

MANAGERIAL CAPABILITY AS PREDICTOR OF EFFECTIVE SPORTS MANAGEMENT AMONG SPORTS ADMINISTRATORS IN SOUTH-WEST, NIGERIA

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Abstract

Effective Sports Management (ESM) involves being good at motivating, directing, organising, planning and visioning. Sports management in the South-west, Nigeria relatively lacks contemporary requirements of ESM as they function on trial and error basis leading to poor performances in sporting festivals and other sporting events. However, reports have shown that South-west zone performance in major competitions does not reflect ESM by sport administrators. Previous studies focused mainly on resources acquisition with little consideration on managerial capabilities. This study therefore, was designed to investigate Managerial Capabilities (MC)-human resource management, technical abilities and conceptual competencies as predictor of sports effective management among sports administrators in the South-west, Nigeria. The study was anchored on Organisational Theory, while descriptive research design of correlational type used. Multistage sampling procedure was adopted. Purposive sampling technique was used to select staff of the state Sports Councils and Ministries of Youth and Sports who are in the managerial cadre. Total enumeration technique was adopted to select all the managerial cadre staff in sport council and Ministry of Sports. One thousand and thirty four sports administrators in South-west were enumerated. The instruments used were human resource management ($r=0.70$), Technical abilities ($r=0.72$), Conceptual competencies ($r=0.72$) and ESM ($r=0.74$) scales. Data were subjected to descriptive statistics, Pearson product moment correlation and Multiple regression at 0.05 level of significance. The respondents' age was 37.60 ± 2.30 years and 76.7% were male. Human resource management ($r=0.58$) and technical abilities ($r=0.53$) correlated with ESM. There was a significant joint contribution of MC ($F_{(3;1030)} = 221.753$, $p < 0.05$, Adj. $R^2 = 0.391$) on ESM, accounting for 39.10% of its variance. Human resource management ($\beta = 0.39$), technical abilities ($\beta = 0.30$), and conceptual competencies ($\beta = 0.09$) contributed significantly to ESM. Human resource management, technical abilities and conceptual competencies influenced effective sports management in the South-west, Nigeria. Authorities of the Ministries of Youth and Sports as well as Sports' Councils/Commissions across all the six states in South-west, Nigeria should intensify efforts to organize sensitisation programmes to boost managerial capabilities for effective sports management.

Keywords: Effective sports management, Sports organisational structure, Sports administrators

INTRODUCTION

Managing a sports organization in the 21st century involves the application of techniques and strategies evident in the majority of modern business, government and non-profit organizations. Sports administrators need to engage in strategic planning, manage large number of human resources, manage the welfare of athletes and work within highly integrated global networks of international sports federations, national sports organizations, government agencies, media corporations, sponsors and community organizations. Sports administrators deal with many different people from diverse backgrounds, including agents, athletes, scouts, media, and medical professionals. They work in both casual and professional settings that consist of college sports, amateur sports, professional sports, community sports organizations, private sports clubs, sports marketing and management firms, media and communications, arenas and civic centers, social service organizations and military sports (Carmeli and Tishler, 2004)..

Sports management is regarded as a field that deals with the logistics of running a sport organisation, or a major sport event. It is a broad and highly competitive field that incorporates areas of specialization such as business, marketing and accounting. Public interest in health, fitness and spectator sports has also increased over the years, making sports management a multibillion-dollar industry with a variety of job opportunities for those with experience and education. Professionals in sports management might work on international sporting events, or amateur (Johan Cruyff Institute, 2017).

Management capabilities refer to the capabilities with which managers construct, integrate, and reconfigure the organization's resources and competences. These capabilities enable top sport management teams to face their environment, improve organizational performance, and maintain and create competitive advantages (Carmeli and Tishler, 2004). Sport firms need their managers to employ their capabilities to design organizational and strategic processes that lead organizations to innovations and obtain more growth (Eisenhardt and Martin, 2000). Several studies have suggested that innovation processes require top management teams to use their management capabilities to assign and distribute the firm's resources and activities properly (Wolff and Pett, 2006).

