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Abstract

Sports management serves as the bedrock of sports development of any nation. There is the need to manage the vast sports' resources, which include financial, material and human resources that exist in the field of sports. The ultimate aim is to achieve set objectives. In spite of the resource potentialities existing in this country for sports, Nigeria has not made any appreciable impact in international sports. This study, therefore, investigated the relationship among management factors and sports development in selected sports federation of the Federal Ministry of Sports and Social Development in Nigeria (FMS & SD). Descriptive survey research design using validated and structured questionnaire, was adopted. Purposive sampling technique was used to select national sports managers and National Institute for Sports coaches while simple random sampling was used to pick states sports managers, coaches and national athletes and coaches. A total of nine hundred and sixty participants were involved in the study. A reliability coefficient of r=0.87 was obtained for the instrument using Cronbach Alpha. Data were analyzed using multiple regressions to test the hypotheses at 0.05 significant level. At the end of the study, it was discovered that managerial skill (B=.314; Beta = .250; t= 8.358; p<0.05) and government policy (B = .128; Beta = .097; t = 3.563; p<0.05) made relative contributions to the dependent variable, personal/professional preparation (B = 3.688; Beta = .044; t = 1.794; p>0.05) did not make significant but minimal contribution to the development of sports in Nigeria.

Introduction

Sport has permeated the Nigerian society just as it was in many other societies worldwide. A lot of media coverage has been devoted to sports. This view is supported by Morakinyo (2000) when he pointed out that sport is a social phenomenon that has grown from its humble beginning of being an entertainment and recreation pastime to become a visible and prominent business phenomenon that could no more be ignored in the social, political and economic environment of any nation.

The relevance and importance of sports make sports management the bedrock for sports development in virtually all nations. This is the aspect that is responsible for the
smooth-running of various sports in terms of planning, organizing, directing and controlling all essential inputs in sports. Sports succeed or fail in direct proportion to the appropriate decisions and actions of those responsible for managing them (Oloruntoba and Achugbu, 2000). Management involves the interaction between those who administer and those who participate in sporting process. Massie and Douglass (1981) refer to management as the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resources.

Compared to other fields of endeavors, sports management is relatively new (Parkhouse, 1996). It is an offshoot of the older field called Physical Education. However, sports management has expanded to include professional sports, facility management, event management and other areas. The Federal Republic of Nigeria Sports Development Policy (1989) defined sports development as “the process of continuous improvement of the sport structure, institutions and programmes in order to create a societal condition conducive to physical fitness for all and the effective functioning and self-actualization. This document under reference, categorized sports development under the following components; International sports, Indigenous sports, Stadium management, Institutional sports and Sports federations.

Sports development in Nigeria has witnessed a lot of metamorphosis from the colonial pre-independence to independence eras. However, those at the helm of affairs in the sports ministry had been non-professionals and this had negatively affected the fortunes of sports development in Nigeria (Ajiduah, 2001, Onifade, 2000 and Oyewusi, 1996). In addition, the vision 2010 committee revealed that some of the problems affecting sports development in Nigeria include poor administration of sports at the three tiers of government, frequent changes in the machinery and administrative structure of sport as well as in the leadership and membership of the governing bodies. This study therefore attempts to look at management factors as predictors of sport development in selected sports federations of the Federal Ministry of Sports and Social Development (FMS&SD) in Nigeria. The focus of this study is on management skills, government policy and personal/professional preparation as management factors.

Management involves clear, definable functions, such as planning, organizing, staffing, leading, communicating and controlling. Massie and Douglass (1981) pointed out that management involves cooperation of individuals and thus deals with the behavioral components of how people in groups can best work together Decanzo and Robbins (1988) defined management as working with and through individuals and groups to efficiently accomplish organizational goals. It is imperative therefore, that sport personnel thoroughly understand the importance of effective and efficient management. In sports management, athletes and coaches level of performance depends largely on the cooperation and efficiency of the sport manger in attending to their needs. All these individuals are regarded today, as practitioners in the field of sport management. Sports management is the bedrock or cornerstone for sports development in virtually all nations. This is the aspect that is responsible for the smooth-running of various sports in terms of planning, organizing, directing and controlling all essentials inputs in sports. Sports succeed or fail in direct proportion to the appropriate decisions and actions of those who are responsible for managing them (Oloruntoba and Achugbu, 2002).

Robbins (1988) stated that management is the process of getting activities completed efficiently with and through other people. The process, according to him, represents the functions or primary activities engaged in by the managers. He further stated that management has several generic properties and regardless of level in an organization, all
managers perform the same job and functions regardless of the type of organization. However, the emphasis given to each function varies with the manager’s position in the hierarchy. Ajiduah (2001) and Duru (2001) pointed out that the problem of Nigerian sports is that of leadership failure. Non-professionals who know nothing about sports development and so could not deliver good results because no one can give what he or she does not have people the sports avenue. Most of the sports managers in Nigeria function on trial and error basis depending on their secretaries and coaches who sometimes are not competent enough in the area of sports administration. Amuchie (2002) and Ajiduah (2001) concluded that due to the incompetence and constant changing of our sports administrators there is hardly any form of continuity in Nigeria’s sports development.

