promotion to better satisfactory.

Keywords: *1.Leadership behaviour,2. performance and transformational leadership.*

1. Introduction

Leadership is a burning issue in every walk of life (Celestine, 2015), an integral part of the literature on management and organizational behaviour for several decades (Asrar-ul-Haq&Kuchinke, 2016) and without leadership, it is unthinkable to run an organization (Harsh & Nayana, 2020). Perceived Leadership behaviour in Italy, Greece, Portugal and Spain results in different sports federation outcomes and International Swimming Federation ranked them depending on different parameters (Madella, Bayle, & Tome, 2005). Other studies reveal that need-based leadership facilitates a favourable working environment; however other non-profit sports organizations did not consider the existing reality of their organizations (Owolabi & Chukwuma, 2007).

In the same vein, another study suggested that organizational effectiveness has different quadrants or dimensions to be identified and measured (Shilbury& Moore, 2016). Confirming that leadership was used in public and private sectors enhances the performance (Pushpanathan, 2016). Another study concluded that cumulative leadership style improves organizational performance, which styles particularly influence organizational performance was unknown (Joseph &Idisape, 2016). A similar study suggested that fair resource allocation to all working staff improves organizational performance (Marjan, Reza, Akbar, &Farideh, 2021). In the same scenario, using transactional and transformation helps to improve organizational performance, however, Laissez-faire couldn't improve organizational performance

(Alfonso, Francisco, & Arturo, 2021). Ireland Athletics federation confirmed that 32% of organizational performance was determined by unknown variables (Asrar-ul-Haq&Kuchinke, 2016).

Ethiopian football national team didn't qualify in the last 20 years, it didn't qualify for 2002 and 2006 & Disqualified in 2010 and didn't qualify for 2014 and 2018, finally, today ranked 146 in the world, the lowest in the decade. The finding of the study reflects that Ethiopian national football is losing its position and credibility continuously in the last decade and there was a strong issue with managing sports and performance sustainability in the Ethiopian National Football team at the continental level as well as International Level in the last decade. It might be happened due to some socio-political issue in the Ethiopian football federation (Kanhaiya, 2018). Other local literature reveals that the Ethiopian football team was found poor in the statistics of possession, passing, passing effectiveness and on-target shots. It was impossible to say which style the Ethiopian side used (Belayneh, 2017). This study focused to identify the relationship between leadership behaviour and performance of selected Ethiopian sports federations

2. Materials and Methods

2.1. 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. For the research purpose, it was convenient to investigate the problem severity and to collect the data from respondents. Due to the aforementioned rationales, the researcher has chosen Addis Ababa as the study area to conduct the research entitled the relationship between leadership behaviour and performance of selected Ethiopian sports federations.

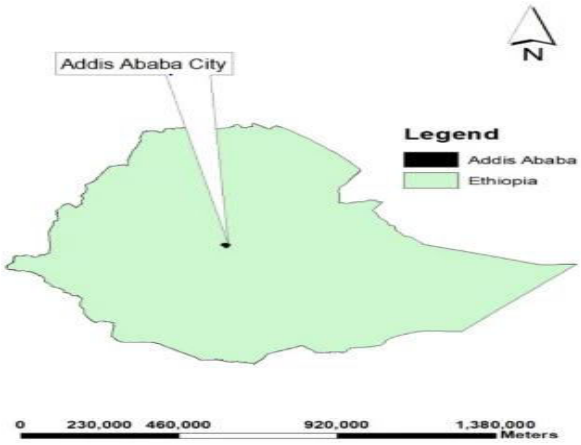

Figure 3: 1 Addis Ababa City Administration (Azagew & Worku, 2020)

2.2. Study design

The mixed-methods sequential explanatory design consists of two distinct phases: quantitative followed by qualitative (Creswell et al. 2003). In this design, a researcher first collects and analyses the quantitative data. The data were collected and analyzed second in the sequence and helped explain, or elaborate on, the quantitative results obtained in the first phase. The second, qualitative, phase builds on the first, quantitative phase, and the two phases were connected in the intermediate stage of the study. Having this in mind, the researcher used a mixed-methods sequential explanatory design for this study purpose.

2.3 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 organization 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. Leaders from Ethiopian Football Federation (N = 3) and the Ethiopian Athletics Federation (N = 3) were selected using the snowball sampling technique.

