

Administrative Empowerment of Sports for All Specialists

Yahia Mohamed El Geushy Adel Khalek

Department of Sport Recreation,
Faculty of physical Education for Boys, Helwan University, Egypt

Abstract: The aim of this research is to identify administrative empowerment factors of sports for all specialists in the light of the different administrative levels, benefits of empowerment and obstacles to empowerment. The basic sample research, selected randomly and deliberately, included 200 workers in the field of sport of all. They were divided as 80 workers from the National Sport Council, 80 workers of the directorates of youth and sport, 60 of clubs and youth centers and 20 out of the basic sample research. The researcher used the measurement of workers' empowerment behavior by Scott and Jaffe (1991). The main findings were that the most important enabling factors for the sample as a whole are the effective communication and participation and then the recognition, appreciation and ethics. The most important benefits of empowerment are: supporting the power that was granted to individuals with reducing oversight and the participation of workers in of staff with their work. The most important obstacles to empowerment were the misuse of force factors granted to employees, inability to full knowledge and the interest of individual of the theoretical concept and formal.

Key words: Administrative empowerment - Sport for all

INTRODUCTION

The concept of administrative empowerment for workers is considered of the developing concepts that used to improve and develop systems followed by the institutions its origin returns to the theories and strategies of organizational development. The empowerment of workers comes from the administrative theories that depend on participation which call managers to share decision making with the worker to improve and increase their satisfaction with work. The idea of empowerment of workers appeared from cognitive view point that based on meaning, competence, self determination and function [1, 2].

Also, the empowerment of workers recently takes many forms such as self managed team and independent development teams. Kirkman and Rosen [3] stresses on the need to develop management skills and methods for workers through problems - solving skills, decision making, planning, leadership skills, building successful team skills and other technical skills to deal effectively with the challenges of the environment that renewed constantly. In addition to supporting the environmental factors, either organizational or cultural, that marked by many challenges like : the requirements of high speed with

complete accuracy, human requirements that are relating to team work, the satisfaction of their needs and the participation of interests and the increasing needs of family. In addition to the growth of individual and personal needs to develop the quality of life and the growing needs for growth and up grading of employees, finally, the desire for new products and the development of requirements to increase profitability and organizational effectiveness.

The researcher finds that administrative empowerment for workers refers to the forces that individuals acquire capacity through. It increases their confidence, the level of their affiliation and loyalty to assume the responsibility and the ability to act to improve the activities and processes. They interact in work to satisfy the basic requirements to a chive the value and goals of the organization. Therefore workers must be provided with tools and means to plan for their activities, complete their work and become responsible for it.

Guided by many studies that were in the field of empowerment of workers, the research problem cleared in the, presence of many phenomena in the field of sport for all. In duding the lack of participation in decision-making related to their jobs. There's lack entrust from the senior leadership to the ability of employees.

As well as the opportunities for professional growth are few. There is weakness in interact, impact and independence for "sport for all" specialists whether in the National council of sports, club and youth center. So, the researcher seeks to identify the administrative empowerment for workers in the field of "sport for all", whether in the central administration of the sports development programs in National Council of sport, the directorates of youth and sports and youth centers.

MATERIALS AND METHODS

Basic Sample Research: It was selected randomly and deliberately on 200 of the workers in the field of sport for all. They were divided as 80 workers from the National Sport Council, 80 workers in directorates of youth and sport, 60 of clubs and youth centers and 20 out of the basic sample research.

The Scientific Arrangements: They are performed since 1/11/2010 until 10/11/2010. The sample was 20 of sport for all specialists out of basic sample research.

Truth Full Arbitrator: The measurement is displayed on 7 experts in the field of public administration and sports management. The agreement between arbiters was 100% on the terms of measurement.

The Truth of Internal Consistency: It ranged between 0.704 and 0.882 at level 0.05, which refers to the truth of measurement.

The Stability of Measurement: The stability coefficient is 0.897 by using the method of half-way through Alpha factor.

