



❖ MANAGEMENT

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ADMINISTRATIVE EMPOWERMENT IN DIRECTORATES OF YOUTH AND SPORTS - CAIRO URBAN AREA

DINA HIFNY¹, NAHED ISMAIL¹

Abstract

Purpose. Administrative empowerment is a process whereby: a culture of empowerment is developed; information—in the form of a shared vision, clear goals, boundaries for decision making, and the results of efforts and their influence on the whole—is shared; competency—in the form of training and experience—is developed; resources, or the competency to obtain them when needed to be effective in their jobs, are provided; and support—in the form of mentoring, cultural support, and encouragement of risk-taking—is provided. This study aims to identify the differences in the degree of empowerment between two administrative levels (managers and sports specialists) in directorates of Youth and Sports in the provinces of Giza and Cairo.

Methods. The sample contains 40 managers and 80 sports specialists, distributed equally on the two directorates. To collect the research data the researchers have built a questionnaire to measure the administrative empowerment which contains 4 factors (work concept - organizational flexibility - Efficiency - Influence), the initial questionnaire consists of 48 items.

Results. Statistical analyses showed that a significant difference between the two administrative levels (managers and sports specialists) for managers in factors of empowerment. And the management fear was still found in the directorates of youth and sports - Cairo urban area

Conclusions. According to the data the management system in directorates of youth and sports - Cairo urban area wants to modify and improve.

Key words: Administrative empowerment, employee, leaders

Introduction

In the early fifties there were many research trials, which emphasizes the importance of the participation of employees at the level of the production process and decision-making, it was thought then that the partnership in decision-making leads to ease of implementation, and so was addressed during the eighties steadily towards more partnership. Until the term (Empowerment) noon for workers in the late teens, but met with widespread and considerable success in the application in the late nineties, which led some thinkers to call this era (Empowerment era).

Hence, one of the key recommendations that were discussed at the meeting "exploring prospects of educational administration in the Arab countries" which held in the United Arab Emirates in (2000), and aimed to find the most prominent administrative experiences in educational institutions is "workers Empowerment". (Mousa, 2006)

According to (Saied, 2008) that empowerment is achieved when encourages senior management employees to think "business" and not a way "stuff" and supported them to do that.

So, under this scenario teams can work to meet the challenges and seize the opportunities.

The above leads us to emphasize that the direct employee is better able to meet the wishes of his clients when they are available control the reins, as well as when there is a sufficient self-confidence and the ability to act in matters to resolve customer problems, the kind of freedom and independence. (Hartling, 2000; Bitner, 2000)

Accordingly Director is considered one of the main variables that make a difference cannot be underestimated in establishing the concept of empowerment in our institutions, we need a manager who understands the importance of changing the traditional roles that they were out and play a role "facilitator and trainer" for all workers.

Empowerment earns the workers a sense of efficiency and control things and that can be achieved by giving them the power and freedom to act in different situations facing them during their work. (Saad, 2004)

The concept of empowerment involves granting workers force, freedom, information for

¹Faculty of physical education for girls, Helwan University, EGYPT
Email: ashamza@zu.edu.eg



decision-making and participation inactivated. (Daft, 2001)

Empowerment is not only when someone can perform tasks "greater powers" through training and spreading the spirit of trust and emotional support. (Murrell & Meredith, 2000)

Empowerment is when we find both managers and staff to share together in solving the problems that in the past were limited to senior management. (Ginnodo – 1997)

Therefore, this empowerment refers to access to workers to some of the force that was stationed in the hands of the Director and that the underlying value of empowerment "to participate in the force, leading to more power," (A. Fatma, 2006). Clearly, there is broad agreement among most scholars that the "enable" is based on the configuration of the bridges of trust between management and employees and provide them with strong "authorities" and their participation in decision-making and administrative constraints and organizational break "routine" full faith that the training of the human race and that he and his allegiance is to compete and achievement of excellence. (Gutierrez- 1995; Chiles & Zorn, 1995; Kappleman & Prybutok, 1994)

(Yahya, 2006) confirmed that many of the attributes that distinguish empowerment may be the most important is to make individuals responsible officials on the outcome of their decisions.

The empowerment is a modern management philosophy focused on interest workers in supervisory lines of the organization because of their direct relationship variables work which requires the need to empower them and training them to allow them opportunities to act quickly in critical situations. (Blanchard, et al. 1996)

Through the above subject they maintain about the concept of empowerment adds rules for being a sophisticated management style involves the dynamic relationship between two parties, one is (the President) who must be possible and control with his tools, able to use and has a positive attitude and a desire to empower his subordinates, and the party of the second part (the subordinate) who must be possible and passed the stages of training and had his powers and is willing to make the effort and responsibility are moving in an environment designed and adequately prepared to enable both sides (President-subordinate) to work together to achieve the objectives of enterprise.

Moreover, observed the difference between the "empowerment" and "authorization" often believe they are synonymous and that enable richer mandate, delegation of authority is a "transfer of powers to the President to some of his subordinates to engage without consultation with the terms" responsibilities.

In fact, that they maintain an agreed process dictated by the mandate (duration-scope) it is conditional freedom, when an error or change (update) in the proceedings is not acceptable to the President is cancelled, and this does not meet the principle of training and does not lead to the development of a sense of security and stability for the workers. According to (Graills. & Terziowski, 2003) the empowerment is "method for human resource management includes the authority and oversight from higher levels to lower levels as defined by (Carson & King, 2005) is "the independence of the function and the ability to design processes related to key decisions and non-routine" .Andnow they maintain administrative procedural empowerment "is a work environment designed to allow power-sharing responsibility among all employees in the various administrative levels, and effective partnership in the planning, regulation and control and decision-making ,improvement and continuing management development". (Gerbert, et al. 2006)

Judging from the above they maintain he concluded to judge any organization should examine the degree of empowerment available to the parties working in this Organization (heads-subordinates), by oversee field training for students of the fourth year at management of many governmental and sports institutions face many problems that often result from poor organization and administrative routine, which remain unresolved as long as that official is not spatially resolved despite the presence of specialist sports direct in dealing with us officials And here were raised many questions such as who is responsible the real lack of speedy resolution of these problems? Are they managers themselves? Since they are not enabled or not need these problems be resolved by specialists, athletes because of their inability to train personnel to take decisions in its absence, the reason is lack of confidence on their person or in their abilities, or why is the athletes themselves specialists? Because they are not possible, because they are technically unable to take decisions, or because they do not want to assume responsibility, the parallel question is important with the above is what is the situations better than others in the degree of empowerment available to employees? The idea came from current research and designs the first two administrations empowerment measure for managers and other administrative professionals enabling athletes they maintain that believes the answer to these questions will enrich the field training and achieve its objectives.

This study aims to identify the differences in the degree of empowerment between two administrative levels (managers and sports

specialists) in directorates of Youth and Sports in the provinces of Giza and Cairo.

Methods

The sample contains 40 managers and 80 sports specialists, distributed equally on the two directorates. To collect the research data the researchers have built a questionnaire to measure the administrative empowerment which contains 4 factors (mean of work - organizational flexibility - Efficiency - Influence), the initial questionnaire consists of 48 items.

Procedures

To get the research data they maintain two buildings to measure empowerment rules contain the same dimensions and first measure aims to identify the degree of empowerment of managers and measurement II aims to identify the degree of empowerment the sports specialists.

The researchers have taken the next steps in the building of the benchmarks:-

1-Read the previous Arabic and foreign studies and theoretical frameworks which dealt with the theme of empowerment.

2. The four key dimensions of governance: empowerment (meaning action — regulatory flexibility – competence – effect).

3. Dimensions the experts and specialists in the field of sports administration for an opinion on the appropriateness and adequacy of the objective

Results

Table (1) significant differences between the managers in the directorates of Giza and Cairo in their feedback on the dimensions of administrative empowerment scale.

No.	Dimensions	Giza directorate (N = 20)		Cairo directorate (N = 20)		T test
		Mean	SD.	Mean	SD.	
1	The meaning of the work	31.25	9.07	44.80	7.17	5.23
2	Organizational flexibility	34.50	7.25	42.80	7.24	3.62
3	Efficiency	32.65	12.91	45.70	10.73	3.47
4	Influence	34.55	12.99	51.85	12.21	4.33

managers' responses in Cairo directorate on a scale of the managers empowerment.

