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THE ANTECEDENT OF ACTIVE MEMBERSHIP AND PERFORMANCE OUTCOMES OF EMPOWERING LEADERSHIP IN SPORTS FOR DEVELOPMENT ORGANIZATIONS

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ABSTRACT

Purpose – The primary purpose of this paper was to identify the antecedent of active membership and performance outcomes of empowering leadership in sports for development organizations. The study also examined the mediating role of empowering leadership between active membership and performance outcomes.

Design/Methodology/Approach – The research assumed a cross-sectional research design. Data was collected from a total population of 2993 youth/members drawn from three sports development organizations in Kenya. The authors conducted a series of confirmatory factor analyses (CFAs) to verify the validity of the constructs and adopted IBM SPSS AMOS Version 23 to test the hypotheses.

Findings - The authors found that active membership is an important antecedent of empowering leadership and can enhance performance outcomes. Besides, empowering leadership plays a significant mediating role between active membership and performance outcomes.

Conclusion / Recommendation - This study concluded that active membership has a positive and significant influence on performance outcomes among youth in sports for development organizations in Kenya. Empowering leadership mediates between active membership and performance outcomes in sports for development organizations in Kenya. The study recommended that leaders should organize activities and ensure regular participation for the youth in the sports for development organization.

Keywords: Leadership Empowerment, Active Membership, Performance Outcomes

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INTRODUCTION

Leadership is defined as the process by which people are deliberately influenced to form, direct, and facilitate activities and relationships in a group or organization (Yukl, 2013). The growing interest in the development of influential youth and the increase in funding for 'after-school programs' has risen due to concerns about the growing problem of youth behavior (e.g crime, drug use). Fraser-Thomas, Côté, and Deakin (2005) have proposed that youth sports programs actively work to assure positive outcomes. Subsequently, the past decade has seen increased interest in mechanisms for attending to the needs and for supporting youth development across the globe, various organizations have used uplifting leadership to focus on youth development, education, skills development, business development, and skills development so that young people can play their role in society. In addition, participation in service projects positively impacts levels of political involvement, religious involvement, drug use, and youth developing an identity and relationships aimed at community-based participation in adult life (Klau, 2006). Further Maleté et al. (2022) have concluded that “much of the research in this area of youth development is largely descriptive, with limited capacity to infer causal relationships and application across contexts”.

This shows that empowering leadership has the potential for enhancing the performance of youth in sports organizations. However, there is a dearth of research exploring the potential links of the antecedents of empowering leadership and performance outcomes in these organizations in Africa and in Kenya to be specific. According to Welty & Burton (2017) leadership in sports for development has not been conceptualized, the leadership style needed to effectively guide a sport for development and peace organization may be different from that which is needed to lead other types of sports organizations. This study conceptualized empowering leadership as the leadership style to be adopted by SFD organizations.

According to the United Nations, the youth constitute a large share of the population in sub-Saharan Africa. 75% are younger than 35 (United Nations 2019) and which is the definition used by the Kenyan government (UNDP 2013). Young people are an important demographic and will continue to be a major part of the Kenyan population for the foreseeable future (Hope, 2012). Kenya's new constitution developed in 2010 defines youth as people between the ages 18 and 34 (Kenya constitution 2010) 28% of the Kenya population is between ages 18 and 34 according to the regional analysis of youth demographics analysis report by (Kenya & UK governments, 2018), more than 60 percent of the population consists of young people. These people also face poverty, unemployment, negative peer pressure, and other negative factors. For this reason, many of them lead to drug and crime abuse as an escape from the tragic truth, and therefore, this study aimed at identifying the antecedents of empowering leadership and performance outcomes of youth in sports for development organizations in Kenya. Therefore, the authors proposed a hypothetical model as shown in Figure 1.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Active Membership, empowering leadership, and Performance Outcomes

Active Membership

Sports for development organizations take the open path of membership in general. According to Dijk et al. (2015), research has indicated that active membership leads to social factors, such as organizational culture, open communiqué, conviction, assignment, and inclination to be involved. Vigorous participation includes management, administrator, and member-owners (Osterberg and Nilsson, 2009). At the same time, social values significantly benefit organizations and their members (Dijk et al., 2015).

Active members would like to be treated as an integral part of the organizational decision-making process (Hensby, 2011). One of the most important social attributes is active membership, which is the

intentional input by members that involves participation in decision-making processes to improve the welfare of organizations and their members (Dijk et al., 2015).

Active membership is essential for organizations; it is vital to know what entices members to be active members. A lot of work requires to be completed to comprehend the social features that convert members into active members (Dijk et al., 2015). Research findings reveal that active membership builds on community values, such as companies culture, open dialogue, trust, engagement, and the need to work together. Xiao, Khansa & Kim (2018) Member commitment represents the strength of the individual's identification and often strengthens a member's identity perception and involvement in the community.

Nevertheless, Dijk et al. (2015) have argued in their research that most of the work must be completed to comprehend the social features that convert members into active members (Xiao et.al 2018) have posited that members' commitment and continuance commitment have positive relationships with active participation in organizations.

Involvement of youth in community decision-making demonstrates a specific strategy to address the segregation of young people and youth into families, schools, and community-based programs and shows that such a program can have a positive impact on youth development (Zeldin, 2004). Previous empirical research pointed to member commitment leading to positive engagement, interaction, and prosocial behavior, for example, volunteering an individual's time and expertise for the organization (Xiao et.al 2018).

Empowering leadership

Empowerment is defined as the behavior of leaders, which includes sharing power with their subordinates, increasing their level of motivation, and creating a supportive environment for team members to exercise their assigned powers (Cai et al., 2018). Strengthening leadership in power-sharing and independent sharing (Harris, Li, Boswell, Zhang, & Xie, 2013), empowerment is aimed at follower development (Wong and Giessner, 2016).

According to Li et al., (2015), empowering leaders to value and have confidence in their subordinates promotes knowledge and resource sharing and are open to independent decision-making and problem-solving. It enhances the feeling of followers in control through the encouragement and granting of independence (Ahearne, Mathieu, & Rapp, 2005).