2.4 . 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 = 50% (0.5), 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%

$$\text{Total Sample size determination } n = \frac{N}{1 + N(e)^2}$$

$$\text{Total Sample size } n = \frac{126}{1 + 126(0.05)^2}$$

$$\text{Total Sample size } n = 95$$

$$\text{Stratified random sampling for each Group} = \frac{\boldsymbol{Total\ sample\ size\ x\ population\ of\ sub-group}}{\boldsymbol{Entire\ Population}}$$

$$\text{Ethiopia Football Federation} = \frac{95\ x\ 59}{125} = 44$$

$$\text{Ethiopian Athletics Federation} = \frac{95\ x67}{125} = 51$$

Table 2 1. Sample size determination of studied population

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

2.5. Variables of the study

2.5.1. Dependent variable

In this study, Ethiopian Athletics and Football Federation performance with subscales of flexibility, resources, planning, productivity, information, stability, and skilled workforce was the dependent variable of the study. This enables the respondents to fill the perception using a measured by 5-Likert scale questionnaire (Shilbury& Moore, 2016).

2.5.2. Independent Variables

Leadership behaviour was the independent variable of the study which was measured using a structured questionnaire. This research instrument is 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 choices either to agree or disagree with the statements made within the range. This is to ensure that the choice of answers is directly addressed which makes data analysis very simple. On the scale 1, is the lowest score and 5 is the highest. Before the administration of the questionnaire, the importance of the research was explained to the respondents, and respondents were encouraged to be truthful and diligent with their responses to make the research worthwhile (Celestine, 2015).

2.6. Source of data

This study used primary data collection instruments such as standardized questionnaires, semi-structured interviews, and Focus group discussions. Among standardized questionnaires, Ethiopian Athletics and Football Federation leadership behaviour 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),

Besides this, a semi-structured interview was made with the Ministry of culture and sport of Ethiopia (n = 7), and a focus group discussion (n = 1) was conducted with Ethiopian Athletics and Football Federation staff.

2.6. 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 between leadership behaviour and performance observed variables and their underlying latent constructs exist. Path analysis was used to describe the directed dependencies among a set of variables. In addition to this, the qualitative data obtained from field notes recorded semi-structured interviews and FGD were entered into Nvivo, version # 12. The data were transcribed immediately right after data collection.

3. Results and Discussions

3.1. 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.