The Basic Study: The researcher applied the measurement on the basic sample during 25/11/2010 till 25/1/2011.

The researcher used the measurement of workers' empowerment behavior by Scott and Jaffe [4].

RESULTS AND DISCUSSION

First: the research sample opinions about the factors of administrative empowerment according the place of work:

The Following Is Cleared from Table 1:

For the Whole Sample: There is high in enabling factors which comes as the following: the effective communication, next participation then the recognition and appreciation and after that the Ethics.

For the National Sport Council: The enabling factors rose as the following arrangement. The effective communications, the clarity of purpose then justice and equity after that the healthy environment.

For Directorates of Youth and Sport: The enabling factors raised as the following: Participation then ethics then effective communication after that recognition and appreciation.

For Sport Clubs and Youth Centers: The enabling factors raised as the following: effective communication, then recognition and appreciation then justice and equity and participation

The value of F is statistical significant at level 0.05 in the dimension (the clarity of purpose - ethics - justice and equity - recognition and un-significant in (collective work -participation healthy environment). This means that there are significant differences in the five dimensions between three samples. The differences are true. So the researcher applied the least significant difference test to determine the significance of these differences.

The Following Is Cleared from Table 3:

- C For the first dimension "Clarity of purpose": There are statistical significant differences between the sample of National Sport Council and The sample of youth and sport directorates and clubs sample in the direction of the National Council's sample as the arithmetic mean of the sample of the National Sport Council is 3.950 and the sample of the directorates is 2.785 and the sample of clubs and centers is 2.605.
- C For the second dimension "Ethics": There are statistical significant differences between the sample of National Sport Council and the sample of youth directorates in the direction of National Sport Council's sample as the arithmetic mean for the sample of National Sport Council is 3.831 and the sample of directorates is 3.195.
- C For the third dimension "Justice and Equity". There are statistical significant differences between the sample of National Sport Council, youth directorates and clubs in the direction of the sample of National Sport Council as the arithmetic mean for the sample of National Sport Council is 3.655, 2.861 for directorates and 2.478 for clubs and centers.

Table 1: The opinions of sample research

	National Sport Council		Directorates of youth and sport		Clubs and youth centers		Total sample	
	M	SD	M	SD	M	SD	M	SD
Administrative empowerment Factors								
The clarity of purpose	0.51	2.30	0.64	1.91	0.43	1.54	1.58	6.39
Ethics	0.46	2.04	0.72	3.42	0.72	1.19	2.08	6.69
Justice and equity	0.70	2.25	0.82	1.91	0.97	2.16	2.44	6.18
Recognition and appreciation	0.69	2.04	0.67	2.72	0.63	2.51	1.99	7.27
Team work	0.31	1.91	0.61	1.87	0.52	1.67	1.44	5.45
Participation	0.33	2.08	0.69	3.71	0.27	2.11	1.29	7.90
Effective Communication	0.45	3.23	0.44	3.15	0.47	2.53	1.36	8.91
Environmental healthy	0.31	2.00	0.71	2.08	0.31	1.69	1.33	5.77

Table 2: Analysis the difference between the three samples in eighth dimension for the measurement of administrative empowerment

Dimensions	The Variation Source	Sum of squares	Freedom Degree	Average squares	F	Sig
The clarity of purpose	Between groups	315,031	2	30,983	24,119	Sig
	Within	253,056	197	1,225		
	Total	61,966	199	-		
Ethics	Between groups	11,037	2	5,518	3,952	Sig
	Within	275,080	197	1,396		
	Total	286,117	199	-		
Justice and equity	Between groups	36,534	2	18,267	14,706	Sig
	Within	234,708	197	1,242		
	Total	281,242	199	-		
Recognition and appreciation	Between groups	24,215	2	12,108	9,095	Sig
	Within	262,264	197	1,331		
	Total	286,489	199	-		
Team work	Between groups	2,493	2	1,246	1,072	NO
	Within	229,071	197	1,163		
	Total	231,564	199	-		
Participation	Between groups	2,490	2	1,245	1,072	NO
	Within	229,070	197	1,162		
	Total	231,560	199	-		
Effective communication	Between groups	61,956	2	30,978	24,119	Sig
	Within	253,161	197	1,285		
	Total	315,117	199	-		
Environmental healthy	Between groups	2,485	2	1,242	1,072	NO
	Within	229,155	197	1,163		
	Total	231,164	199	-		