Empowering leadership is essential because it promotes self-determination and eliminates powerlessness's limits (Lee, Willis, and Tian's, 2017). Arnold et al. (2000) contends that it is a clear set of behaviors that empower a leader, including providing participatory decision-making, leading by example, subordinate training, mentoring, and expressing personal concerns. Cai et al., (2018) avers that empowering leadership positively impacts job engagement and service delivery).

Generally, empowering leadership is learned in two ways: one emphasizes the actions of the leader sharing power or the giving higher responsibility and independence to the lesser ones (Li et al., 2015, 2017; Hoch, 2012; Kuo et al., 2011; Martin, 2006); another, emphasizes the leaders response to the less empowered, with a view to promote their inner motivation (Cai et al., 2018; Thomas & Velthouse, 1990; Spreitzer, 1995). This study will consider both aspects of empowering leadership.

Contrary to the dominant literature linking empowering leadership to performance, Cheong et al. (2016) study proved that empowering leader behaviors can either be enabling or burdening, adding that a burdening empowering behavior elicit tension in followers which hinders the positive outcome expected from this leadership practice. This suggests that empowering leadership does not always enhance performance. However,

according to Larasati (2020) research there is an influence of empowering leadership on the performance of subordinates.

The present study suggests a model that incorporates both antecedents and performance outcomes of feeling empowered and reports an empirical test of the model in sports for development organization setting, using a valid and reliable multidimensional measure of empowering leadership tool developed by Hoch (2012) that has three components of team empowering leadership, Individual empowering and Team empowering. The sports for development sector were selected to test the model because it has been an emerging field in the last 10 –15 years (Coakley 2011; Kidd 2008) and focus mainly on youth engagement, which is a critical part of society today globally (UN, 2018).

Performance Outcomes

The performance of organizations has attracted the interest of researchers in both large and small organizations. Organizational performance definition and prediction remain a complex task and a research goal for management (Pearce & Robinson, 2011). Ward (2005), defined performance as behavior rather than outputs or results. While Qian, Song, Jin, Wang, and Chen (2018) performance is what is expected of employees and employee task performance, like taking charge and having a voice. Roth (2015) has argued that “research on youth development programs has much to gain by applying a contextual focus to the study of program performance outcomes”. This study offers the context to assess performance in the sports for development and defines performance as behavior exhibited by the members (Ward 2005), rather than the traditional management that view performance as the integration of efficiency, effectiveness, and adaptability in the delivery of organizational results (Hambrick & Mason, 1984).

Hao, et al., (2017) looked at why and when empowering leadership has different implications for employee performance, job performance and professionalism. Li (2015) researched when and how empowering leadership grows in China’s ruling party. Kim (2017) researched the potential consequences of empowering the performance of actors in performance and deviant behavior in the United States of America.

Li (2017) looked at “the interdependent dynamic relationship between team leadership and the two related forms of dual nationalism in China,” and Srivastava (2006) reviewed the relationship between leadership empowerment and team performance in the United States of America. Most studies seem too focused on employee performance outcomes in different sectors but not sports for development organizations. This study sought to fill this gap and looked at these organizations’ performance outcomes through their beneficiaries’/members’ perspectives in Kenya.

Drawing from these perspectives, performance can be conceptualized as the expected behavior rather than outputs and in this study, the following measures of performance were considered organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment.