- The t-test showed significant differences between managers' responses in directorates of Giza and Cairo on the scale dimensions for Cairo directorate.

metrics and results on the appropriate and adequate to the goal of the benchmarks.

4. After selecting the dimensions of the benchmarks have been added phrases to each dimension by involving administrative empowerment measures of the number of Directors (62) is divided into four dimensions, and included an administrative empowerment measure for the number of athletes (102) is divided into four dimensions.

5. The benchmarks were introduced to experts and specialists in the field of sports administration for an opinion on the adequacy and appropriate dimensions (again) and the adequacy and appropriateness and correct wording of dimensions and to scale.

6. Expert opinions on the adequacy and appropriate dimensions and phrases to target standards help with modifying many text phrases, thus becoming ready for codification standards.

Statistical Analysis

All statistical analyses were calculated by the SPSS statistical package. The results are reported as means and standard deviations (SD). Differences between two groups were reported as mean difference $\pm 95\%$ confidence intervals (mean diff $\pm 95\%$ CI). Student's t-test for independent samples was used to determine the differences in time parameters between the two groups.

Table 1 shows that ;

- Arithmetic means values limited between (34.55) to the Efficiency dimension and (31.25) to the meaning of the work for the managers' responses in Giza directorate on a scale of the managers empowerment.
- Arithmetic means values limited between (51.85) to Influence dimension and (42.80) to Organizational flexibility for

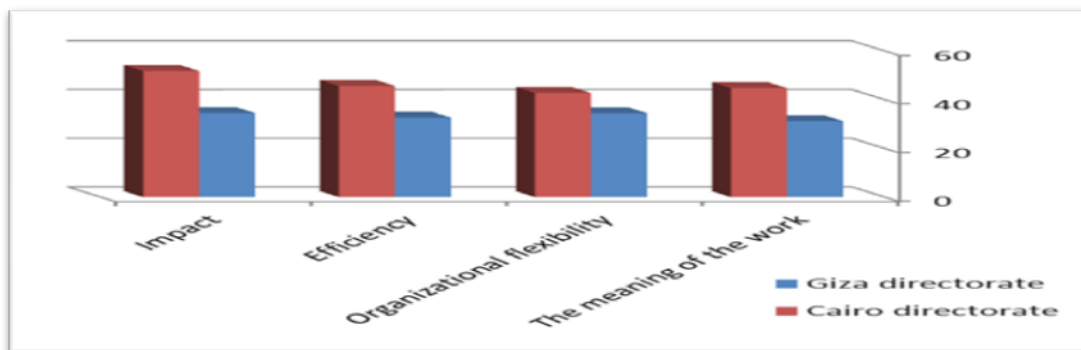


Fig (1) shows the differences between managers in the directorates of Giza and Cairo in their feedback on the dimensions of administrative empowerment scale

Table (2) Significant differences between the specialists in the directorates of Giza and Cairo in their feedback on the dimensions of administrative empowerment scale.

No.	Dimensions	Giza directorate (N = 20)		Cairo directorate (N = 20)		T test
		Mean	SD.	Mean	SD.	
1	The meaning of the work	88.27	23.52	113.35	24.69	4.65
2	Organizational flexibility	46.52	12.24	57.55	9.44	4.50
3	Efficiency	56.57	14.90	77.10	17.93	5.56
4	Influence	46.35	14.96	60.90	14.72	4.35

specialists' responses in Cairo directorate on a scale of the specialists empowerment.

- The t-test showed significant differences between specialists' responses in directorates of Giza and Cairo on the scale dimensions for Cairo directorate.

Table 2 shows that ;

- Arithmetic means values limited between (88.27) to The meaning of the work dimension and (46.35) to the Influencedimension for the specialists responses in Giza directorate on a scale of the specialists empowerment.
- Arithmetic means values limited between (113.35) to The meaning of the work dimension and (57.55) to Organizational flexibility for the

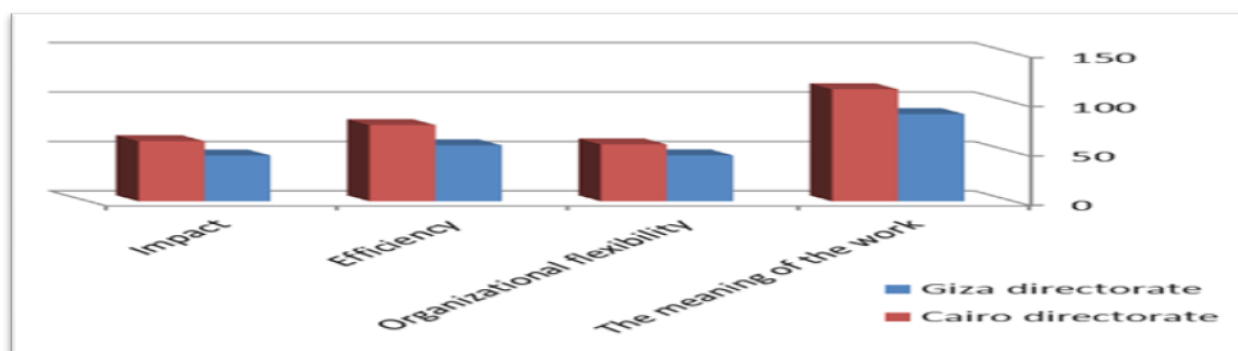




Fig (2) shows the differences between the specialists in the directorates of Giza and Cairo in their feedback on the dimensions of administrative empowerment scale

Discussion

According to the results

1) Managers Directorate of Youth and Sports in Giza Directorateshowed the supporting elements to enable administrators, including:

- Confidence in the loyalty of employees.
- To provide an effective communication system between them and the workers.

2) The results of the managers Directorate of Youth and Sports in Giza Directorate and there are some elements that hinder empowerment administrative and including:

- Stops working when their absence.
- The fear of losing power and influence.
- Believed that workers do not constitute reasons for success.

- Lack of opportunity for workers to make some decisions.

- Assign responsibilities to employees beyond their abilities.

- Not to formulate objectives in a way that stimulates employees to achieve them.

3) Showed managers Directorate of Youth and Sports in Cairo superior in some of the supporting elements to enable administrators, including:

- Determination of moral responsibility for their actions.

- To help workers acquire decision-making skills.

- Provide a permanent source of nutrition reverse.

- Ensure that workers appear better capabilities during their presidencies.

4) The results of the managers Directorate of Youth and Sports in Cairo in the presence of some elements hinder empowerment administrative and including: -

- Lack of confidence in the loyalty of employees.

- The fear of the responsibility of providing power for workers.

- Not to compromise on any decision taken.
- Fear of losing power or responsibility.

5) Showed specialists athletes Directorate of Youth and Sports in Giza Directorate edge in some of the supporting elements to enable administrators, including:

- The feeling of being members of the actors in the Directorate.

6) The results of specialist's athletes Directorate of Youth and Sports in Giza Directorate to the presence of some elements that hinder empowerment administrative and including: -

- The feeling of happiness when you leave work approaching.

- Their love of paid leave.

- Mel superior's rapid method of punishment when errors occur.

- Being bored when performing the work assigned.

- Do not look for the highest positions in their business.

- Do not allow them to participate in the development relating to their work schedules

- Preference superiors personal interest above the interest of work.

- Do not give them an opportunity to formulate a vision of the Directorate.

- They feel that they are indispensable members in their business.

7) Showed specialists athletes Directorate of Youth and Sports in Cairo superior in some permanent elements to enable administrative and including: -

- To be able to make decisions that will do their jobs better.

- Convinced that their job affects the level of performance and functionality of their colleagues.

8) The results of the staff specialist's athletes Directorate of Youth and Sports in Cairo that there are some elements that hinder empowerment administrative and including: -

- Feeling happy when approaching work.

- Mel superior's rapid method of punishment when errors occur

- The feeling that the powers conferred upon them a great burden.

- Not feeling absences.

