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The Relationship between Delegation And Empowerment And Enhancing The Effectiveness Of Human Capital Sport Organizations Esfahan

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ABSTRACT

Background: The purpose of this research was to present a model of relation between delegation and improvement of human capitals effectiveness in sport organization.

Objective: The research was descriptive type and performed according to co-relation method. Statistical population of this research included all human capitals of Esfahan province sport organizations with a volume equal to 450 people. According to Cohen (2000) formula, the sample size was determined as 207 people and was selected according to categorical- random sampling method from statistical population. For collecting the data, effective delegation principles of industrial population questionnaires (1996), empowerment of Spritzer personnel (1995), and effectiveness of Hsu Organization (2002) with (0.96, 0.84, $\alpha=0.86$) reliability was used. Also form and content validity of questionnaire was confirmed by experts. Descriptive, and Inferential statistics, and Structural Equations Model (SEM) was considered for analysis of data.

Results: Analysis of the path of pattern presentation of relation between delegation and empowerment and improvement of human capital effectiveness of sport organizations is an evidence for model appropriateness. Also according to the regression model the relation between delegation and effectiveness components, the selection and decision making rights; also relation between empowerment and decision making components are significant ($P<=0.05$). **Conclusion:** Generally it can be said that senior managers of sport organizations increase the sense of effectiveness and self-confidence in personnel through giving appropriate selection rights, and providing appropriate conditions in different decision making opportunities.

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INTRODUCTION

One of the basic assumptions of organizational behavior is recognition of personal and relational characteristics of people to access to effectiveness, efficiency, and finally more productivity and realization of organizational objectives [5]. Experts and researchers believe that effectiveness is a main theme in all organizational analyses and considering an organization without effectiveness structure is difficult [11]. In this regard, recognizes real organizational effectiveness as the amount of access to organizational goals and the ability to use environment to achieve valuable resources for continuity of performance and defined it as a degree or measure of needs compliance or meeting the evaluation criteria of people outside the organization[8]. If we consider organization effectiveness as the amount of access to pre-determined goals, in sport organizations regarding to their cultural-social nature, the relations between manager and personnel is very important and effective in effectiveness of activities; so, it is emphasized that managers should recognize the needs [12]. Maybe the most valid discussion is about this fact that evaluation joint with validity and reliability of organizational effectiveness is very difficult [13]. Difficulty in practical evaluation of organizational effectiveness is due to this fact that there is no final and acceptable criterion for evaluation of effectiveness for all the experts [8]. What is obvious today is that competitive power of nations is in their human capital quality [3]. In this regard it seems that considering ever increasing importance of empowerment in organizations, however there are many obstacles (structural, behavioral, and environmental) on the way of organizations, but managers due to clarity of the notion of empowerment, negative views about subordinates, fear of power endowment and fear of being surplus, generally refrain from performing empowerment programs in