Figure 1

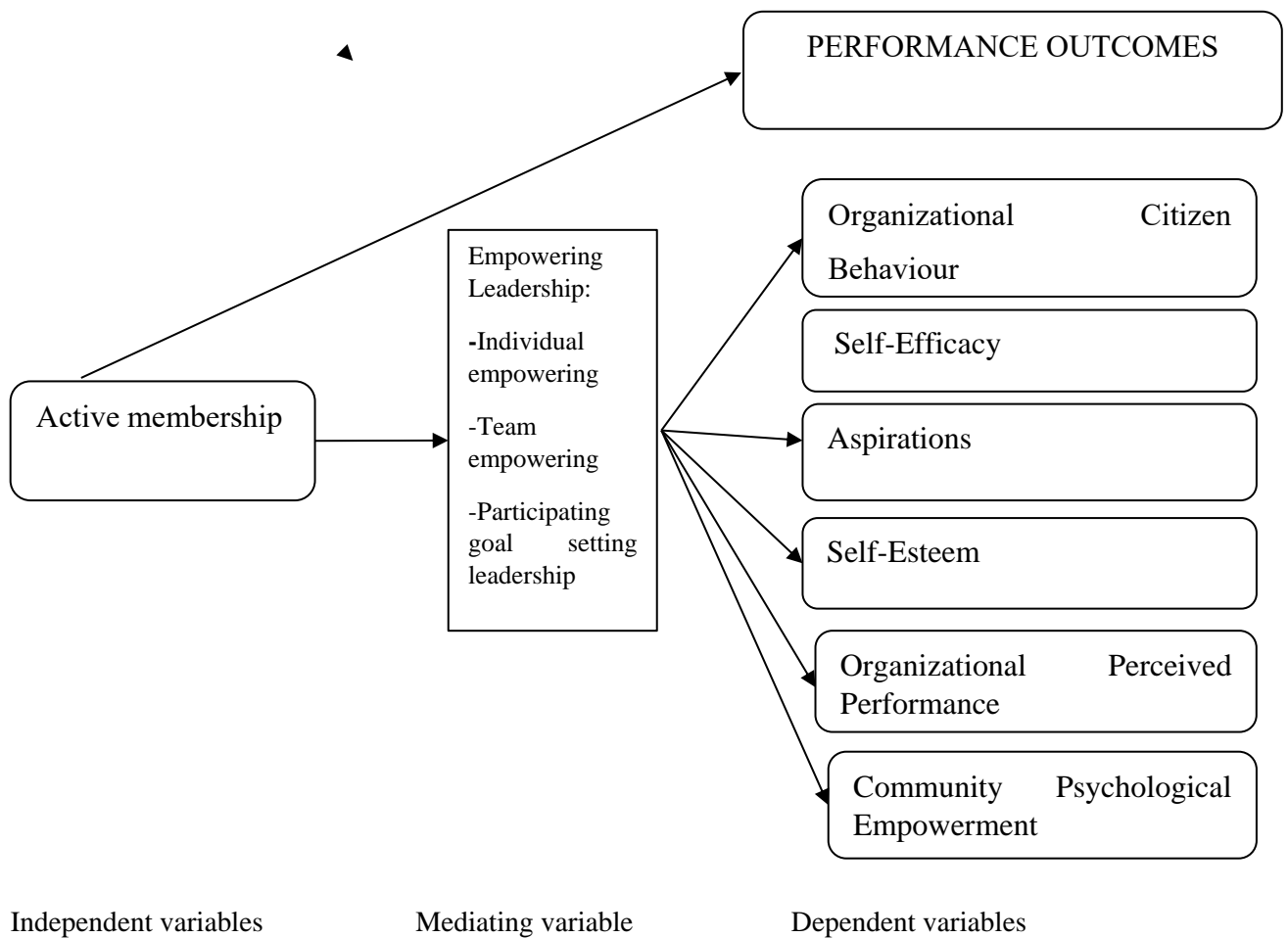


Figure 1: Conceptual Framework

METHOD

Sample and procedure

The overall sets of all items from a sample were selected from the population (Bryman, 2012, p. 714). The target population was 2993 youth/members drawn from three sports for development organizations, namely Mathare Youth Sports Association (MYSA) in Nairobi County, Moving the Goal Post (MTG) in Kilifi County and Transforming Young Stars of Africa (TYSA) in TransNzoia County.

The study focus was the youth who were beneficiaries of the selected sports for development organization and this youth population was the one targeted in this research. In purposive sampling, the researcher randomly chooses the participants based on their unique characteristics or perceptions (Cooper & Schindler, 2014).

In this study, survey research was used as the main methodology for data collection and used a structured questionnaire to solicit responses from the respondents. This study applied the procedural method to control the common method bias. This was done by randomizing the questions in the questionnaire and administering them all at once.

A total of 346 questionnaires were returned and only 6 respondents failed to return their completed questionnaires. This resulted in a response rate of 98.3 %. However, on examination of the completeness of the

questionnaires, there was no case that had at least 20% of the overall questionnaire incomplete. Therefore, no case was omitted from the preliminary analysis. According to Fincham (2008), response rates approximating 60 percent for most research should be the goal of researchers.

Measures

All ratings were made via a 5 – point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Active membership was measured using the 7-item Verhees scale, Sergak & Dijk (2015). Response options will start at 1, strongly contradictory to 5, I strongly agree. For example, I consider myself an active member of this organization. (Cronbach alpha .86).

Empowering leadership was measured using the Hoch (2012) scale of 12 items in three categories (team empowering leadership, individual empowering and team empowering) with responses ranging from 1 strongly disagree with 5 strongly agree. Example - My team leader encourages me to work collaboratively with others who are part of the team. (Cronbach alpha .93).

The behavior of the citizen of the organization was measured using the Podsakoff, Ahearne & MacKenzie (1997) scale of 13 items with 1-response responses strongly disagree with 5 strongly agree. An example is- Help each other when someone falls behind in their work (Coefficient alpha = 0.807).

Self-efficacy was measured using Kuzwaouria, Gurău & Torrès (2014) a 4-item scale with 1 response, I strongly disagree with 5 strongly agree. Example - It is easy for me to stick to my goals and achieve my goals (Coefficient alpha = 0.86).

The aspirations was measured using the McLaughlin, Shoff & Demi (2014) scale of 27 items and response options ranging from 1 strongly disagree to 5 strongly agree. An example is I will have enough food (Coefficient alpha = 0.86).

Self Esteem was measured using the Nguyen & Hale (2017) 8-item scale with response options based on 1 strongly disagree with 5 strongly agree. Exemplary- I am an important person (Coefficient alpha = 0.86).

The perception of organizational performance was measured using the three-item scale Nicholson & Brenner (1994) (1994) with responses ranging from 1 strongly disagree with 5 strongly agree. Exemplary- This year the organization's activities were meaningful and useful to the community (Coefficient alpha = 0.86).

Public psychological empowerment will be measured using Miguel, Ornelas & Maroco (2015) a scale of 31 items with responses ranging from 1 strongly disagree with the 5 most agreeable. Example- I would like to live with other young people living in this community (Coefficient alpha = 0.86).

RESULTS

Testing measurement model

Developing a measurement model is part of the two steps in a structural equation modeling analysis that includes the indicators (observables measures) for each construct that is the (latent variables), to make it possible to assess the construct validity and reliability (Thakkar 2020). In this study 21 first-order constructs and the five second order constructs were adapted from previous research. These scales are well defined in literature and were pretested in the pilot study. This study investigated the relationship between antecedents of empowering leadership and performance outcomes of Kenyan youth sports for development organizations.

The measurement scales for the second orders constructs included Active membership, organizational justice, divergent thinking, life satisfaction and empowering leadership. The measurement scales for the first order constructs included Empowering leadership (TEL/TE/IEL), Organizational Citizen behavior

(HB/SB/CB), Active membership (AM), Support and emotional connection in the community (SEC), Community Activism (ACT) Aspirations-Achievement importance (AI), Procedural Justice (PJ), Relational empowerment-Support and emotional connection in the community(SECP/SECC), divergent thinking-openness (OP) community opportunities for influence (OFF) information justice (IJ/INJ), divergent thinking-need for cognition(NC), self-efficacy(SE) Divergent thinking-Idea freedom(IF), Organizational perceived performance (OPP), Self-esteem (SC),Divergent thinking-convergent thinking (CT), Life satisfaction(LS), Community-Sense of belonging (SOB) Community-positive outlook of the community and divergent thinking-New ideas (NI). Factor analysis was used to reduce the constructs into factors that would be used in the structural equation model generation (Field 2000, Mac Callum et al., 2001 and Thankerr 2020).

Exploratory Factor Analyses

Exploratory Factor Analyses (EFA) were conducted using AMOS 23 to test underlying patterns of the measurement scales. To assess factorability of items, two indicators were examined, which were the Kaiser Meyer-Olin (KMO) Measure of Sampling Adequacy and Barlett's Test of Sphericity (Snedecor & Cochran, 1989). The KMO statistics vary between 0 and 1 (Argyrous, 2005).

A value of zero indicates that the sum of partial correlations is large relative to the sum of correlations, indicating diffusions in patterns of correlations, hence factor analysis is likely to be inappropriate (Costello & Osborne, 2005). A value close to one indicates that the patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors (Cooper & Schindler, 2014).