The value of "F" at 0.05= 3*

Table 3: The significant differences between the three samples of research using the least significant test for LSD dimensions of administrative empowerment measure

Dimensions	Sample	Average	National Council	Directorates	Clubs
Clarity And of purpose	Council	3.950	1.345*	1.165*	-
	Directorates	2.785	0.179	-	-
	Clubs	2.605	-	-	-
Ethics	Council	3.831	0.367	0.636*	-
	Directorates	3.195	0.268	-	-
	Clubs	3.363	-	-	-
Justice and fairness	Council	3.655	1.066*	0.688*	-
	Directorates	2.861	0.377*	-	-
	Clubs	2.478	-	-	-
Recognition and appreciation	Council	3.671	0.865*	0.615*	-
	Directorates	3.055	0.250	-	-
	Clubs	2.801	-	-	-
Effective communication	Council	3.955	1.345*	1.165*	-
	Directorates	2.789	0.179	-	-
	Clubs	2.609	-	-	-

- C For the Fourth dimension "recognition and appreciation": There is significant differences between the sample of National Sport Council, the sample of youth directorates and the sample of clubs and centers in the direction of National Sport Council as the arithmetic mean for the sample of National Sport Council is 3.671, 3.055 for directorates sample and 2.801 for clubs and centers sample.

The Researcher Finds That this Is Due To:

- C Employees in the sector of "sport for all" in the National Sport Council get adequate salaries and allowances higher than the salaries of workers in the field of "sport for all" at clubs, centers and directorates according to their functional degree, also when we compared them to workers in other organization. Also, they have many benefits such as the representation of Egypt in conferences and meetings within and outside the republic. The social situation is better because of their dealing with the senior leadership who are planning for all sports programs being implemented by the staff of the directorates, clubs and centers.
- C The nature of jobs within the sector of "sport for all" in the National Sport Council is marked by a higher authority of the directorates. As well as the workload is less than the volume of work as the nature of work in the National Sport Council focuses on planning activities and sports prams for all the nature of the work in the field of "sport for all" is applying the programs that developed by the workers in the sector of sport for all at the National Sport Council.
- C The nature of the work in the sector of "sport for all" at the National Sport Council offers opportunities to express their views and personal proposals in developing the work. The nature of the work concentrated on the planning and organization for all subjects and the special programs of "sport for all". In addition to the opportunities for career advancement and remuneration that workers get is better than the remuneration of workers in directorates and clubs. As well as the plans of leader in the sector of "sport for all" are applied in an obliged way in directorates, clubs and centers that don't allow to present proposal or opinions that reduce their satisfaction for the work.
- C The employees in the sector of "sport for all" know that they are senior management in making decisions

because they are planning for programs and activities. This gives them a kind of administrative empowerment and trust their ability and competence in decision making. They work hard whatever difficulty they face as the have suitable salary and rewarding for their work. Unlike workers in the field of "sport for all" directorates, clubs and centers. They do many works without a suitable salary with the size of the work required from them. This feels them of inability. Empowerment and the president adhere to regulations and directives that lack the flexibility that indicate them to aggressive and not satisfied to the way that leaders deal them with.

The workers in the field of "sport for all" at clubs feel with un-empowerment in justice, equity, recognition and appreciation because of the nature of clubs which is controlled with personal relations and the leadership of members of the administration council in decision making. These findings agree with previous studies [5-7] that salaries, rewards and the nature of work that individual do inside the institution regularly affect on applying the administrative empowerment's politic.