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organization [1]. In fact empowerment wants to develop capabilities and eligibility of personnel through creating interest, motivation, and education [4]. Empowering employees is one of the effective techniques to increase employee productivity and efficient use of their individual and group capabilities in line with organizational goals [7]. Zamani et al. (2013) noted that creation of field for staff learning and excellence, with respect to the components of delegation and implementation of it, help to improve the quality of job life of employees, and happy and enthusiastic employees, will guarantee organization access to efficiency and effectiveness. Useful information resulting from this study will guide future planning of the organization's managers [15]. Employees are empowered to do the job, but when they want to do their job, management interferes and tells them "what to do and what not to do!" It is difficult for managers to delegate authority to others because they think due to delegation; they will lose their power [2]. It should be noted that the delegation is one of the important and critical tools of victorious management [14]. The main reasons for delegation are to exploit of manager time and employee capabilities. Delegation is very easy, but if it will be done without planning and preparing prerequisites, may fail as easily, and force the manager to retrieve the delegated authority. On the other hand, empowerment means decreasing control, allowing individuals to decide and goal setting [9]. With endowing the authority of making decisions to a person, all those who are affected by decisions made, should be aware of it. Otherwise, the ability will be basically ineffective. Managers should note that during the transfer of authority to subordinates, managers should providenecessary support to employees [2]. Also the findings of Valipoor et al acknowledges that the basis of institutional decentralization of delegation ordevolution of more power proportional to responsibilities to the directors and authorities in the different levels of organizational hierarchy, is on behalf of authority of the system[14]. It is obvious that effects and consequences resulting from organizational centralization or in the other words, lack of delegation of sufficient powers to subordinate authorities in place, in a centralized administrative structure, will intensify administrative problems and difficulties. So, some of deficiencies and undesirable effects resulting from centralized administrative system can be resolved practically through endowment of full or extraordinary authorization to local subordinate authorities or in other words through execution of organizational decentralization policy. In this regard Nazemi et al. propose that if personnel have positive understanding from organizational methods, and decisions will be made without any discrimination and siding (procedural justice), empowerment indexes will increase [7]. Empowerment of personnel is considered as increasing the powers of employees for decision making and process of personnel description enhancement in organization through education, to participation and team work[6]. This indicates that personnel can be significant through determining their role, work performance, and effect on work place decisions. So, organizational team work is a tool in the use of combined effect of empowerment. According to three distinct indexes in organizational effectiveness, that is, participants consent, goal achievement, and system resources, concluded that positive specialized team work is related to job consent and also optimized performance of team[8]. In this regard it can be acknowledged that regarding to more specialized tasks, managing today's large organizations with their diverse activities and different problems and difficulties [5], without delegation of part of management authorities to the lower level managers, and decentralization of activities, is impossible[4].

Today in many sport organizations of the country, many managers have plenty of duties, and always perform activities more than their capacity. They don't give to their personnel the opportunity to use their individual capabilities and potentials [6]. So, it is possible to acknowledge that many of sport organizations have serious problems regarding to training successor, or managers have limited time to perform their key activities, especially in programming. Despite that plenty of expert forces are available, but their decision quality is problematic. According to researchers findings that mentioned beforehand it seems that delegation helps manager to manage time and is useful for organization development and growth. Regarding to mentioned assumptions, the question is that how implementation of delegation and empowerment can improve the effectiveness of human capital in sport organizations? So, recognition necessity and awareness from delegation skills of sport managers and explanation of relations between them with empowerment and improvement the effectiveness of sport organizations human capitals, which is the main goal of this research, can result in findings that can result to the improvement of empowerment level and finally organizational effectiveness of human capitals through recognition of levels of managers delegation skills to the subordinates.

Metodology:

This research was descriptive, co-relative type, and was performed according to field method. Statistical population of this research included all human capitals including formal and informal employed men and women with education degrees from high school diploma up to doctorate degree in sport & youth Administration and its subordinate offices, sport groups, sport clubs, and public and private sport organizations in Esfahan province. Population volume of this research was 450 people according to information achieved from selected organizations. According to Cohen formula, sample volume was considered to be equal to 207 people, who were selected through categorical random sampling method, from statistical population. For gathering data, effective delegation principles of industrial society questionnaire with 41 items in 4 components consisting of:

effective delegation advantages, effective delegation programming, effective delegation implementation, existing traps on the path of delegation and Spritzer employees empowerment questionnaire with 12 items in 4 components consisting of: effectiveness, significant, competency, selection right, and Hsu⁴ organizational effectiveness questionnaire with 19 items in 4 components consisting of: organization, decision making, people communications, and job consent were used. Reliability was calculated through test-retest method for all 3 questionnaires, and calculated Cronbach's alpha-efficient was respectively: (0.96, 0.84, $\alpha=0.86$). Also formal validity was confirmed by experts, also through co-efficient, consensus of 10 people of sport management professors were collected which suggested that content validity of research tools were confirmed. In this research descriptive statistics (frequency percent, mean, standard error) and inferential statistics (regression test, and Structural Equations Model "SEM") were used to examine and analysis the data. All data were analyzed through social sciences statistical package (SPSS), version 19, and Lisrel, version 8.54.