Eigen values were used to determine the factor loadings for each component. The larger the Eigen value, the more important the associated principal component (Graham & Midgley, 2000). For every EFA, higher values of Kaiser Meyer-Olin Measure of Sampling Adequacy (close to 1.0) generally indicates that a factor analysis may be useful for the data.

Small p values ($p < 0.05$) of the significance level of Barlett's Test of Sphericity indicate that a factor analysis may be useful in the data. Community values to measure the variability of each observed variable that could be explained by the extracted factors were checked (Field, 2000).

A low value for communality, for instance, less than 0.3, indicates that the variable does not fit well with other variables in its component, and is undesirable (Pallant, 2010). This study employed variance percentage, Kaiser's criterion, to determine the number of factors that can be best used to represent the interrelations among the set of variables (Hair et al., 2021). The principal component analysis extracted factors, and factor loadings greater than 0.5 were retained (Hair et al., 2021).

The reliability and internal consistency of the items constituting each construct were estimated. This measure of reliability indicates the extent to which a set of items can be treated as measuring a single latent variable. The recommended value of Cronbach alpha at 0.7 and above was used as the cutoff point to ensure internal consistency of values. The measurement scales in the first order constructs met the threshold requirement and attained Cronbach alpha of 0.7 and above. Scale refinement was assessed using item to total correlations analysis, with indicators with an item to total correlation threshold of 0.3 and higher being maintained for further analysis (Hair et al., 2021). Reliability for the second order constructs was also assessed using Cronbach's Alpha.

Confirmatory Factor Analysis

A confirmatory factor analysis (CFA) was carried out to test the adequacy of the measurement model. The assumptions of CFA were specified as recommended by Hau et al., (2004) (1) the mean values of the error terms be 0; (2) there should be no correlation between error terms and factors; and (3) the error terms in the measurement equations should not be related to each other. and (4) there be no correlation between the residual error in the structural equation and the factors and error terms in the measurement equations. Structural equation

modeling (SEM) was performed using IBM SPSS AMOS 23 to test the hypothesized mediation model with latent variables.

The bootstrapping method was used to generate 95% confidence intervals will estimate the size and significance of the indirect effect; this is recommended as a more powerful analysis for the examination of mediation models and more robust to violations of distribution (Shrout & Bolger, 2002). Previous literature argue that fairly, large samples are needed both at individual and group levels to conduct multi-level analyses (Hox 1998). For example, suggests the 50/20 rule (more than 50 groups with at least 20 individuals per group) and the 100/10 rule (more than 100 groups with at least 10 individuals per group). Analyzed data was then presented in charts, graphs and tables. Interpretation and formulation of generalization was done through analytical interpretive and writing skills. Analysis and reports were done concurrently and in continuous prose.

Model Fits Assessment

In structural equation modeling, the fit indices establish whether, overall, the model is acceptable, and if so, researchers then establish whether specific paths are significant. Marsh, Balla, and Hau (1996) recommend that individuals utilize a range of fit indices. Yet others posit that although χ^2 is the traditional measure used in assessing overall model fit, it tends to be unreliable when sample sizes larger than 200 are used, and so alternative fit indices could be used as there is no agreement on the best single approach for evaluating model fits (Thakkar 2020). This study considered absolute fit indices and incremental fit indices which are the two types of fit statistics that are commonly used (Hair et al., 2021).

Testing of the hypothesis of the study variables

Upon validation of the measurement model, the next step was to assess the validity of the structural model and its matching hypothesized relationships (Hair et al., 2021). First, descriptive statistics analyses were done for each of the first order constructs and then for the second order constructs, summarizing the demographic details of the participating respondents. The data was then tested for the spread of variables using IBM SPSS AMOS Version 23. The overall fit of the structural model was then evaluated using the same criteria as the measurement model. The individual parameter estimates that represent each specific hypothesis was then examined. If the model showed good fit and the hypothesized paths were found to be significant and, in the direction, hypothesized, then the structural model was supported.

To establish the mediating effect of empowering leadership analysis of the descriptive statistics was done using, exploratory factor analysis, confirmatory factor analysis, and developing a structural equation model testing the mediating effect between the antecedents of active membership, organizational justice, divergent thinking, and life satisfaction and the performance outcomes of the study. A Sobel test was also conducted to find out the significance of the mediation effect in the model. The study on making the decisions on the Ho: if the P- value is less than 0.05 rejected the hypothesis.

H_{A1}: Active membership has a positive relationship on performance outcomes (i.e., organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment).

Descriptive Analysis For Active Membership

The study sought to establish the relationship between active membership and performance outcomes variables. To achieve this, the respondents were asked to respond to items testing their level of agreement with statements on a scale of 1 to 5 where 1 represented strong disagreement and 5 represented strong agreement. The data were analyzed using descriptive statistics of mean and standard deviation. Variables with a mean close to 5.0 represented “strongly agree” while those with a mean close to 3.0 represented “neutral” and those with a mean of 2.0 and below represented disagree and strongly disagree. At the same time, standard deviation was

used to indicate the consensus of the respondents. The following table presents findings of descriptive analysis for active membership in sports for development organizations in Kenya.

Table 1: Descriptive statistics for Active membership

Active membership		S	D	N	A	SA	Mea	Std.
		D	D	N	A	SA	n	Deviation
		%	%	%	%	%		
AM1	I consider myself to be an active member of this organization	1.8	5.0	10.3	38.2	44.7	4.19	0.935
AM2	I attend my local area meetings/matches for this organization.	0.9	4.7	12.4	43.2	38.8	4.14	0.872
AM3	I attend trainings provided by this organization.	1.8	3.2	8.8	41.8	44.4	4.24	0.875
AM4	I perform tasks that are expected of me as a member of this organization.	1.2	3.8	7.6	44.9	42.5	4.24	0.840
AM5	I fulfil my responsibilities as a member of this organization.	0.6	3.5	9.7	39.4	46.8	4.28	0.825
AM6	I actively participated in this organization during the past two years?	1.2	10.9	12.4	36.1	39.4	4.02	1.033
AM7	I am active in the organization currently	1.6	6.1	13.1	42.7	36.6	4.07	0.938
Composite							4.17	0.90

Table 1 showed that the respondents agreed had the active membership attribute of I fulfil my responsibilities as a member of this organization as having the highest mean score of (M = 4.28, SD = 0.935), I consider myself to be an active member of this organization (M=4.19 SD = 0.935) I attend my local area meetings/matches for this organization (M=4.14 SD = 0.872), I attend trainings provided by the organization (M = 4.24, SD = 0.875), I perform task expected as a member (M = 4.24, SD = 0.840), I fulfil my responsibilities as a member of this organization (M = 4.28, SD = 0.825), I actively participated in this organization during the past two years (M = 4.02, SD = 1.033), and I am active in the organization currently (M = 4.07, SD = 0.938).