Policy has been defined as a definitive course of action selected from various alternatives to guide and determine present and future decisions (Parkhouse, 1996). Policies are developed from mission statements, which should be the basis for establishing all aspects of the operational procedures. Massie and Douglass (1981) and Koontz, O’Donnell and Weihrich (1980) revealed that policies are plans, in that they are general statements or understandings which guide or channel thinking and action in decision making. But then, all policies could not be referred to as statements because, according to Parkhouse (1996), policy is the reason – the why – behind management’s decision to function in a particular manner. Formulation of policies are essential to the efficient administration of any sports organization without appropriate policies in place, there is little to guide the activities and conduct of the establishment in the pursuit of its goals. Bucher and Krotee (2002) pointed out that efficient management of sport requires the establishment of sound policies if it is to achieve its goals. Policies serve as a standing plan or guide in general terms of how sport organization will run and how its activities are to be conducted.

For a policy to be effective, it must, according to Donnelly, Gibson and Ivancerich (1984), have the characteristics of flexibility, comprehensive, coordination, ethical and clarity, to attain set objectives, if the policy does not lead to achieving set objectives, then it should be revised, and in any case, policies should be reviewed periodically. The Federal Government of Nigeria in 1986 released a National Sports Policy which has the objective of awakening the sports consciousness of the citizens and ensure mass participation in sports for the physical, mental and moral growth and development of people. Onifade (2000) and Audu (1998) pointed out that the policy has not been able to achieve its set objectives. The administration of any organization is a function that requires personal and professional preparations. Sport is a technical area that requires adequate preparation for those that will manage sports. A good sports manager should have a thorough knowledge of sports; possess educational degree, preferably in the area of sports administration, professional attitude and commitment, in addition to personal characteristics like personality, intelligence, fairness, flexibility, integrity, honesty, leadership and sincere interest in the management of sports.

Duru (2001) pointed out that there is nothing basically wrong with Nigeria or her athletes, the problem is that we have sports administrators who are not professionally prepared for the job at the helm of affairs. Ajiduah (2001) confirmed this when he revealed that people who are not professionals in the area of sports and who know nothing about sports development do maneuver themselves into the centre stage of sports development in Nigeria. In most cases, they were serving professionals and retired professionals form disciplines other than sports. And this is why, according to Amuchie (2002), it could be concluded that there is hardly any continuity in our sports development efforts.
This study was carried out to determine whether managerial skills, government policy and personal and professional preparations are predictors of sport development in selected sport federations of FMS&SD in Nigeria. To achieve the focus of this study, three research questions were postulated.

Methodology
Subjects
The subjects were all sports managers, coaches and athletes of the FMS&SD, National Institute for Sports, States Sports Council and twenty three sports of the 8th All Africa Games held in Abuja, Nigeria in 2003. Those who actually participated in the study were 960 made up of 224 (23.3%) Sports Managers, 225 (26.6%) Coaches and 481 (50.1%) Athletes.

Research Instrument
The main instrument used for data collection was a self-structured questionnaire of the close-ended type designed in line with the modified likert (4scales) instrument. Weights were allotted to questionnaire items so as to enable respondents indicate the extent of agreement and disagreement with the supplied statements. The feedback received from lecturers in the Department of Human Kinetics and Health Education, University of Ibadan, post-graduate seminar of the department and 50 respondents form the Oyo State sports council helped to establish content validity of the questionnaire and reliability coefficient of r=0.87.

After incorporating the changes recommended, ambiguities were removed from the instrument and were then used for the study.

Procedure for Data Collection
The questionnaire was administered on the national players through their coaches and also on coaches and sports managers that were in camp for the 8th All Africa Games and respondents from the National Institute for Sports. Because of the number of respondents, trained assistants were used in the administration and collection of the questionnaire. The research assistants based in those states also administered the questionnaire to players and officials in the states. This method revealed a hundred percent returns of the questionnaire since the 960 copies distributed were retrieved.

Findings
Table 1. Managerial Skill

Hypothesis 1:
Relative effect of managerial skill showing the predictive nature and relationship with sport development in selected sports federations of the Federal Ministry of Sports and Social Development in Nigeria.