- Presidents tend to limit the actions of literally.

- Squirming in the event of problems in their business.

9) Possible arrangement dimensions

Empowerment Measure administrative managers

Directorate of Youth and Sports in Giza directorate in light of the arithmetic mean as follows: -

- Influence.

- Organizational flexibility.

- Efficiency.

- The meaning of the work.

10) Possible arrangement dimensions

Empowerment Measure administrative managers

Directorate of Youth and Sports in Cairo in light of the arithmetic mean as follows:

- Influence.

- Efficiency.

- The meaning of the work.

- Organizational flexibility.

11) There are significant differences in the

dimensions of the administrative empowerment of managers among managers Directorate of Youth and



Sports in Giza and Cairo for the Cairo directorate managers.

12) Possible arrangement dimensions

Empowerment Measure administrative specialist's athletes Directorate of Youth and Sports in Giza directorate in light of the arithmetic mean as follows:

- The meaning of the work.
- Efficiency.
- Organizational flexibility.
- Influence.

13) possible arrangement dimensions

Empowerment Measure administrative specialists athletes Directorate of Youth and Sports in Cairo in light of the arithmetic mean as follows: -

- The meaning of the work.
- Efficiency.
- Influence.
- Organizational flexibility.

14) There are significant differences in the dimensions of the administrative empowerment of specialist's athletes Directorate of Youth and Sports in Giza and Cairo for the benefit of athlete's specialists Directorate of Youth and Sport in Cairo.

These results are consistent with studies (Wilkinson, 1998; Sttir, 2003; Wyer, & Mason, 1999) that indicated the presence of a combination of factors that would contribute to the success of the process of empowerment, including granting freedom and autonomy for workers in the performance of their work and express their views and participation of leaders in the decision-making

Conclusions

According to the data the management system in directorates of youth and sports - Cairo urban area wants to modify and improved.

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THE RELATIONSHIP BETWEEN MANAGEMENT STRESS AND LEADERS PERFORMANCE OF YOUTH CENTERS IN CAIRO

NAHED ISMAIL¹, DINA HIFNY¹

Abstract

Purpose. The number of individuals affected by job stress is growing day by day in almost every industry. According to Health and Safety Executive (2006) workplace stress is now the fastest growing cause of absence from work. The current study aims to verify the effectiveness of management stress in performance level of manager's productivity of youth centers in Cairo.

Methods. The sample contains 40 managers and 80 sports specialists, to collect the research data the researchers have built a questionnaire to measure the administrative empowerment which contains 5 factors, the initial questionnaire consists of 106 items.

Results. statistical analyses showed that the stress natural was connected of planning and make decision, organize, control and guidance (according to its importance).

Conclusions. Finally, the leaders in youth centers face many of stress which affected their performance.

Key words: job stress, youth centers, leaders.

Introduction

The stress has become part of the lives of individuals and groups in view of the many challenges of the times and increasing demand, virtually no community of these stresses is difficult to avoid them or ignore them and this is why the majority of people work to confront or try to coexist and adapt and stress does not depend on the personal aspects, but accompanying persons in the working environment and reflected negatively impacts performance. (Bowser, 2000)

And each leader and decision-maker in any administrative entity or any administrative institution or activity, size, many of the stresses of everyday life and the stresses of work, and these stresses accumulated and multiple sources and different aspects and dimensions and extended influence accordingly under these conditions to all aspects of administrative work and take appropriate decisions to achieve the desired goals. (Nelson – 2000)

The youth centre managers on effective management and administrative leadership responsible for sport and its rules and the Treaty requires that the administrative commander affects all aspects of the management process, from planning, organizing, directing, controlling, decision, must therefore be characterized by the ability to cope with the stresses of work to avoid the negative effects on performance. (Emadeldien, 2006; Fletcher, 1992)

Youth centres and sports facilities are very important for being a Youth Authority public interest and has an independent legal personality contributes to the development of young people by investing their free time to practice various sports activities, cultural, social, national and seeks to ensure that skills take

responsibility in law and public policy of the State. (Ministry of youth, 2002)

The stresses concept are: "interaction between a set of external forces and internal organizational power and responsiveness on the part of the individual and the effects of physical and psychological and behavioral vary according to the degree of individual properties and affect the efficiency of its functioning and its ability and willingness to perform". (Mona, 2001)

When the trace back the origin of English (Stress), we find that it derives from the Latin origins of the word (Stictus) and mean intensity or narrow (Stringer) and the provisions of screwing something. (Reading, 1999)

According to (The Encyclopedia Americana) stress is a specific event that requires the individual to comply with the position of the variable.

The other defining the stress as (Stimulus) any property or event or situation in the individual's environment, which may produce negative consequences or undesirable for him. Others had seen the stress as (Response) that is the result, not the cause. In practice it is useful to consider as a response to stress by the individual when facing position or circumstances or specific events and that these circumstances or events causes stress. (Ahmed, 2010; Erez, & Goldstein, 2000)

The researchers have been in the administrative workload of many interests, according to (AbdulRahman, 1994) that this attention to administrative work stress due to its negative impact on the behaviour of individuals, groups and their attitudes towards their work add to the administrative burden on the work stress of the national economy.

The stresses of administrative work can be

¹Faculty of physical education for girls, Helwan University, EGYPT
Email: ashamza@zu.edu.eg



extremely violent, negative impact on the slat and spoil their projects in the energy may be appropriate to check the driving force necessary for proper functioning. (Ahmed, 2007)

Thus, the stresses of work rules are all physical or psychological impacted or affect the forms takes moral conduct administrative leader and destabilized and lead to tension makes him unable to make a decision, or do conduct towards administrative and operational positions facing the administrative leadership of the organizes. (Mohamed, 2006)

And we see the administrative stress is "situations where administrative requirements greater than the potential and capabilities of Director from has the feeling of threat (stress) and some negative reactions resulting from the inability to meet those requirements".

And multiple sources of work stress, and classified (Ivencovich & Matteson 1992) classified the stress sources to:

- 1) The emerging stress from outside the organization.
- 2) Regulatory stress.
- 3) Stress arising from the working groups.
- 4) The stress arising from the same individual.

But, (Arnold, et al. 1985) classified the administrative stress sources to:

- 1) Sources due to the characteristics of the job and are divided into a-b role ambiguity, role conflict (c) overload or low.
- 2) Relationship between individuals.
- 3) Personal factors regarding career change in a person's life.

And adding, (Dennis & Hitt, 1994) administrative stress sources to:

- 1) Personal reasons are divided into
 - a. Personal style
 - b. Life events
 - c. Personal problems
- 2) Organizational reasons
 - a. Disproportion between the individual and the job.
 - b. Overload
 - c. Role conflict,
 - d. Role ambiguity-
 - e. E-lack of resources
 - f. The physical conditions of work-
 - g. Low productivity of the Organization
 - h. Style management was

(H. Mohammed, 2006) classification of administrative stress sources to:

- 1) Internal sources:
 - a. Sources of stresses from administrative staff.
 - b. Sources of stresses from administrative structure.
- 2) External sources:
 - a. Stress (political-economic-social-environmental-regulation)

We have noticed they maintain multiple classifications of administrative work stress sources as to the specific factors and to subdivide their origin and their vulnerability to different work environment and the different nature of the individual as a human being is difficult to predict and control the behavior, so that the researchers who spoke disagreed on one form of classification of sources of stress, this is the case of most problems encountered researchers who wish to research in this area.

As previously found they maintain the need to formulate administrative work stress sources according to the nature of the work of the youth centre managers through the analysis of requirements and job functions and the previous studies and the theoretical frameworks and expert opinion poll so they maintain stress sources suggested management action as follows:

- 1) A special stress planning.
- 2) Stress for regulation.
- 3) Special stress instruction.
- 4) Special stresses to monitoring.
- 5) Stress on decision-making.

And by supervising field training for the students of sports management program dealing with youth center managers and specialists of athletes have noticed they maintain their functionality is affected as a result of some administrative problems quantitatively and qualitatively, of the importance of early diagnosis of administrative stress and the discovery of sources and it's an issue that needs to be an effort to analyses the various aspects related to the quantity and quality of administrative performance created desire to learn administrative and work stress sources and their impact on the performance of the youth center managers. Thus, the current study aims to verify the effectiveness of managing stress in the performance level of manager's productivity of youth centers in Cairo.