The finding implied that the respondents strongly agreed being active members of the organizations. It can be noted that all questions had 4.17 mean score for this variable, which strongly represents agreement with it. The finding also indicate that the average standard deviation was below 1 that is 0.9 indicating that the responses closely converged around the mean.

Exploratory Factor Analysis For Active Membership

The second-order latent variable of active membership was measured using 7 items first order items in the questionnaire. To asses the underlying factors that could explain active membership, the researcher employed Exploratory Factor Analysis. Tests conducted before exploratory factor analysis included Kaiser-Meyer-Olkin (KMO) and Bartlett test of Sphericity, the total variance explained by the components and the pattern matrix of the extracted components. To test goodness fit, the researcher constructed scree plots and employed both absolute and incremental fit indices.

The validity of this measurement model demonstrated that the degree of model was adequate. Table 2 summarizes the findings of the KMO and Bartlett's for the construct's of active membership.

Table 2: KMO and Bartlett's test for active membership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.878
Bartlett's Test of Sphericity	Approx. Chi-Square	1701.818
	df	21
	Sig.	.000

As indicated in table 2, the KMO measure of sampling was 0.878, which is greater than the acceptable 0.5. This indicated that the data collected was adequate for exploratory factor analysis. The Bartlett's test of sphericity was significant (chi square = 1701.818, df =21, p < 0.5). These findings demonstrated that the correlation patterns of the items to the components were effective, and factor analysis for the items evaluating performance outcomes should provide consistent and dependable factors. Table 3 provides a summary of the findings for the total variance explained.

Table 3: Total Variance explained for active membership.

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.697	67.105	67.105	4.697	67.105	67.105
2	.708	10.120	77.225			
3	.529	7.561	84.785			
4	.376	5.378	90.164			
5	.312	4.460	94.623			
6	.235	3.351	97.975			
7	.142	2.025	100.000			

Table 3 showed 7 components were extracted. The 1 component with greater than 1 was responsible for 67.105 percent of the total variance in the active membership variable in the sports for development organizations in Kenya. Further Scree plot of the variable of active membership outcome was developed for comparison. Figure 2 provides a summary of the results.

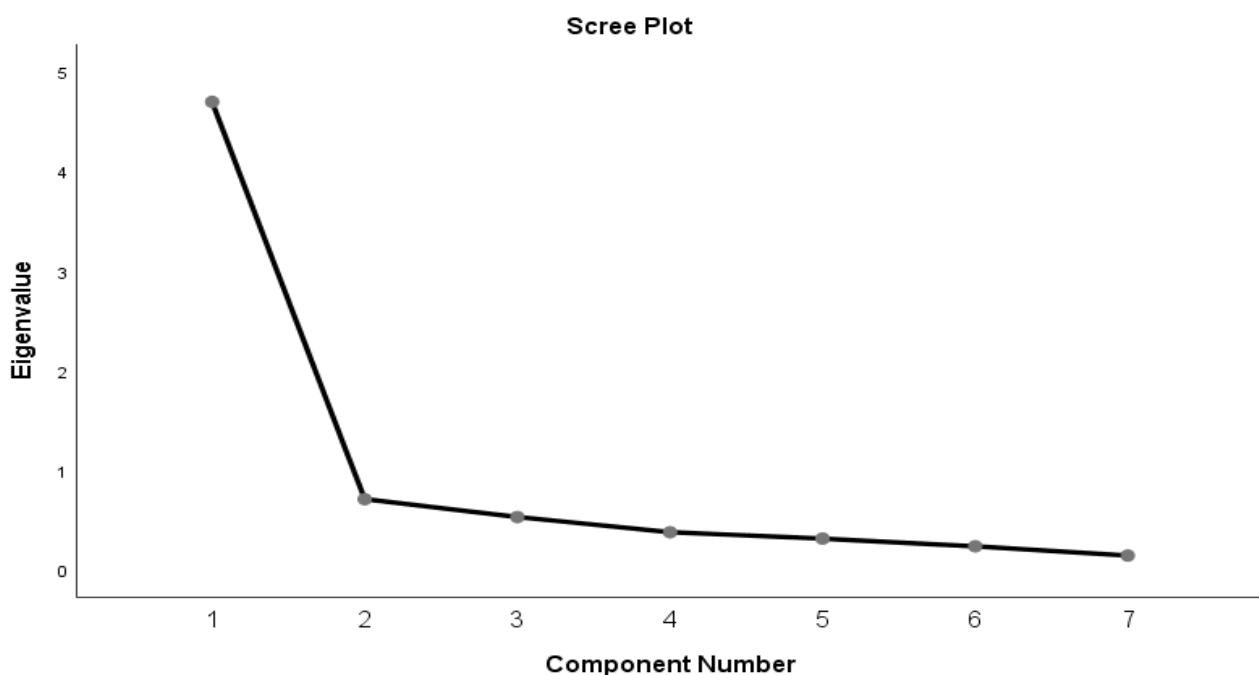


Figure 2: Scree plot for Active membership

Figure 2 showed the scree plot that was developed indicating the number of components generated from factor analysis. The inflexion point was discovered to be factor 2. This demonstrates that one component in the active membership variable was generated. Table 4 shows the pattern matrix for the one factor or component and the items in the questionnaire that relate to them.