Results:

According to obtained results from descriptive statistics, people gender distribution shows that men make about 65% of sample volume and women make about 35% of sample volume. The maximum sample size belongs to bachelor degree group with 43%, and minimum sample size belongs to high school diploma group with 15%. Regarding the division of age categories, maximum sample size belongs to 31-40 age groups, which is about 37.5%, and minimum amount belong upper 50 age group were about 8%. Regarding to the obtained information from descriptive statistics, among dimensions of delegation, effective delegation advantages with mean=3.83, has the highest value, and effective delegation programming with mean=3.22, has the lowest value. Among employees empowerment dimensions, selection right with mean=3.56, has the highest value, and significant with mean=3.22, has the lowest value. Also among organization effectiveness dimensions, job consent with mean=3.40, has the highest value, and organization with mean=3.29, has the lowest value. In descriptive statistics section: before examining the research hypotheses, at first Kolmogorov-Smirnov test was used for sample normality, and Levine test was used for variance homogeneity ($p \leq 0.05$). According to obtained results, research statistical sample had normal distribution and research variables had homogeneity of variance.

Table 1: Regression test to predict delegation and human capital empowerment

| F | | t | | bc | R ² | R | |
|-------|-------|-------|------|------|----------------|------|------------------------------|
| Sig | F | Sig | t | | | | |
| 0.001 | 18.70 | 0.001 | 8.40 | 1.86 | 0.32 | 0.51 | Constant |
| | | 0.001 | 4.03 | 0.22 | | | Delegation advantages |
| | | 0.43 | 0.79 | 0.03 | | | Delegation programming |
| | | 0.81 | 0.24 | 0.01 | | | Implementation of delegation |
| | | 0.001 | 2.48 | 0.16 | | | Considering delegation traps |

Regarding to table 1, since obtained significant level is less than 0.05, it can be said that relation between delegation and empowerment is a linear relation and is significant.

Table 2: Regression test to predict delegation and organizational resource effectiveness.

| F | | t | | bc | R ² | R | |
|-------|-------|-------|-------|------|----------------|------|------------------------------|
| Sig | F | Sig | t | | | | |
| 0.001 | 14.69 | 0.001 | 56.13 | 2.36 | 0.27 | 0.52 | Constant |
| | | 0.71 | 37.1 | 0.09 | | | Delegation advantages |
| | | 0.001 | 64.3 | 0.22 | | | Delegation programming |
| | | 0.15 | -41.1 | 0.07 | | | Implementation of delegation |
| | | 0.24 | 17.1 | 0.10 | | | Considering delegation traps |

Regarding to table 2, since obtained significant level is less than 0.05, it can be said that relation between delegation and organizational effectiveness is a linear relation and is significant.

Table 3: Regression test to predict empowerment and human capital effectiveness

| F | | t | | bc | R ² | R | |
|-------|-------|-------|-------|-------|----------------|------|-----------------|
| Sig | F | Sig | t | | | | |
| 0.001 | 10.09 | 0.001 | 11.76 | 2.69 | 0.21 | 0.45 | Constant |
| | | 0.12 | 1.53 | 0.14 | | | Being effective |
| | | 0.001 | 3.32 | 0.26 | | | significance |
| | | 0.16 | -1.41 | -0.10 | | | competency |
| | | 0.62 | 0.48 | 0.06 | | | selection right |

Regarding to table 3, since obtained significant level is less than 0.05, it can be said that relation between empowerment and human capital effectiveness is a linear relation and is significant.