Methods

Sample I:

(60) Persons as a percentage (91%) from (66) Youth Centre has been divided as follows:

- (20) Manager of exploratory (pilot) study.
- (40) Manager of the main experiment.

Sample II:

Athletes-specialists were chosen by random from a deliberate way search (2) specialist athlete of each selected youth centre in Cairo Governorate and included 120 professional athletes are divided as follows:

- (40) Specialist sports of exploratory (pilot) study.
- (80) Specialist sports of the main experiment.

Data collection tools:

For search data they maintain has designed a questionnaire has two (a, b).

First: the picture (A):-

To examine the sources of work stress for a youth centre manager reflects the stress and answered by the Director (Manager) of the Centre.

They included five dimensions as follows:

First dimension: special stress planning includes (26) is the second dimension: special regulation and stress has (21) is the third dimension: special stress instruction and includes (18) is the fourth dimension: the stress to control and contain (20) is the fifth dimension: the stress on decision-making and contains 21 words II: image (b):-responsible for specialist sports and have the same dimensions and expressions in the photo (a) but as administrative functions are derived from the tasks and functions of Directors of youth centers and answered by the specialist Athlete questionnaire design steps:

- Review previous studies and theoretical frameworks related to sources of stress management business and sports management.
- Review the lists and standards management and work efficiency stresses that had already been set up in the administration and sports management.
- Analysis of requirements and functions of Directors of youth center.

Results

Table 1. Mean \pm SD and Skewness among manager responds

No.	Variables	Mean	\pm SD	Skewness
1	A special stress planning	82.50	32.83	0.223
2	Stress for regulation	64.45	37.52	0.039
3	Special stress instruction	58.92	23.42	0.179
4	Special stresses to monitoring	62.52	27.58	0.081
5	Stress on decision-making	65.57	28.27	0.07
Total		333.97	133.30	0.198

Table 1. Shows varied responses in questionnaire axes which the highest average value (82.50) followed by the fifth axis value (65.57) while the lowest average arithmetic value of the third axis (58.92).

Table 2. Mean \pm SD and Skewness among athletes-specialists

No.	Variables	Mean	\pm SD	Skewness
1	A special stress planning	78.86	30.0	0.172
2	Stress for regulation	62.01	26.70	0.132
3	Special stress instruction	52.15	22.15	0.147
4	Special stresses to monitoring	58.43	24.19	0.123
5	Stress on decision-making	61.96	26.41	0.101

- Select the dimensions proposed for administrative work stress sources.
- Presentation of the proposed dimensions of (5) of specialized experts in the field of sports management and sports psychology.
- Propose terms for every dimension of the questionnaire in the light of the understanding and analysis of each dimension.
- Presentation of the questionnaire in principle to the experts and specialists in the field of sports management and sports psychology for an opinion on the adequacy and appropriate dimensions and phrases to search for experience.

Statistical Analysis

All statistical analyses were calculated by the SPSS statistical package. The results are reported as means and standard deviations (SD). Differences between two groups were reported as mean difference \pm 95% confidence intervals (mean diff \pm 95% CI). Student's t-test for independent samples was used to determine the differences in fitness parameters between the two groups. The $P < 0.05$ was considered as statistically significant.

Total 313.42 125.32 0.191

Table 2. Shows that arithmetic average values varied among sample responses to the questionnaire under study as the highest average arithmetic value (235.77) for the first axis, while the planning less average arithmetic value (52.15) axis direction.

Table 3. Mean \pm SD and T sign between managers and athletes-specialists

No.	Variables	Managers		Athletes-specialists		T test	Sign
		Mean	\pm SD	Mean	\pm SD		
1	A special stress planning	82.50	32.83	78.86	30.0	0.607	0.545
2	Stress for regulation	64.45	37.52	62.01	26.70	0.467	0.642
3	Special stress instruction	58.92	23.42	52.15	22.15	1.60	0.111
4	Special stresses to monitoring	62.52	27.58	58.43	24.19	0.832	0.407
5	Stress on decision-making	65.57	28.27	61.96	26.41	0.690	0.492
Total		333.97	133.30	313.42	313.42	0.839	0.403

Table 3. Shows that There are no significant differences between responses (managers and athletes-specialists) on the main form as well as her college class, indicating a correlation function between responses (consistent answer them) phrases form below form.

Discussion

The results indicated that.

Managers have varied views on the words of the first axis (planning) and are as follows in descending order according to the values of the percentages with words (24), which States (I have trouble management policy declaration.) (67.5%), Followed by the phrase (23), which provides (I find it hard to convince the staff management policy established.), percentage (41.6%) Followed by clauses (1), (2) which provide (I have trouble scheduling all activities contained in the plan) (I find it hard to convince the Board of Directors for special support to sporting activity.), respectively (66.5%) Followed by the phrase (21), which provides (I'm worried when distributing allocations to all activities in a balanced manner.) by (65.5%) And expressions (3), (25) which provide (I will encounter some new proposals to promote individual and collective games.) (It bothers me that the management policy Centre is interested in motivating workers.) Respectively (65%) And expressions (6), (20) which provide (I try hard to announce new administrative regulations at all levels.) (I have trouble budgeting estimates for coming years according to what has been done in previous years.) Respectively (64.5%) Followed by the phrase (5) which provides (activation of internal annoys me.) (64%) And phrases numbers (7), (16), (19), (20) and that each provides to (I find it hard to make rules for the work you do to optimize

investment.) (I will encounter some long term plans for all activities of the Centre) (I will encounter some system maintenance of playgrounds and facilities) (I will encounter some create records necessary for the Organization of work of administrative center), respectively (63.5%) Followed by parentheses (4), (10) and which provides both (I have trouble planning for all activities in a balanced manner.) (I find it hard to formulate overall objectives in the light of the policies of the Center.) Respectively (63%) Then statement No. 17 which reads (annoys me that financial resources do not meet the requirements of the Centre) (62.5%) And phrases numbers (13), (15), (26), which provides each (trying hard to predict the outcome of my work) (there is no central management of the facilities of the Centre's commitment to all the plans and programs) (I will encounter some display views of all individuals on administrative policies to the Board members) respectively (62%) Followed by two numbers (9), (18) which provide both (strain my shoulders to make all employees in administrative bodies of various activities to teach procedures) (I find it hard to make the fees and contributions commensurate with services rendered to beneficiaries) respectively (61.5%) Followed by two numbers (8), (12), which provides each (I find it hard to make all the simplified administrative procedures and check the comfort all members.) (I find it hard to identify alternatives on the basis of a scientific and systematic) Respectively (60.5%) Then the gateway (11), which provides (I feel upset when unexpected events occur.) (60%) Finally statement No. 14 which reads (to me finding sources of funding for Centre) (57%).

In the light of the objective of the research and statistical treatment within the framework of the



scientific method is used and the findings they maintain:

Possible to order of administrative stress axes according to the coefficient of variation sleeve:

- 1) A special stress planning.
- 2) Stress on decision-making
- 3) Stress for regulation
- 4) Special stress instruction
- 5) Special stresses to monitoring

More stresses have been identified that are associated with each axis 1-planning constraints that more administrative stresses associated with the planning of the youth centre managers are:-administrative policies and to persuade their employees so they don't bother to motivate them.

- Timetable for all activities contained in the plan and distribution of financial allocations by balanced image .
- Preparing new proposals for the promotion of sports activities and to convince the Board of Directors for special support to these activities.
- The stress on management to more administrative stresses associated with the management of the youth center managers are:-identification of job descriptions for vacant posts and each person within the Centre.
- The management of the Centre from inside and outside the library.
- Taking into account the laws and regulations of the Centre.
- Supervise the disbursement of allowances and rewards to the players and advances disbursed until the bills quickly.
- Stresses for routing over the administrative stresses associated with guidance to the youth center managers are letting everyone enter into his library and notice all of the status as a working group.
- The transmission of information and ideas clearly to others and encourage individuals to free discussion and opinion.
- To resolve conflicts between employees at all levels and try to be the link between the sub managers and the Board of Directors.
- Stress control over administrative stresses associated with oversight of youth centre managers
- An alarmed system to ensure that all funds are spent in a dedicated sensor-the satisfaction of employees from work-select control methods in the light of laws and regulations-to follow up the implementation of important decisions by himself and verify the statistics and data brought him
- Stresses for the decision that more administrative stresses associated with

decision-making in youth center managers are providing more opportunities for reform.