Superior managerial capabilities have long been acknowledged as an important source to generate above normal success for organizations. Management capabilities in an organization are usually required for communicating and implementing strategy, maintaining beneficial

relationships with internal and external stakeholders (Smircich and Stubbard, 1985), and participating in organizational resource allocation and deployment such as, organizational culture (Fiol, 1991), learning system (Senge, 1990), innovation and entrepreneurial systems, and incentive systems (Nelson, 1991). Specifically, several researchers claim that, in order for managers to perform their managerial tasks adequately, they must possess firm-specific knowledge which is history-dependent or acquired through learning by doing (Barney, 1991; Reed and DeFillippi, 1990). However, superior managerial capabilities is embedded in the team setting rather than a single person, where a broad set of such complementary skills of the management team as technical and human skills, is required to attain the superiority in a particular competitive market (Barney, 1991; Mahoney, 1995). By having this set of skills, „the attributes of the management team may satisfy the conditions for achieving and maintaining competitive advantage.

Capabilities in knowledge management have become progressively more crucial in today's economy and knowledge especially in the field of sports. Even though some forms of intellectual capital are transferable, internal knowledge cannot easily be copied. This means that, knowledge anchored in employee's minds may be missing if they decide to leave the organization. Therefore, the key objective of management is to transform individual knowledge into organizational impact for effective and efficient transformation (Rasula, Vuksic and Stemberger, 2012). Chuang (2004) describe management capability as the ability to mobilize and deploy knowledge based resources in combination with other resources and capabilities.

Managerial capabilities composed of the human, technical, and conceptual resources. Katz (1974) defines human abilities as the ability to work effectively with people and to construct a climate of cooperation and security in which employees feel free to express themselves. Human abilities of sports managers are relevant to achieving innovative performance in sports. Employees' commitment and relations based on trust contribute to generating an organizational climate that favors collaboration and support, crucial factors for fostering product innovation (García-Cruz and Real-Fernández, 2013). The processes of new sports products development require management to stimulate employees to share the ideas and develop the new products. It is essential that sports managers use their human capabilities to improve communication and trust to achieve a work climate that encourages exchange of sports

knowledge and drives the development of innovative products in sports (Prajogo and Ahmed, 2006).

In the same way, process innovation often requires close collaboration with workers. Thus, top sports management teams can use their human abilities to ensure that the organization's members interact and exchange knowledge and ideas in order to participate in problem solving and in the creative processes needed for the development of innovative process in sports (Sheremata, 2000). Burt (1992) indicated that sports managers who have an internal network (interpersonal) of relationships can easily obtain information and other resources with which to improve sports organization's performance and better productivity. Sports managers can use their abilities including technical abilities to generate positive attitudes among the employees, reduce communication problems, and improve sports performance (Hoonsopon and Ruenrom, 2012).

Technical abilities involve knowledge that facilitates the use of tools, techniques, and effective procedures to develop an organization. Sports managers can implement techniques, programmes and systems that drive development of innovations in the organization's products and services, such as training programmes or participatory systems that encourage proposing ideas and creating new products or services. Sports managers can also improve development of successful innovative processes by using their technical abilities to design procedures that will lead the organization to improve its performance. Implementing innovation in the the field of sports requires a high level of technical abilities that could encourage and increase individuals' capability to generate new and improved sports procedures (Jack et al., 2014).

It was also indicated that managers' conceptual abilities are related to the capability to see the firm as a whole and to recognize how the organization's various functions depend on each other and how changes in any part will affect all other parts. In this way, managers' capabilities enable them to analyze what happens in the field of sports, perceive tendencies, anticipate changes, and recognize opportunities and potential threats in sporting organisations (Martin, 2011, Yukl, 2002), as well as to establish processes that are useful for developing new sports products (Maggitti et al., 2013).

Consequently, it is important for enterprises to establish strategies to form a knowledge sharing culture, which can create desire for knowledge among the employees who keep the enterprise themselves steady; with regard to the continual application, distribution and creation of knowledge (Pirkkalainen and Pawlowski, [2014](https://nssmjourn.com.ng/)). Acquiring the knowledge in the growth and

development of organisation cannot be underestimated through information facts, ideas, and principles. Thus, acquisition concerned with seeking knowledge outside the organization and creating new knowledge from the interaction between new knowledge and previous knowledge in the organization. Hence, the new knowledge benefits innovation development and organizational effectiveness in the business of the organisation, both internal and international. This ability identifies, access, and collects the internal and external knowledge that are necessary for activities. Researchers explain that, knowledge acquisition results from individual participation and interactions between tasks, technologies, resources and people within a particular context. With the knowledge externalized and captured by people who need it can increase the productivity and profitability of firms (Mtega, Dulle and Benard, [2013](#)).