Second: The Opinions of sample research on the arrangement of benefits of administrative empowerment of workers:

From Table 4, many benefits are cleared at level 5%, 10% as significant value is less than that value. The benefits of administrative empowerment for the there sample agree on:

- C Support the power that granted to individuals with reducing oversight and controlling to achieve better productivity.
- C Employee participation in the formulation and limiting the objectives.
- C Increase the satisfaction of staff with their work and profession.
- C Reduce the conflict between management and employee.

These results agree with the findings of many studies [4,7,8,9] as the administrative empowerment is granted the chance and opportunity to provide the best "work force" and the best productivity and also reducing the cost of working and reduce the need for direct supervision. The administrative empowerment also improves the level of internal satisfaction and keeps on learning and training.

Table 4: The benefits of administrative empowerment

NO	The benefits of administrative empowerment	Council	Directorates	Clubs	T	Sig
1	Increasing the motivation on training and learning individuals.	7.70	6.98	6.97	2.766	0.006
2	Participating of the individuals in making and limiting the objectives.	5.48	5.81	5.01	5.394	0.000
3	Increasing the ideas and participation of individuals.	6.50	5.80	5.61	3.276	0.001
4	Supporting the relations between individuals through team- work.	6.10	6.34	6.33	6.749	0.000
5	Supporting the power granted to individuals with reducing oversight and controlling to achieve better productivity.	8.79	8.24	7.31	5.052	0.000
6	Increasing staff's satisfaction with their work and profession.	5.50	4.50	2.35	5.790	0.074
7	Developing the efficiency through training and exchanging the information between leader and employees.	6.50	7.79	6.46	6.362	0.000
8	Reducing conflict between management and employees.	7.80	6.35	8.37	2.209	0.028
9	Accepting the employees and agree with changes which they participate in making.	6.90	6.75	7.87	3.851	0.000

Table 5: The views of research sample on the arrangements of obstacles that limit the administrative empowerment for the staff of the three samples

NO	The obstacles of administrative empowerment	Council	Directorates	Clubs	T	Sig
1	The misuse of the factors of power granted to employees.	1.22	1.02	4.39	4.539	0.000
2	Increase the burden and responsibility on the workers who can't do it.	8.81	8.11	7.71	6.135	0.000
3	Some employees focus on their personal success and preferring it on the success of the group.	5.77	6.07	2.34	3.852	0.000
4	Increase the costs that organizations spend as a result of training and education of individuals.	2.78	3.18	5.91	6.566	0.000
5	Increase the time required for the performance of group work and the work of committees.	6.39	6.19	3.41	7.503	0.000
6	Motivate the individuals to theoretical concepts and more formal than their motivation to the application and substantive.	4.76	4.66	8.32	7.343	0.020
7	Increase the conflict between workers in the performance of group work.	5.90	5.86	5.01	6.926	0.000
8	The inability of some workers from full knowledge to make effective decisions.	3.39	3.43	1.51	6.001	0.000
9	Make decisions based on personal grounds, not on rational and objective grounds.	7.22	7.12	6.66	0.599	0.550

Third: The opinions of the research sample towards the administrative obstacles to empowerment of employees:

Most obstacles that limit the empowerment of workers are cleared at level 0.05, as the value of significance is less than that level. The administrative obstacles to empowerment of the three samples were as follows:

- C The misuse of using the factors of power granted to workers.
- C The inability of some workers from full knowledge to make effective decisions.
- C The motivation of individuals to the theoretical concepts and more formal than motivation to substantive and the effectiveness of application.
- C Increase the cost that the organizations pay as a result of training and education of individuals.

The results also tendency of officials in the National Sport Council and departments of youth and sport directorates for a lack of empowerment for fear of the misuse of employees to the authority granted to them primarily. This agrees with what many of researcher mentioned that some cautions must be considered to succeed the process of empowering the employees. In addition to the fear of lack on knowledge for employees and their knowledge of all factors and the effective conditions to make effective decisions and lack of confidence in the ability of subordinates (employees) to turn theoretical concepts into actions and applied practices. Add to that presidents are afraid that their subordinates focus on their personal success and prefer it on the success of collective work.