To weigh alternatives for decision-making

- Important decisions to experimentation and measurement before implementation. Involve employees in drafting some of the objectives, make decisions and take responsibility-not alone Governing Council decisions there are significant differences between responses (managers and specialists) on the main form as well as her college class, indicating a correlation function between responses (consistent answer them) to form words.

The researcher attributes this result to the severity of the pressures which might be exposed to a specialist sports, whether social pressures in terms of the relationship with colleagues or with superiors or with the students, or the pressure of material in terms of rewards and incentives, etc., or environmental pressures and be particular temperature or noise factors and lighting and air pollution, all of these things might be exposed to a specialist during the performance of his work, all of that makes the individual in the case of emotional negative for the profession and to their inability to meet the needs of the individual, and thus result in dissatisfaction, which in turn affects the individual while he was doing in terms of the extent of effectiveness and mastery of him, and that the existence of deficiencies in some of the administrative processes related to the domain sports university and lack of work experience of many specialists, all of these reasons will end many of the problems that the outcome of dissatisfaction with the specialist about his job, and agree that the result with the results of studies of (K. Mostafa, 1989; M. Ahmed ,2007;A. Moses,1994) which indicated the presence of a link Reversestress-professional and job satisfaction which reflect the leadership performance.

Conclusion

Finally, the leaders in youth centers face many of stress which affected of their performance.

Recommendations

- Implement research similar to current research in the sectors of different sports and other functional levels
- Implement training programmes to develop leadership capacity in dealing with the problems of administrative work.
- Identify strategies to get rid of the stresses of work effectively to avoid negative impacts.

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COMPARISON OF SUBSIDIES OF THE SPORT AND CULTURE INSTITUTIONS BY THE LOCAL GOVERNMENT

ONDŘEJ ŠTAUD¹

Abstract

The project reflects justification of the local government subsidy to the organizations dealing with the management of professional sport and professional culture in Brno. The main assumption of this topic is the problem of comparing the subsidy to the professional sport which is represented mostly by the profitable market entities and to the non-profitable cultural institutions which are state-funded institutions established by the respective city (in this case – city of Brno). The article is focused on the organizations with the biggest budget represented by HC Kometa Brno (ice hockey) and FC Zbrojovka Brno (football) in the field of sport and in the cultural field by National Theatre of Brno, Brno City Theatre and Philharmonic Orchestra of Brno.

The fundamental aspect is based on the assumption that the city should provide its inhabitants with the environment supporting them to visit professional sport competitions as well as presentation of professional high culture. So, the crucial problem is the justification of subsidies into professional sport, which was after 1989 transformed mostly into the market good at the expense of professionally run art, which is on the contrary since 90s fully financed by the local self-government (districts or municipalities).

The key data, used for this project, consist of the overall presence, budgets and form of financing. Apart from this, here is a polemic on including both of these sectors in chapters of the public budgets in the framework of public economy.

Key words: Sport, Culture, Subsidies, Local Government.

¹Faculty of sports studies, Masaryk University, CZECH REPUBLIC
Email: o.staud@seznam.cz



Introduction

In recent years we have seen a certain conflict between the cultural sphere and the sphere of professional sports in the city of Brno. During the continuing economic crisis, financial and social uncertainties had met two opinions about the contradictions of support from the city to these, sooner rather not rivalry two areas of human activity. There arose therefore a kind of a contradiction that cannot compare culture and sport at this level. So slowly we get the alignment of the main objectives of this work, which is the very possibility or impossibility of comparison of these two sectors. It means if we can somehow compare the Operation of arts institutions with the operation of professional sports clubs. Therefore focus on the overall functioning of the essence, comparing the economy to the status of non-profit organizations, professional clubs, and overall support material background. A key aspect then is support of top clubs town, whether the effect of this support can be likened to the effect of support for cultural institutions.

In beginning is also absolutely necessary to set out needed limits for this article. Possibility of comparison we will apply on organizations that have a seasonal operation in the city of Brno. So we will focus on the largest and most visited cultural institutions in the city, which are the National Theatre Brno, Brno City Theatre and the Philharmonic Orchestra of Brno, which are state-funded organizations of the city. In sport will be included in this comparison of FC Zbrojovka Brno and HC Kometa Brno, as the two most popular sports clubs. So we are talking about organizations that are directly associated with the city are the city's image as before his own people, and before the other inhabitants of the Czech Republic or abroad. The work will not be included random pop music concerts or sporting unseasonal.

History of culture and sport facilities

In the historical analysis, we have noticed many similarities, especially in the constant requirements for construction of a new cultural and sports facility, which was the largest increase of population of the city in the twenties and thirties significantly unsatisfactory. At that time were in Brno efforts to build a new theater scene (Brno zítřka, 1939), but also a new football stadium and hockey (Brno zítřka, 1939, Plichta, 1947). The city reached over 300,000 populations and with comparison to similar cities, Brno has not for cultural and sports activities corresponding background. The new infrastructure has started to build up in the postwar years, when the fifties and built football winter stadium and in the sixties large Janáček Theatre, which is still the largest capacity theater in the Czech Republic. However, since these buildings have undergone only minimal modifications and are in very poor condition. Winter stadium even had to be demolished due to the unsuitable condition. Nowadays city has a project of new football stadium a

large indoor arena as well as new concert hall for Brno philharmonic orchestra. But these new facilities are only in a phase of project and city has not enough finance for their realization.

Sport and culture in view of public economics

Let's now look at the theory of the public sector, as it offers us an economist Yvonne Strecková. The public sector is the part of the national economy, which is financed with public funds, controlled and managed by the public administration; it is decided by public choice and under public inspection (Y. Strecková, 1998). Strecková also has divided state sector into the following sections:

- 1) Block of the social needs
- 2) Block of the human development
- 3) Block of the knowledge and information
- 4) Block of technical infrastructure
- 5) Block of private goods
- 6) Block of existential certainties

In our division into these blocks, culture plays a generally quite clear role, thanks to its function of human cultivation. But the sport as part of physical culture, is very uncertain position, therefore, its position within the public sections of the economy will deal substantially more than is the case for culture. Culture, as well as the area of physical education and sport is primarily contained in a block of the human development. Physical culture here participates in area of education, health and culture. From this follows inclusion of physical education and sport in the chapter of the state budget in the budgetary allocation of the Ministry of Education. Sport is in terms of economic classification is differentiated and its individual parts must be treated in different economic view. Specific areas of physical education, physical recreation and sports and public sector have the characteristics of both the mission, functions, activities and objectives, but it is necessary to specify exactly what part of the sport in question.

Both of our surveyed spheres - culture and physical culture - should therefore fall within the block of human development. However, if we think about the issue in more detail, we find that professional sport (even in the above mentioned conceptual level based on the concept of physical culture) doesn't belong to the block. This we can prove by a more detailed analysis of this block.

The block of the human development also include:

- Education - primarily satisfies the need for education
- Culture - satisfies the need for aesthetic experiences
- Physical culture - meets the need for protection (and development) health
- Health - meets the need for protection (and development) health

Thus can we include sport to the public sector or not?

Theory tells us that the public sector starts where failing traditional market mechanisms ensuring the efficient allocation of resources. Classical market regulation operates on the following assumptions:

- The absence of collective goods
- There are no monopolies
- There are no externalities
- Is secured by the full knowledge
- All markets are complex

In a case, that there is only one condition missing, market regulation fails and the result is disruption of the efficient allocation of resources in the economy (Novotný, 2011). Sport has a public policy point of interest, not only because it represents the ultimate goal of this policy, but also contributes to the achievement of other objectives, such as promoting healthy lifestyles, social cohesion, development of national feeling or reduce crime and vandalism, and because of this position is sport in public budgets devoted more or less space.

