

THE IMPACT OF HUMAN RESOURCE MANAGEMENT IN AMHARA REGIONAL STATE ON THE DEVELOPMENT OF SPORT IN ETHIOPIA

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Abstract: Sport experts' management can be described as a strategic, integrated, and coherent approach to the employment, development, and well-being of the people working in organizations. It has a strong conceptual basis drawn from the behavioral sciences and strategic management, and human capital theories. Little is known about the impact of sport experts' management on the development of sport. Therefore, this study intended to scrutinize the impact of sport expert's management on the development of sport in Amhara national regional state, Ethiopia. To achieve the stated purpose, correlational study. Data was collected from 108 sports experts through 55 questionnaires. Percent, reliability, Kolmogorov-Smirnov test, correlation, and linear regression by SPSS version 23 were used for data entry and analysis at 0.05 level. The results show that sports experts' management practices, ESH ($r, .380, .001$); EWC ($r, .411, .000$); EPA ($r, .502, .000$); EMS ($r, .638, .000$), and ETS ($r, .505, .000$) have significant positive associations to the development of sport, respectively. Moreover, the sport expert's management has a 46.2% impact on the development of sport. EWC ($B, .126, .000$) and EMS ($B, .616, .000$) show significant positive predictions. Therefore, it can be concluded that the sport expert's management has an appositive and moderate to large association and 46.2% impact on the development of sport. Furthermore, the researchers recommend that the office should design and exercise a sound human resource management structure that helps the development of sport.

Keywords: Human Resource, Sport Development, Management

INTRODUCTION

Human resource management is an integrated, strategy and a coherent approach to employee management and seeks to achieve a competitive advantage through highly committed and capable workforces to ensure the survival of the organizational success (Armstrong, 2010) still different

Approaches to employee management (Hard & Soft) approaches leads organization success through human capital/ different experts (Amin, Khairuzzaman Wan Ismail, Zaleha Abdul Rasid, & Daverson Andrew Selemani, 2014) even though it's different (Beer, 1984) contribute to organizational performance thoughts of School

(organizational management and resource managers) leads high sustainable organizational success through human capital (Al-Ruz, Khasawneh, & Society, 2011; Dachner, Ellingson, Noe, & Saxton, 2021; Odor, Martins-Emesom, Bakwuye, & Management, 2019; Weerakoon, Studies, & Research, 2016) available knowledge, skills, abilities, creativity, good working condition, etc.. To converts to success by ability available in the organization.

Several important human resource management practices should support the organization's strategy: analyzing work and designing jobs, recruitment, and selection placement, training and development, employee performance evaluation employee rewarding, promotion, grievance procedure, and pension or social security. With effective human resource management practices, employees and customers tend to be more satisfied and the organization tends to be more innovative, have greater productivity, and develop a more favorable reputation in the community (Dachner et al., 2021; Odor et al., 2019). Specifically, the sports industry must manage their time, energy loss, activities, money, and experts to reach the goals of their organizations (Dajnoki, Szabados, Bába, & Sciences, 2018; Weerakoon et al., 2016) In particular sport organizations must invest in their sport experts for the effective and efficient organizational operations (Dachner et al., 2021) and Sustainable growth and success because

employees are one of the most important assets of an organization that contributes (Qureshi & Publications, 2015) the development of sport or loss. The linkage between expert management practices and performance was published by (Gardner, Wright, & Moynihan, 2011) thereafter much research was conducted on different sectors of different countries. Most of the research showed a significant impact of employee management practices on employee performance. Employee performance is linked with the performance of the organization.

Successful organizations consider the employee's management practices as a crucial factor that directly affects the employee's performance. (Paauwe & Boselie, 2005), and human resource management was taken as a set of employee management practices. In today's global environment actual human resource practices are applied by line managers daily that positively affect employee's feeling about experts' management practices applied to them (van de Voorde, 2010). The successful implementation or failure of human resource management practices depends on the skills of the managers (Guest, 2011).

Sports development refers to the gradual increase, attainment, and advancement of sport from low-level strata to a higher level or strata with suitable cognizance and consideration of the indices that enhance the realization and actualization of sports development (Yazid & health, 2014).

These indices include sports policy, sports personnel, sports program (training and competition), funding, facilities, and sponsorship. Sports are a vital and dependable weapon for all kinds of battles; it is today's greater marketing instrument for political mass mobilization and direct governance and anchorage for national and international unity (Kidd, 2008) while sport development in a traditional perspective is the provision of basic sports coaching; equipment and infrastructure is the central concern tool for the sport development and buys all benefits of sport.