Table 4: Pattern Matrix for active membership

	Component 1
AM109	.872
AM110	.764
AM111	.874
AM112	.863
AM113	.869
AM115	.750
AM116	.726

The results summarized in table 4 showed that component 1 had 9 items. The findings implication was that active membership variable in youth sports for development organizations in Kenya could be measured using one measures; component 1 (active membership)

Confirmatory Factor Analysis For Active Membership

The researcher conducted CFA to examine the extent that the collected data for the active membership variable fitted the study’s empirical model. This section provides results of the CFA for active membership variable and fits a CFA model to indicate how well the observed constructs explained the latent variable of active membership. There were 7 items used to measure the variable (AM1 to AM7). Due to good fit of the model and the capacity of the items having significant loadings towards performance outcomes, all 7 had loadings above 0.5 and were maintained. Figure 3 Indicates how these items explained the performance outcomes variable.

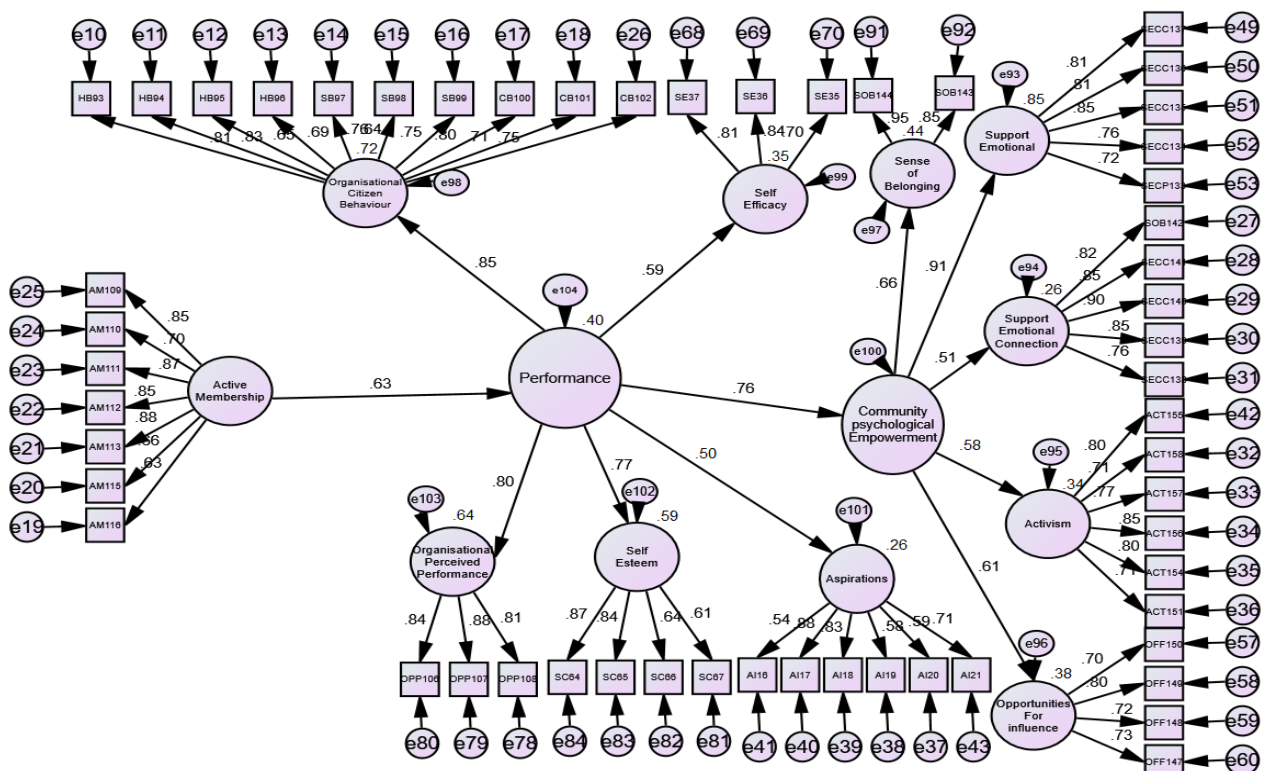


Figure 3 SEM for the influence of Active membership on performance outcomes (i.e., organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment).

The SEM fit statistics of the overall measurement model for study variables was then extracted as shown in Figure 3. The CFA model fit the data adequately since the fit indices were within an acceptable range (Gold et al., 2001).

Table 5: Model fit measures active membership on performance outcomes.

Measure	Estimate	Threshold	Interpretation
CMIN	3201.524	--	--
DF	1418	--	--
CMIN/DF	2.258	Between 1 and 3	Excellent
CFI	0.940	>0.95	Acceptable
SRMR	0.070	<0.08	Excellent
RMSEA	0.040	<0.06	Excellent
PClose	0.089	>0.05	Excellent

Finding summarized in table 5 indicated the summary of the fit indices provided by SEM output. The Chi-Square/df was 2.258 which was below the recommended value of 3, showing acceptable model fitness. Moreover, the value for CFI, an incremental fit index, was 0.940, which is over the critical value of 0.90 and therefore acceptable. Further, more the RMSEA value was 0.040, which is less than the maximum acceptable value of 0.08 and hence indicating the model was a good fit.

These results show that the developed paths and coefficients modeling the influence of active membership on performance outcomes are reliable and efficient.

Table 6: Regression weights/ coefficients for the relationship between active membership and performance outcomes

Path		Unstandardized Estimate	Standardized Estimate (Beta)	S.E.	C.R.	P
Active membership	<--- Performance outcomes	0.595	.632	0.069	8.671	***

*** P<0.05

This study found that there was a positive path coefficient (beta = 0.632) between Active membership and Performance outcomes, as shown in Table 6. In this regard, the relationship between Active membership and Performance outcomes was significant, Since the T value was 8.671 (p<0.05) as shown on table 6, the study rejects the null hypothesis and concludes that active membership positively and significantly affects performance outcomes in Kenyan youth sport for development organizations. Active membership explained 40% (R²=0.40) of the variance in performance outcomes in Kenyan youth sports for development organizations.

HA2. There is a partial mediating effect of empowering leadership on the relationship between active membership and performance outcomes (i.e., organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment).