Professional sport today

Sport is certainly a very attractive for audience, on the other hand, it also needs the audience – its quality corresponds with all spectators. But the spectator pays for his show, for more or less beautiful "Movement Theater" and also for sort of arousal (as in the areas of culture). From this point of view we can't talk about public utility or public benefit, but the interest of the public (Hodaň, Hobza, 2006).

Sport occupies in public policy certainly an interesting place, not only because it represents the ultimate goal of this policy, but also contributes to the achievement of other objectives, such as promoting healthy lifestyles, social cohesion, development of national feeling or reduce crime and vandalism, and because of this position is sport in public budgets devoted more or less space (Hobza, Rektořík, 2010). Many governments declare their goal of national and local policies of sport, often these declarations are rather general and objectives are not quantified and therefore they are very difficult to measure, as well as it is difficult to compare the various policies and their implementation at the international level. One of the indicators of the national sports policy, which was measurable, the share of the public budget, which is allocated to sports industry. Here, however, we face a fundamental problem, because although it would be theoretically possible to monitor such data, only few countries systematically carried out this system, as well as there is no uniform method of reporting units Finance, to promote sport stem from public budgets, and every international comparison will be distorted and in the

Table no 1. Culture institution

	National Theatre	City Theatre	Brno Philharmonic orchestra
Overall attendance	308 163	311 662	75 884
Overall budget (CZK)	377 133 237	257 483 000	82 317 487
Subsidy from city's budget (CZK)	234 499 000	143 068 000	58 442 000
Self-sufficiency (%)	21,9	36,8	26
Occupancy rate (%)	80	96	70,14

Source: Own work based on *Program rozvoje kultury města Brna a jeho evaluace, 2012.*

analysis of public policies sport needs to have this fact in mind (Novotný, 2006, 2011).

Professional culture today

In the Czech Republic still plays an important role in the cultural policy state itself, although its share is only about a third of total public expenditure. The first strategic document in 1989 for the arts has been adopted by the government in 2006, valid until 2013. This document declares that art is an important part of human life and culture, contributes to our identity and participates in the creation of respected acclaimed values by society. Art is a force that changes humans and society, bringing new ideas, suggestions and ways of thinking about us and about the society in which we live, and creates new opportunities for further personal and social development.

This concept conceives art as

- Part of sustainable development and stability conditions into society
- A significant economic factor
- An important instrument of foreign policy of the state
- Indicators of the quality of democracy and civil society (Škrabelová, 2007)

The objective of promoting should ensure conditions for free creative expression and presentation of artworks, including their critical reflection and processing and preservation of these works as cultural heritage for future generations. Individual actions are directed in particular to

- Strengthening the role of art in society
- Strengthening the presentation of Czech art abroad and international cooperation
- Maintaining and developing the artistic diversity with an emphasis on promoting creativity and to the balancing effects of consumer society
- Ensuring accessibility of the arts for the citizen
- Improve infrastructure including investment support cultural institutions (Smolíková, 2010)

Sport and culture in Brno today

In this chapter, we will show numbers about financing the theater, especially the National Theatre, City Theatre and the Brno Philharmonic Orchestra, as the most visited cultural institutions in the city. Monitored figures will be overall attendance, overall budget, subsidy from the city, percentage of self-sufficiency and percentage of occupancy rate. Below mentioned numbers are from 2010 (table no. 1).



Now we move from the cultural sphere to an environment of professional sport and more analyze the system of its support from the city. In table below are showed overall attendance, overall budget, subsidy from city's budget, extraordinary subsidy from city's

budgeted, self-sufficiency (finance from entrance fee, sponsoring, merchandising and broadcasting right) and occupancy rate (capacity of ice hockey stadium is 7200 places and football stadium 12 500 places). All figures are from 2010 (table no. 2).

Table 2. Sport clubs

	HC Kometa Brno	FC Zbrojovka Brno
Overall attendance	253 000	30 615
Overall budget (CZK)	120 000 000	55 - 60 000 000 (estimate)
Subsidy from city's budget (CZK)	1 500 000	1 500 000
Extraordinary subsidy (CZK)	10 000 000	28 600 000
Self-sufficiency (%)	88	50 (estimate)
Occupancy rate (%)	96	19

Source: Own work based on estimated figures of those sports club unofficial stats.

As a last figure we will show numbers which deal with city's budget of Brno. First is figure from block of psychical education and sport (in which is also finance

for subsidy of top sport) and second is block of culture. Here is comparing of years 2011 and 2012 (table no. 3).

Table 3. City budget

	Psychical education and sport 2011	Psychical education and sport 2012	Culture 2011	Culture 2012
Subsidy by block of city's budget (CZK)	274,300,000	253,600,000	1,025,800,000	827,500,000

Source: Own work based on Souhrnný rozpočet statutárního města Brna za rok 2011, Souhrnný rozpočet statutárního města Brna za rok 2012.

Conclusion

In evaluation of all these mentioned facts we should accentuate certain inference, namely that both cultural performance and sporting events are in way of drama that is primarily intended to audience, whether for intellectual enrichment, sponsorship or promotion of products. In the historical analysis, we also noticed many similarities, especially in the constant requirements for construction of new cultural and sports facilities, which were very unsatisfactory in the time of largest increase in population of the city in the twenties and thirties. This appeal takes of course to the present time, when the city sports facilities is far below the level comparable cities and the fact that Brno is missing a decent concert hall, is not just praiseworthy. In terms of visitors, however, we get into a situation where, despite the huge popularity of hockey in the city are clearly more attended cultural institutions. Another compared factor was reallocation of the city budget, where despite the visibly decreasing part of this budget on field of cultural institutions which are getting much larger amount than the item in which belongs also sport. But we need recall the relatively frequent extraordinary subsidies, whether football club

Zbrojovka or ice hockey club Kometa which city justified by a good option through the promotion of professional sport and keep top sport in the city in the time of economic problems of these clubs. However, we must also mention the bad conditions for spectator sport where Brno lags behind big cities as well. It is difficult to compare the economic functioning of the state with the same operation of private companies it is also difficult to compare the attitudes of the municipality to support mainly non profitable "high culture" that otherwise would fade out without state subsidies or it will be moved only to the elite society and professional sport that should work on a commercial basis, as we can know in case of Western Europe or North America. The municipality would in such a case should deal extremely carefully and respond to internal stimuli. When sport is in long-term crisis, unlike the situation in other cities does not support of any large industrial company, municipality should proceed to some form of subsidy. If in other hand this club is expanding and has enough sponsors and finances, it is necessary to place these subsidies to another place where they are more needed, e.g. in our instance rather for cultural institutions. In summary, we



could highlight the following relevant issues. The first of these problems is undoubtedly extremely difficult comparing of these two sectors, despite the fact of constantly occurring comparison. Big problem is also the current macroeconomic situation, when we are feeling practically in all spheres relative economic decline, which also touched on the financing of culture as well as operability of professional sports. And if we came out of assumption that there is a culture and professional sport primarily intended for inhabitants of the city and they are free to decide how to spend their leisure time, in this case the city should at least basically to ensure of this option to its inhabitants. In the case of culture, the situation is quite clear, from the perspective of public economics. However, in professional sports, the situation is more debatable and depends on the viewpoint of interpretation. It is therefore completely under the control by representative of the city how they loaded with funds and that will give relatively large amounts to support professional sport or not. The city and its leaders should also develop a strategy which will deal with the problem of city presentation. Brno has to decide if it wants to present itself to its people, and especially from other cities in the Czech Republic and abroad, by the culture or by the sport. In conclusion we can say that the work emphasizes us the lack of information on all sides (the cultural sphere, the sphere of professional sports, but also the leaders of the city) and the lack of will for closer cooperation in the city.

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PRODUCTIVITY OF HUMAN RESORSEES IN IRANIAN SPORT FEDERATIONS: THE DETERMINATION OF FACTORS

SEDAGHATI SAEED¹, ZAFARI ARDESHIR²

Abstract

Purpose. The objective of this research was to investigate the factors affecting in human resources productivity at sport Federations of Iran.