However, the development of sport is a process that makes humans have much access to physical or physical activity and enables or empowers everyone to have the opportunity to grow and develop both physically, mentally, and socially in a plenary manner (Mutohir & Maksum, 2007).

Little research has been conducted on the influence of human management practices on the development of the sport in the Amhara national region state, Ethiopia. The present study was focused on employee management practices: working conditions, rewards, appraisal, employee training and selection, and hiring contribution to the development of the sport. Thus, the main aim of this study was to scrutinize the impact of managing sport expert's management on sport development.

Objective of the Study

The general aim of this research is to comprehensively analyze the interplay between human resource management variables on the development of sport. The study aims to supply valuable insights into the intricate relationships among these critical factors and their impact on the overall sustainability and development of sport.

Specifically

To find potential correlations and causative factors among human resource management variables on the development of sport.

Significance of the Study

As an academic endeavor, this study will give initial clues or knowledge about the impact of sport experts' management on the development of sport. The researcher expects the following as the benefits after rigorous investigation, for a practitioner, researchers, and body of knowledge/literature.

- ✓ The primary importance of the study will be to supply initial information and findings for the study area's decision-makers.
- ✓ The study areas will be used as a starting point to address problems and improve their understanding of current practices.
- ✓ Finally, it will serve as a reference for further researchers who have an interest in this area, and it will help the researcher buy initial information.

Description of the Study Area

The Amhara National Regional State is one of the eleven national regional states of the Federal Democratic Republic of Ethiopia (FDRE). The region is divided into 12 administrative zones (i.e., AgewAwi, West Gojame, East Gojame, North Wello, South Wello, North Shewa, Gonder, North Gonder, Middle Gondar, West Gondar, Oromia, and Wag Hemera,) and three metro pollutant city (i.e., Gondar, Bahir Dar, and Desie) administration. However, the study focuses only on three zonal and one city administration (AgewAwi, W.Gojame, E.Gojame and Bahir Dar).

METHODS

This study was steered by the positivist paradigm, focusing on a singular and identifiable truth and reality (Evans et al., 2021). It uses objectivity to provide answers that are both technical and neutral with the potential to be generalized. Moreover, the study also follows a deductive approach, focusing on the facts available by employing psychometric tests to gather data. On plus of that emphasis is placed on methodological coherence which is 'congruence between epistemological and ontological viewpoint, theoretical position/perspective, the methods, and so on (Mayan, 2023). Therefore, this study is rooted in ontological realism with a positivist epistemology guiding the quantitative method. Particularly Causal comparative design was used.

Study Population and Sampling

Methods

The target population of the study was all active employees working in sports offices in the Amhara National Regional State of Ethiopia. There are 148 full-time sports office employees in 3 zones and 1 city administration. The sample size of the study is estimated based on the recommendation of (Israel, 1992).

$$n = \frac{N}{K + N(e)^2}$$

Yamane's Formula and Working

N = Population of study

K = Constant (1)

e = degree of error expected/level of precision.

n= sample size

$$n = \frac{148}{1 + 148(0.05)^2}$$

$$n = \frac{148}{1 + 148(0.0025)}$$

$$n = \frac{148}{1 + 0.37}$$

$$n = \frac{380}{1.37}$$

$$n = 108$$

Therefore, 108sport experts were participants of the study through multistage sampling. Since the number of sport experts and weredas varied, deciding the participants throughstratified, quota and simple random sampling, respectively. Using proportional sampling techniques.

Sources of Data and Procedures

To obtain reliable data on the impact of sport experts' management on the development of sport. The

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researcher used primary sources through questionnaires. 55 short versions of instruments were adopted from various sources those are liker scale type (strongly agree, agree, neutral, disagree, strongly disagree) questionnaires for sport experts. The data were collected by the researcher from June 10 to 15/ 2022.

Data Analysis

Statistical analyses were carried out based on the basic questions that the proposed study specifies to test. Percentages, frequency tables, correlation, regression, and analysis were displayed depending on the nature of the data. So, for each variable, the statistical test was conducted at a 0.05 level. The correlation coefficient (r) was interpreted by the following scale (Hopkins, et al. 2009); 0.1, trivial; >0.1-0.3, small; >0.3-0.5, moderate; >0.5-0.7, large; >0.7-0.9, exceptionally large; and >0.9-1.0, almost perfect.