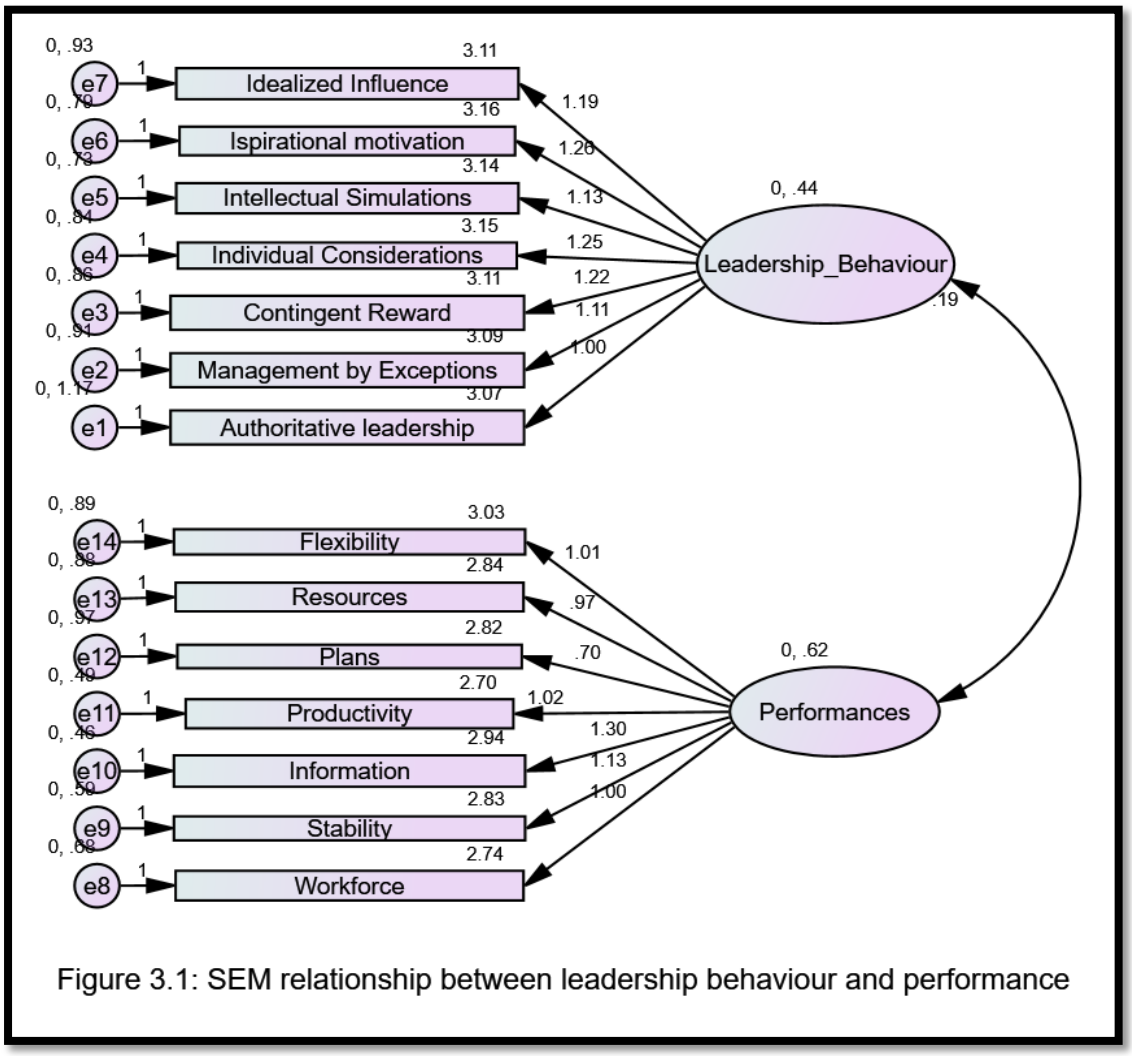

Figure 3.1: SEM relationship between leadership behaviour and performance

A structural equation model generated through AMOS was used to test the relationships. A good fitting model is accepted if the value of CMIN/df is < 5, the goodness-of-fit (GFI) indices (Hair et al.,2010); the Tucker and Lewis (1973) index (TLI); the Confirmatory Fit Index (CFI) (Bentler,1990) is > 0.90 (Hair et al, 2010). n addition, an adequate-fitting model was accepted if the AMOS computed value of the standardized root mean square residual (RMR) < 0,05, and the root mean square error approximation (RMSEA) is between 0,05 and 0.08 (Hair et al.,2010). The fit indices for the model shown in Table fell within the acceptable range: CMIN/df = 2.64, TLI = 0.93, CFI = 0.95and RMSEA = 0.18.

The squared multiple correlation was 0.19 for sports federation leadership behaviour, this shows that 3.61% variance in sports federations' performance. The covariance between Performance and leadership behaviour was estimated as the impact of sports federation leadership behaviour on sports federations' performance. he impact of sport federation leadership behaviour on sport federations' performance was positive and significant (b = .19), t = 5.35, P < 0.05), supporting H1. Model fit indices and hypothesis results were presented in the below Table.

Table 4: 2. The impact of leadership behavior on sport federations' performance

Hypothesized relationship	Standardized estimates	t-values	p-values	Decision
Leadership behavior ->performance	0.19	5.35	0.00	Rejected
R-squared				
Performance	0.036			
Model fit				
CMID/df =2.64, TLI = 0.93, CFI =0.95, and RMSEA =.0.018				

3.2. Discussion

The finding of this study shows that there was a low positive between leadership behaviour and performance of the selected Ethiopian Sports federation. This indicates that positive leadership enhances the performance of selected Ethiopian Sports federations. In agreement with this finding, another study confirms that transactional leadership behaviour is usually negatively related to long-term performance. Transformational leadership has a positive influence on employee organizational performance (Asrar-ul-Haq&Kuchinke, 2016).

Research conducted by International Olympic Committee identified objective organizational performance. The problem was how much organizational performance was contextualized and implemented in the worldwide national federation (Winand et al., 2010). In addition to this, appropriate leadership enhances performance, every step adding value to leadership improves organizational performance (Abdikarin, Hussein, &AliIbrahim, 2013).

Few studies reveal that there exists a significant relationship between transformational leadership and employee performance outcomes. However, the laissez-faire leadership style showed a negative relationship with employee performance outcomes in terms of effectiveness, and employee satisfaction (Asrar-ul-Haq&Kuchinke, 2016). In combination, transformational, transactional and laissez-faire leadership explain 68% of the variation in rated effectiveness, 66% of satisfaction, and 71% of subordinates' extra effort. Transformational and transactional leadership are both positively associated with effectiveness and transformational leadership shows a larger effect size than transactional leadership. Laissez-faire leadership was negatively associated with the effectiveness variables (Farshad, Mahboub, & Ali, 2011).

Contrary to this finding, another study reveals that an organization that focused on a very little or minimal employee-centred style of leadership negatively impacts performance (Abdikarin et al., 2013).