Methods. The method of research is the descriptive nature performed in a field form. The statistical universe of this study was included all the human resources at sport federation of Iran 1394 people,. Sample group was consisting of 302 people that randomly selected. For data collection, two researchers- made questioner were used. The descriptive statistics and inferential statistics were used for data analysis.

Results. The relationship between main internal factors, complement internal factors & external factors with components of productivity is significant $\alpha=0/01$..The main internal factors have a significant effect on the component of organizational effectiveness but there isn't significant effect on the other components of productivity $\alpha=0/01$.. The complement internal factors haven't a significant effect on the components of productivity. The external factors have a significant effect on the components of productivity.

Conclusion. With regard the significant influence of external organizational factors in increasing employee productivity, the officials of sports federation must pay particular attention to these factors.

Keywords: Productivity, Human Resources, Sport Federations, Iran.

Introduction

The main goal of any organization is to achieve optimum productivity. One of the main factors for the developing of organization productivity is human resource productivity. Productivity is combination of efficiency and effectiveness. A simple mathematical formula for productivity is the ratio of output to input. Hence we can increase productivity by keeping input fixed and increasing output, keeping output fixed and decreasing input, or increasing output and decreasing input simultaneously. This simple formula, however, can be misleading, as not all of the important factors that affect productivity are easily quantified. Productivity is a culture, A rational approach to work and live for the proper use of natural riches and better life and higher. The results of researchers and studies indicated that the factors affecting in productivity is different. For example Josef M. Potty 1985, factors such as, staff training, providing job satisfaction, good relations between employees and managers, clear objectives, clarity and brightness of job, management commitment to productivity as the main factors affecting in productivity of employee has named. Morton Roger 1996, from factors such as leadership style, teamwork and participation at work& Kathrin Shaw 2003,from teamwork, new and updated information to employees, job rotation, job security, pays adequate salaries to employees has named. Applebum 2005, stated that the factors affecting in human resources productivity, is including, increasing communication between staff and managers &

participation in organizational decisions. Maghsodi & Shirzadeh 2007, in their study expressed that the average of productivity in women is more than men. Lack of access to sources and new scientific information reduce productivity. Establish an emotional relationship with manager and employee suggestion system will increase productivity. Samiee 2009, in his study reached the conclusion that for increasing productivity of human resources, three factor consist of main internal, complement internal and external are interaction with each other. Lona 2009, expressed that the relationship between job satisfaction and employee productivity is direct and significant. The relationship between job satisfaction and absenteeism is inverse and significant. Goetzel 2010, in his study reached the conclusion that the relationship between employee health and safety in the workplace with productivity is significant. Poorsalehi 2010, stated that the participatory management, training, professional orientation, job security, the operational concept of productivity in organization, developing management models with respect to the cultural conditions of the country, attention to the process and work quality, increase human resource productivity. Sylvania Sorbo 2010, stated that a defined purpose for teams make roles clears. Every business unit and team needs to understand its role. Managers and leaders need to develop a clear and communicated purpose that is both compelling and that makes members feel important. Understand that employees are more likely to be committed to the purpose of the

¹Assistant Professor of Sports Management, Department of Sports Management, Faculty of Physical Education and Sport Sciences, Islamshahr Branch, Islamic Azad University, Islamshahr, Tehran, IRAN.

²Assistant Professor of Exercise Physiology, Department of Physical Education and Sport Sciences, Zanjan Branch, 734 Islamic Azad University, Zanjan, IRAN.

Email: saeedsed2000@yahoo.com, ardeshir.zafari@yahoo.com



unit or team if they are involved in creating it. An unclear mission will result in a lack of focus and a low level of “engagement” and commitment toward achieving it. Melanie E. Ward, 2011, stated that Support for innovation can dramatically increase productivity. In most industries, the yearly increase in the level of productivity that is required to maintain a dominant position in the industry has increased dramatically. The new reality is that productivity increases of between 10 and 25% are now required each year. What is needed is a continuous level of innovation both in products and in business processes. Increased efficiency for continuous improvement processes are not sufficient to provide that level of double-digit gain, so HR must develop processes, training, measures. Incentives that result in continuous innovation workforce wide. John Sullivan 2011, stated that employee skills and knowledge must be continually updated to maintain productivity. Global competition has created a rapid pace of change which means that current skill sets must be continually updated. It is the manager's job to identify employees with less than optimal skills. HR's role is to develop processes to continually increase employee learning, knowledge, and skill development, while minimizing the amount of time that employees are away from their work. Gabriele Pic coli 2011, stated that team member support increases individual performance. Few tasks in this modern age can be completed by an individual employee working without support. Unless your employees are provided with complementary teammates, as well as the support of managers and employees outside the team, productivity is bound to suffer. Mary Brown 2012, stated that control and authority can enhance or hinder decision-making. A lack of control and excessive freedom can result in waste, duplication, and a lack of focus. In direct contrast, micromanagement and excessive rules can slow decision-making and employee development. Productivity is maximized when there is enough balance so that employees have enough control, authority, and permissions to make most operational decisions. Barry P. Haynes, 2012, stated that technology, tools, and equipment can limit or bolster productivity. Even highly trained, motivated, and engaged employees can't be very productive when they are provided with insufficient tools and equipment to do their job. In an era where technology dominates almost every function, a failure to provide the technology, updates, or sufficient training can dramatically slow productivity. Michael Campion 2012, stated that outside-the-workplace factors. Although most factors that impact productivity are internal to the organization, on occasion; employee productivity is negatively impacted by things that happen outside of the firm. These factors could include changes in employee's personal life and external economic, social, political, and even weather-related

factors. Excellent productivity processes need to be flexible so that they can adjust when these external factors begin to impact individual or team productivity. Thus in different studies and researches from different factors and models of human resources productivity has used. In this research from systematic model of selection and effective utilization of human resources in organization MONABAMAS, were used. The objective of this research was to investigate the factors affecting in human resources productivity at sport Federations of Iran. Therefore the principle question of this research consists of: What are the factors affecting in human resources productivity at sport Federations of Iran?

Method

The method of research is the descriptive nature, performed in a field form. The statistical universe of this study was included all the human resources at sport federations of Iran 1394 people., At first, the 20 sport federation were selected by cluster and then 302 people randomly selected as a sample group. For data collection, two researchers - made questioner including, factors affecting in productivity $\alpha=0/9492$, & amount of productivity $\alpha=0/8993$, questioner were used. The descriptive statistics and inferential statistics consist of independent T-test, U Mann- Whitney, one way analysis of variance and multivariable regression were used for data analysis.

The MONABAMAS Model

In this models the factors affecting in human resource productivity is consist of three factor groups.

1- Main internal factors: Consist of Job analysis, evaluation of jobs and financial incentives, scientific selection of employees, effective training of staff, scientific evaluation of job performance and leadership.

2- Complement internal factors: Consist of organizational development, coordinating of working groups, time management, anti-corruption organization, and the scientific study of labor, safety and accidents in the workplace, motivation and job satisfaction, modifying the attitudes of employees, effectiveness of communication networks, flourishing creativity of employees, appropriate use of informal groups, culture and organizational climate efficient and providing mental health.

3- External factor: Consist of considering the customer's request, the federation status in the country and international level, countries political situation, population culture, historical records in the sport of target, geographical position of national federation placement in Asia., the involvement of political parties at federation, mental health of people, access to resources and new scientific information, the number of sports professionals, utilizing from experts in the country, the role of families employees and administrative system of country.

The components of human resource productivity

In this research the results of factor analysis indicated that the component of productivity consist of organizational participation, organizational effectiveness, meritocracy and organizational development.

Results

Between employees point of view on human resource productivity factors with regard to sex, type of employment and education, there isn't significant difference $\alpha=0/01$.. Between employees point of view on human resource productivity factors with regard to course of study, education, age and type of employment there isn't significant difference but about the sex, service status of employee and duration of work, is significant difference $\alpha=0/01$.. The relationship

between main internal factors with components of productivity, consist of organizational participation, organizational effectiveness, meritocracy and organizational development table1, is significant $\alpha=0/01$.. The relationship between complement internal factors with components of productivity, consist of organizational participation, organizational effectiveness, meritocracy and organizational development table2, is significant $\alpha=0/01$.. The relationship between external factors with components of productivity, consist of organizational participation, organizational effectiveness, meritocracy and organizational development table3, is significant $\alpha=0/01$.