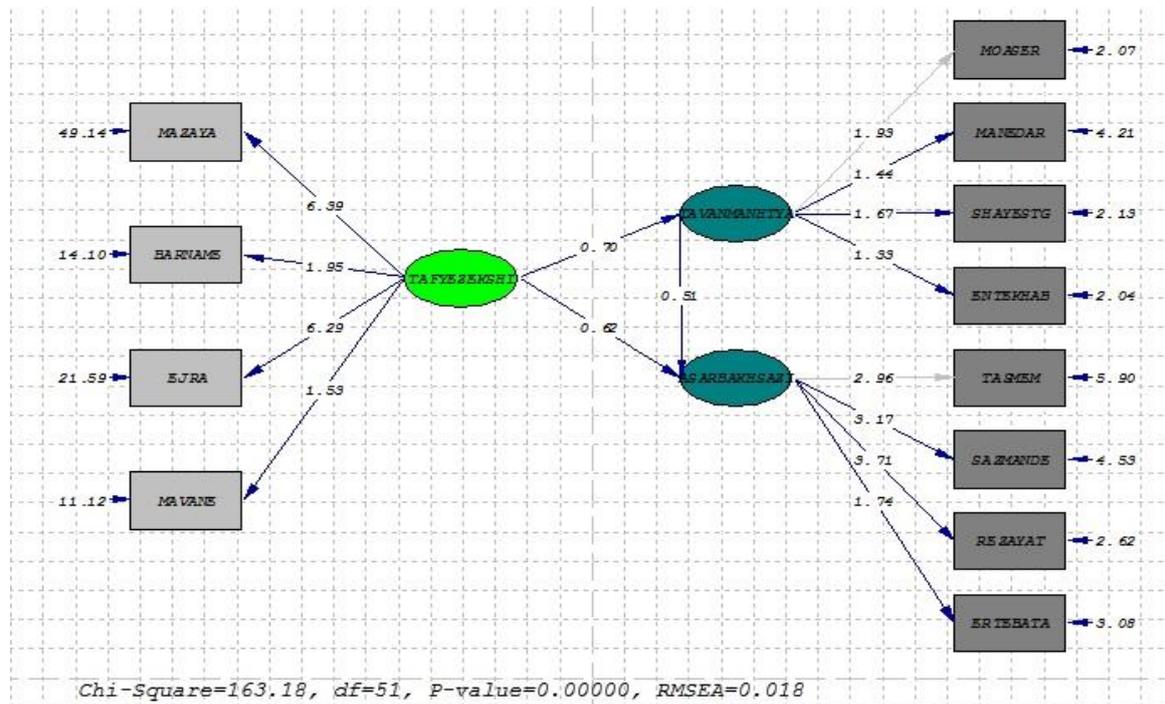


Diagram 1: First model for measuring path analysis of pattern presentation

Table 4: Goodness of fit indexes for suggested model

| | Index | Index condition |
|---------------------------------------|--------|--|
| K twoindex | 163.18 | From the point of view of difference between data and model, the condition is appropriate. |
| Df | 51 | Appropriate; because it should not be less than zero. |
| p-value | 0.001 | Figure model assessment index |
| RMSEA | 0.018 | It should not be more than 0.08, figure suggests model fitness. |
| Goodness of fit index (GFI) | 0.91 | Since this figure is more than 0.90; so, the model is appropriate. |
| Adjusted Goodness of Fit Index (AGFI) | 0.90 | Since this figure is more than 0.90; so, the model is appropriate. |
| Normal Fit Index (NFI) | 0.90 | Since this figure is more than 0.90; so, the model is appropriate. |

Regarding to Lisrel output the amount of chi-2 equals to (18.163) that is relatively high value. Low level of the value of this index shows that there is little difference between research conceptual model and observed data of the research. Also it shows RMSEA output (0.018) for model. How much this index is less, model has more appropriate goodness. On the other words, model has such a high level of goodness and fitness that suggests confirmation of relation determining path analysis between delegation, empowerment, and improvement of sport organizations' human capital effectiveness.