3. Conclusion

The study finding suggests that there was a low relationship between leadership behaviour and performance of selected Ethiopian Sports federations, so leadership behaviour among selected sports federations brought an impact performance of selected Ethiopian Sports federations. Furthermore, consecutively organizational performance quadrants were explained from the smallest to the largest value by their plans, resources, flexibility, workforce, productivity, stability and information. From lowest to highest selected federations leadership behaviour was explained by authoritative, management, influence, reward, simulations, considerations and motivation respectively.

4. Managerial Implications

The manager of the selected Ethiopian Sports Federations has to focus on effective leadership behavior toward their employee that will improve their performance of employees. In addition, the manager of the

selected Ethiopian Sports Federations should provide the performance appraisal of their employees based on the system of their promotion to better satisfaction. The managers have to give more emphasis to the unachievable plan, the scarce resources utilized, and less flexibility in sports federations' performance. Finally, the managers better give attention to authoritative, management, and influence of leadership behavior of sports federations.

7. Limitations

Leadership behavior and performance dimensions contracts on a five-point Likert scale have been used for the present study but a seven-point Likert scale could have given the data more of a continuous nature. A survey study with subjective measurement of the constructs has its limitations as far as generalizability is concerned. The incoming researchers could focus on these limitations while designing their research.

8. Acknowledgement

The author thanks Jimma University for their Ph.D. scholarship Award and Addis Ababa University Sport Science Department advisors for their multiple stages of advice and feedback on the study.

References

1. *Abdikarin, A., Hussein, E., & AliIbrahim, M. (2013). The effect of leadership behaviours on staff performance in Somalia. Educational Research International, 2(2).*
2. *Alfonso, M., Francisco, C., & Arturo, D. (2021). Leadership Style in Amateur Club Sports: A Key Element in Strategic Management Journal of Sustainability, 13.*
3. *Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. Future Business Journal, 2(1), 54-64.*
4. *Azagew, S., & Worku, H. (2020). Accessibility of urban green infrastructure in Addis-Ababa city, Ethiopia: current status and future challenge. Environmental Systems Research, 9(1).*
5. *Belayneh, C. (2017). Statistical performance of Ethiopian football national team and its success prediction capacity (The 4th Africans championship (CHAN): Rwanda 2016. International Journal of Physical Education, Sports and Health, 4(1), 151-154.*
6. *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.*
7. *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 Fulfilment of the Requirements for the Degree of Commonwealth Executive Masters of Business Administration), Kwame Nkrumah University of Science and Technology, Zimbabwe.*
8. *Farshad, T., Mahboub, S. H., & Ali, Z. (2011). Structural equation modeling analysis of effects of leadership styles and organizational culture on effectiveness in sport organizations. African Journal of Business Management, 5(21), 8634-8641.*
9. *Harsh, K., & Nayana, N. (2020). Effective Leadership Style in a Sport Organization Annals of Tropical Medicine & Public Health, 23(17).*
10. *Joseph, B., & Idisape, I. (2016). Leadership styles and staff performance in sports organizations. European Journal of Physical Education and Sport Science, 2(5).*
11. *Kanhaiya, K. (2018). A performance analysis study of Ethiopian football during 2008-2018. International Journal of Physical Education, Health and Social Science, 7(1).*
12. *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).*

13. *Madella, A., Bayle, E., & Tome, J. (2005). The organisational performance of national swimming federations in Mediterranean countries. A comparative approach, European Journal of Sport Science, 5(4), 207-220.*
14. *Marjan, H., Reza, N., Akbar, A., & Farideh, S. (2021). Correlation of Distributive Justice, Procedural Justice, Organizational Embeddedness with Job Performance in the Ministry of Sport and Youth Journal of Health Promotion Management, 10(2).*
15. *Owolabi, Y., & Chukwuma, K. (2007). Evaluation of leadership and Organizat ional Performance in Small Scale industries in Nigeria; A Case of Selected Small Scale industries in Aba, Abia State, Nigeria. (A thesis submitted in partial fulfil lment of the requirements for the degree of MBA (Master of Business Administration)), Blekinge Institute of Technology, Sweden*
16. *Pushpanathan, A. (2016). A Review of Leadership and Organizational Performance Vavuniya Campus of the University of Jaffna, . Sri Lanka.*
17. *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.*
18. *Winand, Zintz, T., Bayle, E., & Robinson, L. (2010). Organizational performance of Olympic sport governing bodies: dealing with measurement and priorities. Managing Leisure, 15(4), 279-307.*

*Corresponding email: smwonde@gmail.com,