Descriptive Analysis For Empowering Leadership and Active Membership

The study investigated empowering leadership via a survey in three Kenyan sports for development organizations who participated in the study. To achieve this, the respondents were asked to respond to items testing their level of agreement with statements on a scale of 1 to 5 where 1 represented strong disagreement

and 5 represented strong agreement. The data were analyzed using descriptive statistics of mean and standard deviation. Variables with a mean close to 5.0 represented “strongly agree” while those with a mean close to 3.0 represented “neutral” and those with a mean of 2.0 and below represented disagree and strongly disagree. At the same time, the standard deviation was used to indicate the consensus of the respondents. The following table 7 presents findings of Inferential analysis for the mediating role of empowering Leadership on the relationship between active membership and performance outcomes in Kenyan youth sport for development organizations.

Table 7: SEM Regression weights for Mediating role of empowering Leadership on the relationship between active membership and performance outcomes

	Path	Unstandardized Estimate	Standardized Estimate (Beta)	S.E.	C.R.	P
Empowering Leadership	<--- Active Membership	0.477	0.562	0.056	8.461	***
Performance	<--- Empowering Leadership	0.701	0.614	0.074	9.442	***
Performance	<--- Active Membership	0.272	0.281	0.054	5.01	***

*** P<0.05, Sobel test: Z=6.334, p=0.000<0.05

Results indicated that Active Membership was a significant predictor of performance, Beta = .272, T = 5.01, p < .05, and that Empowering Leadership was a significant predictor of performance, Beta = .701, T = 9.442, p < .05. These results support the mediational hypothesis.

Active Membership was a significant predictor of Empowering Leadership after controlling for the mediator, Perceived value, B = .477, T = 8.461, p < .05. Approximately 65% of the variance in Active Membership was accounted for by the predictors ($R^2 = .65$).

A Sobel test was conducted and found partial mediation in the model ($z = 6.334, p < .05$). *These results rejected the null hypothesis and concluded that Empowering Leadership partially mediated the relationship between active membership and performance outcomes in Kenyan youth sport for development organizations.*

Confirmatory Factor Analysis for Empowering Leadership and active membership

The researcher conducted CFA to examine the extent that the collected data for the empowering leadership variable fitted the study’s empirical model. This section provides results of the CFA for empowering leadership variable and fits a CFA model to indicate how well the observed constructs explained the latent variable of antecedents and those of performance outcomes. There were to of 5 items (TEL1 to TEL5) used to measure team empowering leadership, 5 items (IEL1 to IEL5) used to measure individual empowering leadership and 4 items (TE1 to TE4) used to measure team empowering leadership. However, scale purification was conducted and items with loadings below 0.5 towards their respective latent variable were eliminated from further analysis. Therefore 4 items were excluded and only 9 items with loadings above 0.5 were maintained. Figure 4 Indicates how these items explained the antecedents and performance outcomes variable of empowering leadership .

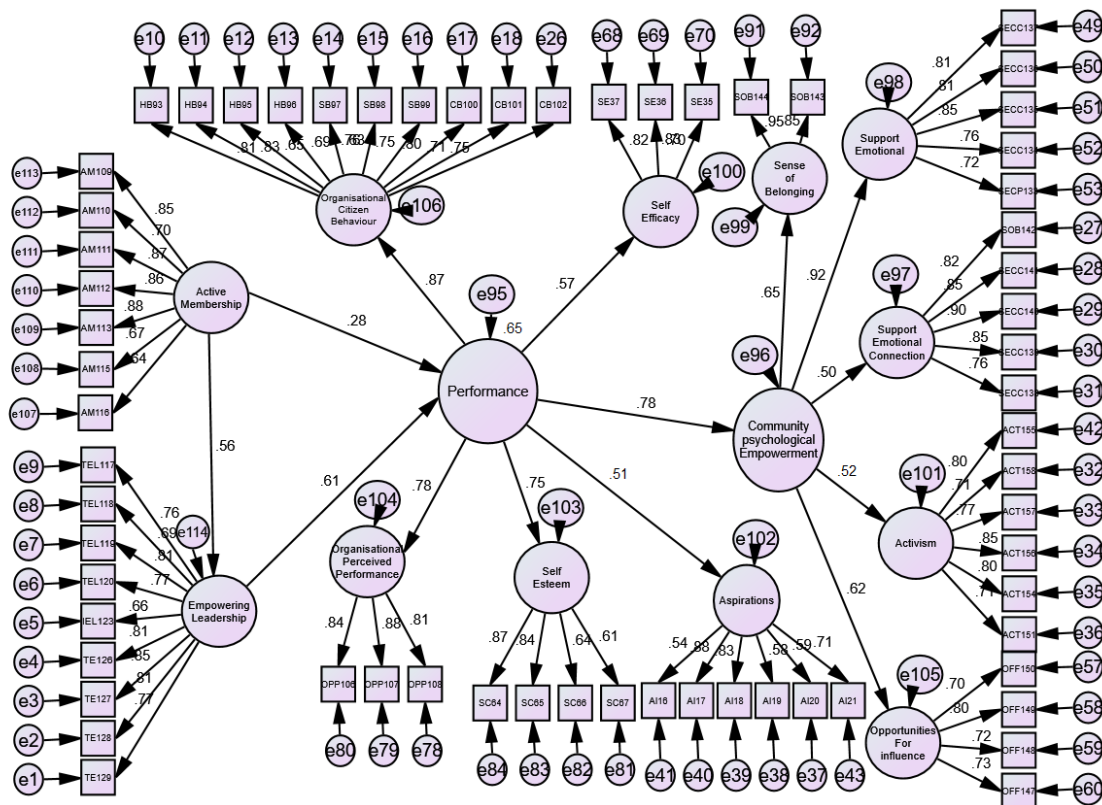


Figure 4: SEM model for the Mediating role of empowering Leadership on the relationship between active membership and performance outcomes.

The SEM fit statistics of the overall measurement model for study variables was then extracted as shown in Figure 4. The CFA model fit the data adequately since the fit indices were within an acceptable range (Gold et al., 2001).

Table 8: Model fit measures mediating of empowering leadership between active membership and performance outcomes.