This model is depicted as:

$$SD = \beta_1 (ESH) + \beta_2 (EWC) + \beta_3 (EPA) + \beta_4 (ETS) + \beta_5 (EMS) + EIT.$$

- SD= Sport Development
- α =constant
- ESH= Experts Selection and Highering
- EWC= Experts Working Condition
- EPA= Experts Performance Appraisal
- ETS= Experts Training System
- EMS= Experts Motivation System
- EIT = is the residual error of the regression

The value of β_1 , β_2 , β_3 , β_4 , & β_5 is coefficient showing a rate of change of ESH, EWC, EPA, ETS, and EMS in the sport office employees' performance.

Validity and Reliability

Checking the reliability and validity of the instruments was a critical step for the researchers before going ahead with the actual study. Therefore, after adapting the instruments, the researcher translated them to Amharic, and back-translation was done by the researcher and linguistic professionals. Both the translated and the original instruments were reviewed by four professionals (i.e., statisticians, sports management, pedagogical measurement, and management) independently. The comments were reviewed and organized for a pilot test. The pilot was done from 20 aim individuals who are not part of this study, and the result conforms to Cronbach's alpha all the instruments were reliable (<0.814). As a result, it is possible to conclude that the method of measurement is reliable and to go ahead with data collection (Table 1). Furthermore, after collecting, and organizing data, and before analysis, the researcher checked the distribution of scores through the Kolmogorov-Smirnov test. The result confirms the data were normally distributed and used to predict the effects through parametric analysis ($P > 0.05$). Since the distribution of the sample is not significantly different from a normal distribution.

Table 1
Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.814	55

Anticipated Ethical Issues

Ethical approval was obtained at the beginning of this study through Bahir Dar University research, community service, and the postgraduate coordinator, Amhara national regional state sport commission commissioner, three zonal sport office commissioners, and one metropolitan city youth, sport, and tourism office heads. Moreover, from sample Woreda sport office leaders, in that order. More specifically, before the data collection, the purposes of the study were explained to the participants, and they

fill the consent to take part in the survey. The participants were also informed that the information they supplied would only be used for the study's purposes and that it could not be given to a third party. In addition, the researchers ensured confidentiality by making the participants anonymous.

RESULT AND DISCUSSION

Demographic Characteristics of the Participants

Basic information about age, educational level and experience were set hereunder (Table 2)

Table 2
Participants of the Study

Demographic participants of the participants				
Age	20-29 years	30—39 years	40—49 years	>50 years
	30.3%	52.27%	12.13%	5.3%
Educational background	Master's Degree	BSc Degree	Diploma	Certificate
	4.55%	65.15%	30.3%	
Experience	<5 years	5 to 10 years	11 to 15 years	>16 years
	19.69%	9%	38.63%	32.57%

The age variation of the participants from birth to known in years was 30.3% between 20 to 29; 52.27% between 29 to 39; 12.13% between 40 to 49; and 5.3% above 51 years. The educational background, according to the Ethiopian minister of education,

consisted of 4.55% MSC, 65.15% Degree, and 30.3% Diploma holders, and their experience in years was 19.96% less than 12 years of service; 9% from 5 to 10 years; 38.63% from 11 to 15 years; and 32.57% was > 16 years.

Association Between Sport Experts' Management and Sport Development

Pearson product-moment correlational analysis was carried out

and the size of association and sig value were used for discussion.

Table 3
The Pearson correlation analysis

(IV) Variables	Pearson Correlation		
	R	Sig (2- tailed)	N
ESH	.308**	.001	108
EWC	.411**	.000	108
EPA	.502**	.000	108
EMS	.638**	.000	108
ETS	.505**	.000	108

** . Correlation is significant at the 0.01 level (2-tailed).

The above table 1 shows that the Pearson correlation matrix between all independent and dependent variables is observed to have a significant and positive correlation, i.e. (r =.308,.001), which means there is a moderate degree of correlation between selection and hiring and sport development; (r =.411,.001) a moderate degree of correlation between the working conditions and sport development; (r =.502,.000) means that there is a large

degree of correlation between performance appraisal and sport development; (r =.638,.001) there is a large degree of correlation between reward system and sport development; and (r =.505,.001) means there is a large degree of correlation between employees' training and sport development.

How much sport experts' management can affect on the development of sport

Table 4
Regression Model fit

Model Summary											
Change Statistics											
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. Change	F	
1	.680 ^a	.462	.436	.11478	.462	17.530	5	102	.000		

a. Predictors: (Constant), EHS, EWC, EPA, ETS, EMS

b. Dependent Variable: Sport Development

Table 4 shows that the combined effect of the R² value (0.462,000) shows a 46.2% variation in sport development due to the proposed model. That means the predictors have a positive impact on sport development. Therefore, it is proved that all independent variables

together contribute positively towards change in the dependent variables. However, the remaining 53.8 are not depicted in the model. This variance is highly significant as shown by the F value (F = 17.5388, p.001) even though it is below half.