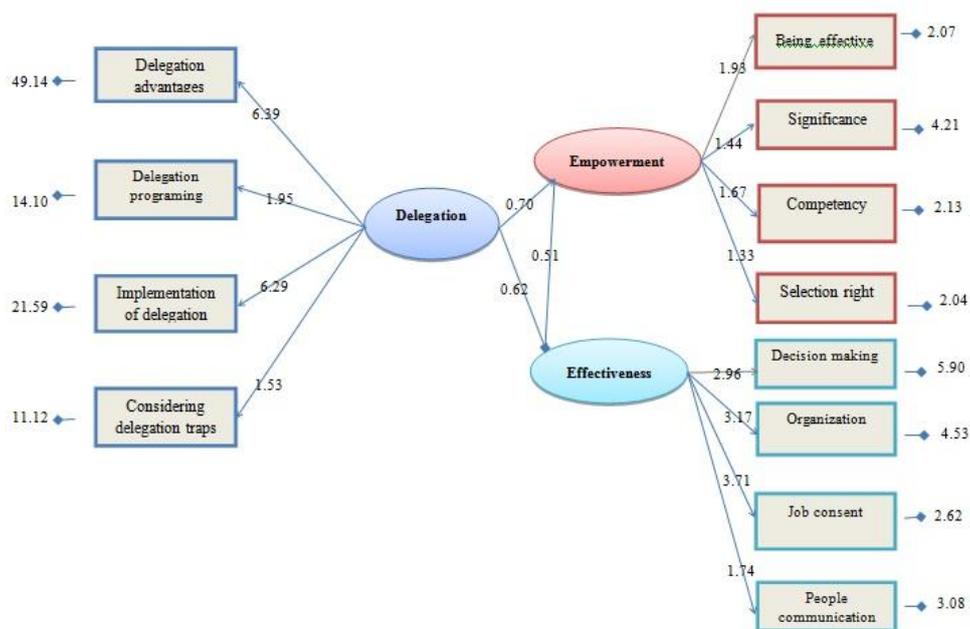
Conclusion:

Regarding to the results of table 1, it can be said that delegation is an important factor in prediction of empowerment, and develops such senses as effectiveness, right of selection, competency, and significance among employees, as the most important capitals of an organization. Consequences obtained from this study is consistent with a part of results obtained from Dastgerdi et al. study about examining the effective factors in employee empowerment and presenting its developing strategies. In this research one of the effective factors in empowerment of human capital, is organizational learning through more delegation, also in this study empowerment dimensions could decrease job stress, and organizational learning of employees has been increased. Also results obtained from this study are consistent with a part of results obtained from Vali poor et al. [14] study about delegation of managers in Iran bureaucratic systems. Because necessary delegation, that is specifying the scope of powers and assignment of duties to the subordinates, results in stabilizing their responsibility. Also it is consistent with results obtained from Safari et al. study about relation between empowerment and organizational learning, because in this study due to skillful performance of duties, self-confidence will develop, and it contributes in organizational learning. It seems that sport organizations' employees will possess a hidden power due to their knowledge, experience, and motivation, and empowerment is in fact releasing this power. Reasons of managers' attention to empowerment results from factors such as managerial style, evaluation, power control, and team work, and finally results in increase in organizational effectiveness. It should be noticed that decision making is referred to as an effective factor in human capital

effectiveness. So it can be said that communication system and information management in sport organizations are open, which produce reciprocal relation and interaction between members and organization, and can be used as an effective strategy. Because this relation will increase trust, confidence and understanding between managers and employees.