With regard to clubs and youth centers, the most important obstacles that stand in the way of the effective implementation of the empowerment of workers keep in

the fear of officials, who are often owners from the inability of some workers of full knowledge to make effective decisions. Also, there is care and caution of subordinates who focus on personal success and prefer it on the success of group success, in addition to the fear of wasting the available time through meetings, committees and collective work. Clubs and youth centers in their nature take care of available time of work and would like to use every moment in it. The officials also warned of the misuse of individuals to the factors of power granted to them.

These results agree with the views of some researchers [10-12] that the most important obstacles of administrative empowerment represent in the misuse of power and the motivation to theoretical knowledge without practical application and the absence of full knowledge of the workers.

CONCLUSION

- C The most important enabling factors for the sample as a whole are the effective communication and participation, then the recognition and appreciation and ethics.
- C The most important enabling factors for the staff of the National Sport Council: the factors of enabling or empowerment raised as the arithmetic means of the factors appear as following arrangement: the effective communication after that the clarity of purpose then justice and equity and then the healthy environment.
- C The most important enabling factors for workers at youth and sport directorates: participation, ethics, effective communications, recognition and appreciation.
- C The most important enabling factors for workers at clubs and youth centers: The effective communications, recognition, appreciation, justice, equity and participation.
- C The most important benefits of administrative empowerment for the three samples of research are : supporting the power granted to individuals with reducing oversight and control to achieve better productivity - the participation of workers in the formulation and setting goals - increasing the satisfaction of workers with their work - reducing the conflicts between management and workers.
- C The most important obstacles of administrative empowerment for the three samples of research are (the misuse of the factors of power granted to workers - the inability of workers from full knowledge to make effective decisions - the motivation of individuals to theoretical concepts more than

motivation to the objectivity and the effectiveness of the application - increasing the cost paid by the organization as a result of training and education of individuals.

Recommendations:

- C The necessary of developing awareness and knowledge of the concept of empowerment among workers.
- C The necessary to pay attention of developing skills and abilities of workers to practice the empowerment.
- C Developing the positive trends in both, public and private sectors towards the empowerment of workers.

REFERENCES

1. Hafez, E.A., 2010. The origins of organization and Management are an Integrated Approach. Faculty of Commerce, Ain Shams University, 2nd Ed., Cairo.
2. Mustafa, A.S., 2010. Arab Human resources: Challenges and aspirations in the new century. Arab News Department, Arab Organization for Administrative Development, Cairo.
3. Kirkman, B.L. and B. Rosen, 1999. Bey and self - Management Antecedents and consequences of Team Empowerment. Academy of Management Journal, 42: 544-557.
4. Scott, C.D. and D.T. Jaffe, 1991. Empowerment : A practical Guide for success . Crisp publications Inc., California, pp: 3-67.
5. Clark, S., 1999. Magic of empowerment A blessing or a curse ?. Business News , 44: 547-561.
6. Bourke, J.F., 1998. Employee Empowerment. Dallas Business Journal, 21: 564-578.
7. Dover, K., 1999. A roiding empowerment traps. Management Review, 88: 75-88.
8. Wilkinson, A., 1998. Empowerment: theory and practice. Personnel Review, 27: 45-52.
9. Eylon, D. and S. Herman, 1999. Exploring Empowerment: one method for the classroom. Journal of management Education, 23: 80-94.
10. Appel, T., 1997. Missing the Boss: Not all Works find Idea of Empowerment as neat it. The wall street journal, September: 1-5.
11. Besterfield, D.H., C. Besterfield-Michna, G. Besterfield and M. Besterfield-Sacre, 1999. Total Quality Management. Prentice Hall Inc., New Jersey, pp: 386.
12. Melhem, Y.S., 2010. Empowerment as a concept of administrative contemporary. working paper, the Arab organization for administrative development, Cairo.