Table 5
Regression ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	1.155	5	.231	17.530	.000 ^b
	Residual	1.344	102	.013		
	Total	2.499	107			

a. Dependent variable: sport development

b. Predictors: (constant), EHS, EWC, EPA, ETS, EMS

Above, 5 illustrated the ANOVA result for the model, which can help to show the joint significance of the independent variables (sports expert selection and hiring, working conditions, performance appraisal, motivation system, and training system) on the dependent variable (sports development). The results of F-statistics values of 17.530 and a significant level of 0.000 showed that the regression model

used is a good fit. The result of the ANOVA test in regression analysis reveals that the model is statistically significant when analyzing the factors affecting sport development. The above model proves that the significance level is less than 0.05, which means that the model is significant statistically.

What are the potential sources that affect the development of sport

Table 6
Regression coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.120	.354		-.339	.735
	Choice and Hiring	-.008	.068	-.011	-.120	.905
	Working Condition	.126	.044	.248	2.858	.005
	Performance Appraisal	.081	.104	.080	.777	.439
	Reward System	.616	.137	.554	4.493	.000
	Employees Training	-.053	.112	-.059	-.474	.636

a. Dependent variable: -sport development

Table 6 shows a regression analysis of the sport expert's management on the development of the sport-dependent variable. As the result showed, hiring and selection, appraisal, and employee training were $B = -.008$, $B = .081$, and $B = -.053$, respectively. Working conditions and reward $B = .126$ and $B = .616$, respectively. These reflect that when the independent variable changes by one, then the effectiveness of the dependent variable (sports development) changes with the indicated coefficient. Overall, choice and hiring had the least effect on sports development, followed by employee training and performance appraisal, respectively. However, the reward system and working conditions had a beneficial effect on sports development.

DISCUSSION

The study revealed that there is a significant positive correlation between human resource management practice (selection and hiring, working conditions, performance appraisal, reward system, and employee training) and sport development. The research conducted by (Odor et al., 2019) shows that there is a positive relationship/ correlation between human resource management practice and employee's performance similarly the study is consistent with (Dachner et al., 2021; Odor et al., 2019; Weerakoon et al., 2016) even though the topographic and

organizational structure but have a positive correlation.

Sport expert management practices have an impact of 46.2 percent on sport development. This is consistent with the research done by (Dachner et al., 2021; Gardner et al., 2011; Odor et al., 2019; Weerakoon et al., 2016) even though the degree, the topography is different the study showed human resource management practice and activities have a significant impact on the employee's performance (Okorogu, 2015), it can be concluded that human resource management practice can enhance the employees level of performance which influence the sport development (Hoque, Awang, Siddiqui, & Sabiu, 2018). Thus, this form of analysis could help organizations to realize and be more aware of the importance of human resource practices and the need to integrate and align human resources into the sport office strategic plan. The regression analysis shows that two human resource management practices have the highest significant influence/ effect on sport development during the study period: Working conditions and the total reward system. Whereas selection and hiring, employee training, and performance appraisal results were not significantly influenced by sport development, even if it has a positive and significant correlation to sport development.

CONCLUSION

Human resource management, which is considered the greatest asset of an organization, refers to people whose knowledge, skills, and abilities are used to create and deliver effective services. Effective recruitment and choice attract the right quality and quantity of people; develops the knowledge, skills, and abilities of employees; evaluates the employee's performance, and keeps employees within the organization.

According to the findings and various literature, human resource management practices (i.e., selection and hiring, working conditions, performance appraisal, reward system, and employee training) have shown a positive and significant correlation in sport development in the study area. As a result, the youth and sports office management would design a sound sports experts management system and implement these practices to achieve the mission, aim, and selves.

Recommendation

- The office needs to have an effective recruitment policy to promote the scientific choice of prospective employees.
- Performance appraisal should be guided by the performance management policy and aligned with training and motivation. Employees' performance should be assessed based on quantifiable standards and feedback given to employees on their performance.
- The organization ought to use a variety of motivation, reward, and recognition programmes to drive behavior that promotes high performance. The organizations should design and conduct extensive job-related training for their employees relevant to the changing needs of the job and sports industry and development.
- The office should communicate and collaboratively work with different university community service programmes to fill the gaps in skills, prepare training manuals for employees, update rules and regulations, and change the nature of the work.
- The management body of the sport and youth office would create an attractive working environment that enhances the motivation of employees.

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