Table, 1. The regression coefficient between main internal factors with components of productivity.

Components of productivity	Step	Predictable variables	Coefficient β	T value	sig
organizational participation	1	Staff knowledge from job duties	0.34	6.08	0.001
	2	The level of education	0.22	4.02	0.001
organizational effectiveness	1	Staff knowledge from job duties	0.33	5.63	0.001
	2	The level of education	0.36	2.06	0.001
meritocracy	1	Familiarity with the goals of federation	0.32	5.56	0.001
	2	Fair pay to employee	0.14	2.40	0.001
organizational development	1	Fair pay to employee	0.27	13.68	0.001
	2	Familiarity with the goals of federation	0.19	3.28	0.001
	3	Familiarity federation officials with knowledge management	0.17	2.90	0.004
	4	The level of education	0.14	2.34	0.020

Table, 2. The regression coefficient between complement internal factors with components of productivity.

components of productivity	step	Predictable variables	coefficient β	T value	sig
organizational participation	1	Value system in accordance with human values	0.34	5.64	0.001
	2	Proper use of time	0.27	4.52	0.001
	3	Physical security at work	0.19	3.26	0.001
	4	Employee trust each other	0.16	2.78	0.006
	5	Don't abuse from federation assets	0.14	2.27	0.024
organizational effectiveness	1	Don't abuse from federation assets	0.26	4.18	0.001
	2	Physical security at work	0.19	2.98	0.003



meritocracy	3	The importance productivity in the organizational climate	0.16	2.63	0.009
	1	Physical security at work	0.34	5.67	0.001
	2	Increasing quality of work life	0.23	3.54	0.001
organizational development	3	Employee trust each other	0.15	2.58	0.010
	1	Job satisfaction	0.33	5.50	0.001
	2	The importance productivity in the organizational climate	0.25	4.25	0.001
	3	Comprehensive view of productivity	0.15	2.45	0.015
	4	Appropriate reward and punishment system	0.13	2.13	0.034

Table, 3. The regression coefficient between external factors with components of productivity.

components of productivity	step	Predictable variables	coefficient β	T value	sig
organizational participation	1	Psychological health of people	0.37	6.16	0.001
	2	Correct use from the rich culture of Islam	0.28	4.74	0.001
	3	Use from new scientific resources	0.20	3.36	0.001
	4	Proper position of the federation	0.17	2.87	0.004
	5	Innovation experts on target sport	0.14	2.34	0.020
organizational effectiveness	1	Political awareness from the value of productivity	0.37	5.97	0.001
	2	Use from new scientific resources	0.25	4.21	0.001
	3	Provide better services with less cost	0.14	2.31	0.022
	4	Correct use from the rich culture of Islam	0.15	2.17	0.031
	5	Family problems of staff	-0.12	1.97	0.049
meritocracy	6	Efficient administrative system	0.16	2.47	0.014
	1	Political awareness from the value of productivity	0.52	9.27	0.001
	2	Political stability of federation	0.22	3.75	0.001
	3	Stability of the country's administrative structure	0.16	2.94	0.004
organizational development	4	Correct use from the rich culture of Islam	0.13	2.12	0.034
	1	Correct use from the rich culture of Islam	0.42	7.14	0.001
	2	Efficient administrative system	0.27	4.81	0.001
	3	Innovation experts on target sport	0.22	3.84	0.001
	4	Support the cultural habits from productivity	0.18	3.09	0.002
	5	Remove the factors of threatening mental relaxation	0.14	2.56	0.011



Discussion

The relationship between main internal factors with components of productivity

The results indicated that some main internal factors such as staff knowledge from job duties and the level of education, lead to increasing organizational participation. This result with studies including Samence 2001., Janalinejad 2001., Green2005., Applebum 2005., Azizi 2007., Sorbo 2010, and Sullivan 2011, is consistent but with Craig 1995, and Ahmadi 1999, isn't consistent. The factors such as staff knowledge from job duties and the level of education, lead to increasing organizational effectiveness. This result is consistent with Pollok 2000., Samence 2001., Applebum 2005., Poorsalehi 2010., Sorbo 2010, and Sullivan 2011, but with Ahmadi 1999, isn't consistent. The factors such as Familiarity with the goals of federation and Fair pay to employee, lead to increasing meritocracy. This result is consistent with Ebrahimi 2002., Marefati 2004., Thach 2005., Mure 2007., Poorsalehi 2010., Sorbo 2010, and Sullivan 2011, but with Ahmadi 1999, isn't consistent. The factors such as Fair pay to employee, Familiarity with the goals of federation and Familiarity federation officials with knowledge management, lead to increasing organizational development. This result is consistent with sheikh al-eslami 1998., Cornelius 1999., Shaw 2003., bagheri 2004, and Samiee 2009, but with Ahmadi 1999, and Ahmadi 2001, isn't consistent.

The relationship between complement internal factors with components of productivity

The results indicated that some complement internal factors such as Value system in accordance with human values, Proper use of time, Physical security at work, Employee trust each other, don't abuse from federation assets, lead to increasing organizational participation. This result is consistent with Shokri 1996., Omrani 1997., Kopleman 2002., Samiee 2009, and Goetzel 2010, but with Craig 1995, isn't consistent. The factors such as don't abuse from federation assets, Physical security at work and the importance productivity in the organizational climate, lead to increasing organizational effectiveness. This result is consistent with Shah beige 1996., Shokri 1996., Omrani 1997., Kopleman 2002., Samiee 2009, and Goetzel 2010,. The factors such as Physical security at work, increasing quality of work life and employee trust each other, lead to increasing meritocracy. This result is consistent with Shokri 1996., Sepehri 1998., Kopleman 2002., Samiee 2009., Goetzel 2010., Pic coli 2011., Brown 2012, and Haynes 2012, but with Basset 1999, isn't consistent. The

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factors such as, Job satisfaction, The importance productivity in the organizational climate, Comprehensive view of productivity and Appropriate reward and punishment system, lead to increasing organizational development. This result is consistent with Shokri 1996., Sepehri 1998., Kopleman 2002., Applebum 2005, and Azizi 2007, but with Basset 1999, isn't consistent.

The relationship between external factors with components of productivity

The results indicated that some external factors such as, Psychological health of people, Correct use from the rich culture of Islam, Use from new scientific resources, Proper position of the federation and innovation experts on target sport, lead to increasing organizational participation. This result is consistent with shokri 1996., Kopleman 2002., Shaw 2003., Soltani 2007., maghsodi 2007., Samiee 2009, and Champion2012, but with Craig 1995, isn't consistent. The factors such as, Political awareness from the value of productivity, Use from new scientific resources, Provide better services with less cost, Correct use from the rich culture of Islam, Family problems of staff, Efficient administrative system, lead to increasing organizational effectiveness. This result is consistent with shokri 1996., Kopleman 2002., Shaw 2003., Soltani 2007., maghsodi 2007., Samiee 2009, and Champion 2012,. The factors such as, Political awareness from the value of productivity, Political stability of federation, Stability of the country's administrative structure, Correct use from the rich culture of Islam, lead to increasing meritocracy. This result is consistent with shokri 1996., Kopleman 2002., Shaw 2003., Soltani 2007., maghsodi 2007., Samiee 2009, and Champion 2012,. The factors such as, correct use from the rich culture of Islam, efficient administrative system, innovation experts on target sport, support the cultural habits from productivity, remove the factors of threatening mental relaxation, proper position of the federation, lead to increasing organizational development.

Conclusion

This result is consistent with Ahmadi 2001., Taheri 2008., Samiee 2009., Poorsalehi 2010, and Ward, 2011, but with Marefati 2004, isn't consistent.

With regard the effect of the main internal factors on the component of organizational effectiveness and influence of external organizational factors in increasing employee productivity, the officials of sports federation must pay particular attention to these factors.

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