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

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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 emphasize 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) came 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

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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 (Grails. & Terziovski, 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

dimension and (42.80) to Organizational flexibility for 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

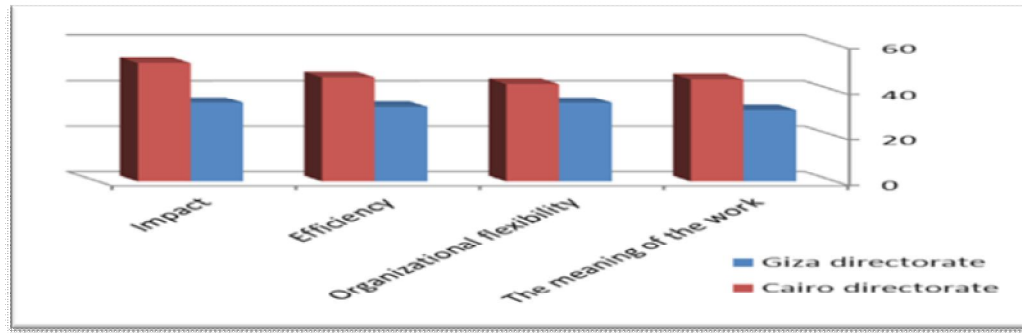


Fig (1) shows the differences between managers in the directorates of Giza and Cairo in their feedback on the dimensions of administrative empowerment scale

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

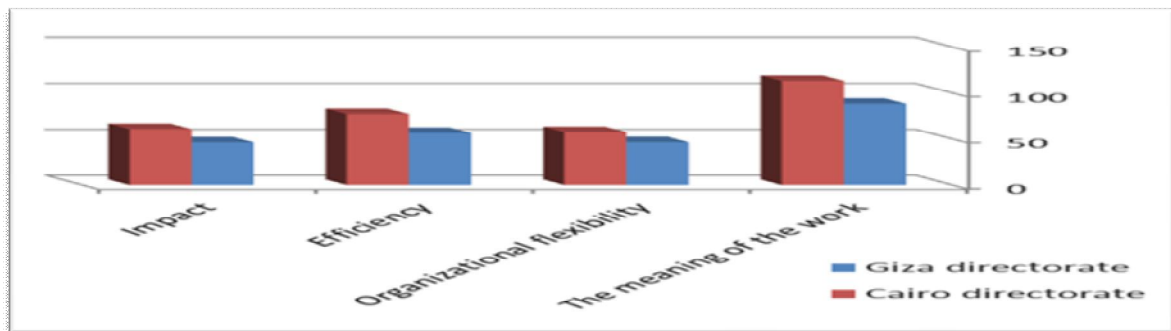


Fig (2) shows the differences between the specialists in the directorates of Giza and Cairo in their feedback on the dimensions of administrative empowerment scale

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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