<table>
<thead>
<tr>
<th>B</th>
<th>SE. B</th>
<th>BETA</th>
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<tr>
<td>.314</td>
<td>.038</td>
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Hypothesis – Rejected – Significant

In analyzing the data on whether managerial skill would be a predictor of sports development, a significant predictive and relationship value of (B = .314; Beta = 250;
t=8.358 p<.05) was obtained. Table 1 shows the regression of managerial skill as a predictor of sports development in selected sport federations of the FMS&SD. This is an indication that sport management is the bedrock of sports development. According to Oloruntoba and Achigbu (2000), sports can only succeed or fail in direct proportion to the appropriate decisions of those who are responsible for managing them. An organization like the FMS&SD, which is in charge of sports in Nigeria can only chart its course and achieve its objectives when its managers can clearly outline and perform their jobs.

It has been revealed that the basic problem with sports development in Nigeria is that of leadership. Most Nigerian sports managers have found it difficult to rise to their sports responsibilities and failed in showing personal example, which is the hallmark of leadership (Duru, 2001). It is a known practice to put non-professionals in the helm of affairs of sports management, and they invariably fail to enhance sports development in the country (Ajiduah, 2001).

Table 2. **Government Sport Policy**  
**Hypothesis 2**  
Relative effect of government policy showing the predictive nature and relationship with sport development in selected sport federations of the Federal Ministry of Sports and Social Development in Nigeria.

<table>
<thead>
<tr>
<th>B</th>
<th>SE .B</th>
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<tr>
<td>.128</td>
<td>.036</td>
<td>.097</td>
<td>3.563</td>
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Hypothesis – Rejected – Significant

**Government Sports Policy**

The collected and analysed data reveal that government policy as a management factor is a predictor of sport development in selected sport federations of the FMS&SD. A significant predictive and relationship value (B = .128; Beta = .097; t = 3.563; p<.05) was obtained. Implementation of any integrated national sport programme that incorporates progressive sport management strategies has never been done in Nigeria, and this has stunted the growth and development of sport in the country (Abubakar, 2000). Due to lack of a viable national policy, there has not been any legal basis for the activities of the FMS&SD, the report of the National Committee on problems of sports development in Nigeria (2001) confirmed the present National Sports Policy of 1989 is weak and has remained largely unimplemented.

Policies are essential to the efficient administration of any sport organization, without appropriate policies in place, there is little to guide the activities and conduct of the establishment in the pursuit of its goals, when well-reasoned policies are in place the organization can function effectively and efficiently. Administrative policies are very critical to the management of any sport organization because they are statement of procedures that represent the legalistic framework under which the organization operates. But as Audu (1998) pointed out that in spite of the existence of the National Sports Policy of 1989, nothing much has happened in terms of sports development in Nigeria.

Table 3. **Personal And Professional Preparation**
Hypothesis 3
Relative effect of personal and professional preparations showing the predictive nature and relationship with sport development in selected sport federations of the Federal Ministry of Sports and Social Development in Nigeria.

<table>
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<th>T</th>
<th>Sig. T</th>
<th>Remark</th>
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<tbody>
<tr>
<td>3.688</td>
<td>.021</td>
<td>.044</td>
<td>1.794</td>
<td>.073</td>
<td>NS</td>
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Hypothesis – Accepted – Not significant

Personal and Professional Preparation
Table 3. shows the regression analysis of personal and professional preparation as a predictor of sport development in selected sports federation of the FMS&SD in Nigeria. It shows a predictive and relationship value (B = 3.688; Beta = .044; t = 1.794; p>.05). The relationship was not significant. The result obtained is not surprising in that most personnel in sport management are inadequately prepared and may come into sports by defaults and are unable to perform. This view is confirmed by Ajiduah (2001) who pointed out that quite often people who are not professionals in the area of sports and who knew nothing about sports development do maneuver themselves into the centre stage of sport development in Nigeria and the result is that they cannot deliver. Their performances over the years have stunted the growth of sports development in Nigeria (Aiyejuyo and Ayoade, 2002 and Onifade 1999).

Conclusions
This study has focused on management factors of management skills, government policy and personal and professional preparations as predictors of sport development in selected sport federations of the FMS&SD in Nigeria. The study provides insight into how the management factors have contributed to sports development in Nigeria. Managerial skill as a management factor predicted sport development in selected sports federations of the FMS&SD in Nigeria. How well the sports Ministry, which is in charge of sports in Nigeria charts its cause and objectives depends on how well sports managers outline and perform their jobs. Government sport policy as management factor predicted development of sport in selected sports federations of the FMS&S. There must be a functional and effective policy in place that guides the sports managers in the sport ministry

In making decisions and in taking actions that lead towards sport development, it was discovered that policies are essential to the efficient management of sport and that without appropriate policies in peace, there is little to guide the activities and conducts of the sport ministry in the pursuit of its goals. Personal and professional qualification as management factor was not a significant predictor of sport development in selected sport federations of the FMS&SD in Nigeria. The respondents however agreed that sports managers must be adequately prepared personally having participated in sport previously at least at the secondary school inter- house sport level and must be professionally qualified. Only professionally qualified personnel should always be at the helms of sport affairs so as to give sport the right direction it deserves.

REFERENCES