With regard to the results of table 2, delegation is considered important factor for prediction of human capital effectiveness in sport organizations. Results obtained from this study are consistent with a part of results of Zamani et al. [15] study about the relation between managers' delegation and effectiveness. Because in this research delegation is the cause of motivation, trust and confidence, increasing interest towards job performance, and enhancement of employees' ability. Also SeifiSaldehi et al. [11] study results about effect of entrepreneurial structure on organizational effectiveness are consistent with the results of this study. Because in this study, existing interaction between employees and managers, results in team work, open communication, and control, and this is the prerequisite for increase in effectiveness of organization activities. State sport organizations can progress in the direction of coordination and integrity, employees' empowerment, capabilities' development, and orientation to team work, so that they can have more and better effectiveness. In this study it is referred to selection right, because it is an effective factor in decision making. Maybe recognized as strong informal relations in sport organizations, because in sport organizations there are informal and friendlier relations. It seems that when leader share his power with his subordinates, it causes to develop collaborative management, delegation, and decentralized decision making that spontaneously affect organizational effectiveness. Organizational culture teaches correct way of perception and feeling related to the internal problems of organization. People persuade to take risks, be accountable, and to learn. Also personnel can make correct decisions in critical job situations through goal setting and programing, and correct decision making is effective in increasing the organizational effectiveness.

With regard to table 3 findings, empowerment can predict human capital effectiveness. Results obtained from this study are consistent with part of results obtained from study of Omidi et al. [9] about the relation between motivation to participate, psychological empowerment, and employees' emotional commitment. In this study, there is no gap in the relation of managers and employees, regarding to decision making for goal attainment. Results obtained from this study is consistent with a part of results of Nazemi et al. [8] study about the relation between organizational justice and its dimensions with employees' empowerment. Procedural justice has been able to increase empowerment indexes. In this research work performance entrepreneurship structure through making teams, proportionality between powers and responsibilities, and assignment of duties to the personnel results in organizational effectiveness. Also results obtained from this study are consistent with a part of results obtained from study of Ramezani et al. [10] about examining the relation between organizational health and effectiveness, since organizational health is one of the most rational indexes of organizational effectiveness.



Chi-square=163.18, df=51, P-value=0.00000, RMSEA=0.018

Diagram. 2: Suggested model of determining

According to the results of figure 1 and table 4, analysis of proposal model has good fit and proportion, which suggests that model, is confirmed. According to proposed model in research, the orders of areas of sport managers' delegation are respectively: advantages of delegation, programming for effective delegation, fit and proper implementation of delegation, and special attention to the obstacles of delegation. It is obvious that proposed model of research, in the section of delegation is consistent with industrial society Model. Also effective empowerment components are respectively: significance sensation, competency, and selection right, which are consistent with Spritzer model. In human capital effectiveness of sport organizations, components are respectively: decision making, organization, job consent, and personal relations, which are consistent with Hsu model. Regarding to the appropriate fit of presented model of relation between delegation and empowerment and improvement of human capital effectiveness of sport organizations, it is possible to mention research model as a proposed pattern for ever increasing delegation in order to empowerment and effectiveness of human capital of sport organizations.

Generally, it can be said that obtained results from this research suggests that delegation is effective in effectiveness, selection right, and decision making power of employees. So, empowerment is also effective in employees' decision making. So, it can be said that senior managers of sport organizations increase the feeling of effectiveness and self-confidence in employees through endowing proper selection rights, and providing appropriate condition in different decision making opportunities. More efficient delegation, that is, through goal setting, communication, motivating the employees, supervising and evaluation, will increase employees' quality of decision making. Also empowerment allows employees to make best decision despite existing challenges. So more experienced and more educated employees can make better decisions, and are more successful person in their relations, this develops job consent. In organization, employees validate and organize their duties and make decision about performing their duties, with regard to their type of employment. Also managers involve their employees as advisor in organizational decisions, since human capitals are the most valuable capitals of organization. It seems logical to propose that sport organizations managers try to clarify the role, assigned duties to the employees, hold continuous professional training courses about employees' duties, and let the employees to participate in decision makings. This helps to motivate employees and persuade them to innovation. Their good and proper decision making for problem solving causes promotion and also increases their motivation. Through acting this way, in addition to providing condition for better understanding of job environment, and development of basic knowledge in this field, it is possible to facilitate the realization of organizational goals of sport organizations.

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