Measure	Estimate	Threshold	Interpretation
CMIN	4596.272	--	--
DF	1938	--	--
CMIN/DF	2.372	Between 1 and 3	Excellent
CFI	0.931	>0.95	Acceptable
SRMR	0.070	<0.08	Excellent
RMSEA	0.033	<0.06	Excellent
PClose	0.120	>0.05	Excellent

Finding summarized in table 8 indicated the summary of the fit indices provided by SEM output. The Chi-Square/df was 2.372 which was below the recommended value of 3, showing acceptable model fitness. Moreover, the value for CFI, an incremental fit index, was 0.931, which is over the critical value of 0.90 and therefore acceptable. Further, the RMSEA value was 0.033, which is less than the maximum acceptable value of 0.08 and hence indicating the model was a good fit.

These results showed that the developed paths and coefficients modeling the influence of empowering leadership between active membership and performance outcomes are reliable and efficient.

Summary of The Hypotheses Tests

This section provides a summary of the hypothesis test results and the new road map that was derived from the hypothesis tests. The summary of the hypothesis and the tests conducted was provided in Table 9.

Table 9: Summary of the Study Models

Study variable	Study Hypothesis	Type of Analysis	Hypothesis Test Results
Active membership	HA1: There is a significant Influence of active membership on performance outcomes	Structural Equation Modeling (SEM)	Fail to Reject H01 (p < 0.05).
Influence of empowering leadership on Antecedents and performance outcomes	HA2: Empowering leadership partially mediates the relationship between active membership and performance outcomes.	Structural Equation Modeling (SEM)	Reject H02 (p < 0.05).

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Theoretical implications

The findings of this study postulated that active membership positively influences performance outcomes of youth sports for development organizations in Kenya. The study therefore rejected the null hypothesis hence active membership was found to influence performance outcomes in youth sports for development organizations in Kenya.

Sports for development organizations take the open path of membership in general. According to Dijk et al. (2015). Given that these organizations take an open path for membership it is interesting to note that these organizations can make a difference because they allow everyone to participate, and this study has shown the open participation leads to performance outcomes.

According to Osterberg and Nilsson, (2009) research has indicated that active membership leads to social factors, such as organizational culture, open communiqué, conviction, assignation, and inclination to be involved. Whereas this study was not conducted in sports for development organizations, this study has added to this list performance outcomes of organizational citizen behaviors, self-efficacy, aspirations, self-esteem, community psychological empowerment, and organizational perceived performance.

Xiao, Khansa & Kim (2018) Member commitment represents the strength of the individual's identification and often strengthens a member's identity perception and involvement in the community. This study agrees with the above findings by confirming that performance outcomes (organizational perceived performance) have a positive significant relationship with active membership.

Previous empirical research pointed to member commitment leading to positive engagement, interaction, and prosocial behavior, for example, volunteering an individual's time and expertise for the organization (Xiao et.al 2018). This study agrees and confirms active membership is an antecedent of performance outcomes like organizational citizen behavior and community psychological empowerment that are related to the above outcomes.

(Zeldin 2004) has posited that youth involvement in organizations process can have a positive impact on youth development while Xiao et.al (2018) have concluded member commitment leads to positive engagement, interaction, and prosocial behavior and which agrees with the findings of this study.”

Coalter (2013b) has posited that change is most likely to occur through social relationships, and these relationships are equally, if not more important than, the role of sport in the development process. While Mwangi (2010) have raised the question that “Not all sports participation automatically leads to personal level empowerment even as sport has abilities to facilitate empowerment and it also have the opposite effect” This study has looked at empowerment from the perspective of its leaders and members’ interactions, interactions within youth teams, member to member interactions and not from the perspective of member level of performance in the sports activities.

This study confirmed that empowering leadership does partially mediates between active membership and performance outcomes in sports for development organizations in Kenya. Previous empirical research pointed to member commitment leading to positive engagement, interaction, and prosocial behavior, for example, volunteering an individual’s time and expertise for the organization (Xiao et.al 2018). This study went further to include leadership aspects in the discussion and confirms that leadership approach adopted together with active membership will have positive performance outcomes for the organizations under review.

Managerial Implications

Active Membership And Performance Outcomes.

On the influence of active membership and performance outcomes, this study concluded that active membership has a positive and significant influence on performance outcomes among youth in sports for development organizations in Kenya. In particular, the study concluded that by the youth beneficiaries of sports for development organizations of being active, attending local matches/meetings, attending training, performing tasks expected of members, fulfilling responsibilities as members, anticipation for at least 2 years, being active in the organization this positively affect performance outcomes of organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment.

Mediating Role Of Empowering Leadership Between Active membership And Performance

On the mediating influence of empowering leadership on the antecedents and performance outcomes this study concludes that empowering leadership partially mediates the relationship between the antecedents of active membership and performance outcomes of performance outcomes of (organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment).

Suggestions for Improvement

Active Membership and Performance Outcomes.

It was recommended that organize the activities of youth in the sports for development organization. The leaders should ensure they are monitoring the activity level of members regularly to ensure the members are active engagement for at least two years and the organization to ensure the existence of all the 7 constructs that comprise active membership tested and confirmed in this study. To achieve performance outcomes of organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment. Particularly focus on the constructs that comprise active membership that was tested and confirmed in this study as follows: active membership attribute of I fulfill my responsibilities as a member of this organization, I consider myself to be an active member of this organization,

I attend my local area meetings/matches for this organization, I attend trainings provided by the organization, I perform task expected as a member, I fulfil my responsibilities as a member of this organization, I actively participated in this organization during the past two years, and I am active in the organization currently.

Mediating Role Of Empowering Leadership Between Antecedents And Performance outcomes

The study recommended that leaders of the youth beneficiaries in the sports for development organization adopt empowering leadership style and particularly ensure they encourage it across the organization at all levels. There is a partially mediating influence of empowering leadership between antecedents of active membership and performance outcomes of organizational citizen behavior, self-efficacy, aspirations, self-esteem, organizational perceived performance, and community psychological empowerment.

Suggestions for future research

Research could also be conducted in other SFD in other countries or continents to see the convergence or otherwise. At the same time, this same study can be done in other organizations that use another sport to see if that will affect the outcome. The study was conducted in organizations that only use football and operate largely in setting with poor populations. Another study could be conducted in organizations that operate in more affluent regions or countries.

Finally, because this study was one of the first studies of antecedents of active membership and performance outcomes of empowering leadership in the sports for development organizations in Kenya, there remains a need to cross-validate the findings in future research.

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