

# Human Resource Empowerment in Greek Sport Federations

Alkistis Papaioannou, Greece, alkistisp@uop.gr, palkisti@hotmail.com

Athanasios Kriemadis, Greece

Stella Leivadi, Greece

Anna Kourtesopoulou, Greece

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## Abstract

### Theoretical Background

In literature as well as in practice, empowerment is most often considered to be a viable means to increase the effectiveness of an organization, as well as to improve the quality of working life for employees [2],[5]. Across the private, public, and voluntary sectors, empowering staff is widely supported as a means to improve the performance and productivity of organizations [1]. Human resource empowerment refers to a change strategy with the objective of improving both the individual's and the organization's ability to act, in the globalized economic, social and technological environment. Human Resource Empowerment, on the one hand, has been described as a means to enable employees to make decisions and accomplish their work in meaningful ways, and on the other hand, as a personal phenomenon where individuals take responsibility for their own actions. Human Resource Empowerment process involves the following key factors: [4]

- Management information/ communication system skills.
- Decision-making and action-taking skills.
- Project-planning, organizing, and system-integration skills.
- System-evaluation and internal-control skills.
- Leadership, motivation, and reward-systems skills.

Selection, placement, and development of people skills. Greek sport federations have recognized the usefulness and contribution of human resource empowerment to operate more effectively in an extremely competitive environment.

The primary purpose of this research paper was to examine the extent in which human resource empowerment is applied in Greek sport federations. In particular the question the research wants to address is: to what extent is the human resource empowerment process being used in the Greek sport federations?

### Methodology

The particular research project is an on-going research and up to now data has been gathered from a random sample of 51 managerial and technical directors of 16 Greek Sport Federations. For the purpose of the study a management style survey was used (developed by Vogt, & Murrell [4]), in order to provide information on how managerial and technical directors see themselves in terms of the empowerment process. The first part of the management style survey included questions concerning age, gender, educational level and job status. The second part consisted of 30 questions, which included six units based on areas of research mentioned above. The questions were answered using a five point Scale (G, B, Y, O, and R). Each letter of the scale represented different managerial styles and depicted the respondent's behaviour and actions. Each respondent tried to determine his/her behaviour that most often occurred between the two endpoints. The reliability of the scale was found to be:  $\beta = .84$ . The results were analyzed using the SPSS data analysis system.

## Results

Data of the managerial and technical directors' responses (72.5% managerial directors, 27.5% technical directors) were analyzed to gather information specific to the extent to which human resource empowerment process is applied in Greek sport federations. Referring to all managerial functions (the six key factors mentioned above) results indicated that 66.7% of the managerial and technical directors used empowerment style, 5.9% controlling style, 23.5% middle-ground style, and 3.9% socialized power extreme style. Similarly, for each one of the six key factors the results pointed out that the managerial and technical directors used empowerment style moderately:

52.9% (Management information / communication system skills).

49 % ( Decision-making and action-taking skills).

51 % ( Project-planning, organizing, and system-integration skills).

56.9 % ( System-evaluation and internal-control skills).

43.1 % ( Leadership, motivation, and reward-systems skills).

51 % ( Selection, placement, and development of people skills).

## Discussion

Our study implies that human resource empowerment process is applied to a mediocre extent by the Greek sport federations. As the competitive environment of the modern sport sector is increasing, there is an immediate need to perceive what will make Greek sport federations more effective and competitive. Empowerment is not being lenient with people. Instead, it is expecting more from people who enjoy giving more because they feel a sense of ownership. So, "empowerment" must be considered an organizational need which requires extensive planning, time and capable as well as trained directors to empower human resource, so that it constitutes an advantageous competitive resource for the Greek sport federations. Each leader/director must choose whether or not to use the human resource empowerment

process to remain competitive in the 21st century. Not applying it is a choice that may lead to failure of meeting the demands of a rapidly changing environment [3].

## References

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