Invariably, effectiveness of management has great concern to researchers all over the world, at different times and in different organisations, basically as major factors in determining the success of any given organisation. Thus, managerial capabilities of any organisation stand as the cornerstone of effectiveness, as well as the most important factors of any organisational success (Audas, Dobson and Goddard, 2002). Literature have suggested that, success or failure in sports administration is hinged on a number of factors; among which are funds, availability of talents to be harnessed, support from the government, personality makeup (capabilities), experience and exposure alongside many other factors.

Subsequently, the modern day sports' management requires development of effective organizational structure and managerial capabilities to meet up with personal growth and organizational development. However, development and application of contemporary organizational structure and managerial capabilities are noticed to be lacking in Nigeria, particularly in the South-West sports ministries and sports councils. Instead, it has been politicized by appointing non-professionals to the administration and management of sports. This corroborates Ajiduah (2001) assertion which established that, the officers 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. Moreover, the professionals who are involved relatively lack contemporary requirements for effective sports management. This promote poor development and application of contemporary organizational structure and managerial capabilities in terms of knowledge, skills development and competency in sports administration and management through innovative of today's effective service delivery of sports administrators in the helm of

affairs which might be associated with failure in performance at the regional and international competitions. Therefore, this study examined managerial capability as predictor of sports management among administrators in South-West, Nigeria.

Research Question

Answer was provided for this research question

1. What is the relationship between managerial capabilities (human resource management, technical abilities and conceptual competencies) and effective sports management?

Hypotheses:

The following hypotheses were tested in the study:

1. There will be no significant joint contribution of managerial capabilities of human resource management, technical abilities and conceptual competencies to effective sports management in South-West, Nigeria.
2. There will be no significant relative contribution of managerial capabilities of human resource management, technical abilities and conceptual competencies to effective sports management among sports administrators in South-West, Nigeria.

Significance of the study

The finding of this study would provide insight into how the organizational structure and managerial capabilities contribute to sports management and administration in Nigeria. How well the sports ministry, sports associations and federations in charge of sports in Nigeria can charts its cause and objectives based on their structure and capabilities which depends on how well sports administrators outline and perform their jobs. Further, the finding of this study would help in government sport policy channels to the best interest of services considering the organizational structure and managerial capabilities to best practices in the world today. This can help in the design of a functional and effective policy in place that guides the sports administrators in the sport management.

Further, the findings of this study would help in making decisions and taking actions towards sports management and administration in the business of sports. It would help to discover the essential policies for efficient management of sports. It would give information on the needs for adequately prepared personnel professionally with the right direction it deserves.

METHODOLOGY

The descriptive research design of correlational type was used for the study. The population for this study consisted of sports administrators in South-West, Nigeria. These are staff of Sports' Councils and Ministry of Youth and Sports in Ekiti, Lagos, Ogun, Ondo, Osun and Oyo State. The total numbers as at the time of this study was about two thousand (2,000) staff as employment is always in on-going process. The sample for the study was one thousand and seventy eight (1,078) respondents, who were drawn from sports administrators in South-West. However, only one thousand and thirty four (1,034) respondents who filled the questionnaire correctly were used for the study. Purposive sampling technique and total enumeration were used to select the sample for this study. Purposive sampling technique was used to select staff of the state Sports Councils and Ministries of Youth and Sports who are in the managerial cadre (from grade level 7 and above) because they form the bulk of decision makers. Total enumeration technique was adopted to select all the managerial cadre staff in the selected sport organisations in the selected States in the South-West, Nigeria.

Table 1.1: Distribution of respondents from States Sports Councils / Sports Commissions

S/n	State Sports Councils / Sports Commissions	Staff strength (From grade level 7)	Total number of selected respondents
1.	Ekiti	137	131
2.	Lagos	392	386
3.	Ogun	180	173
4.	Ondo	98	94
5.	Osun	119	102
6.	Oyo	152	148
	Grand total	1,078	1,034

Source: The State Sports Councils and Ministries of Youth and Sports

The research instrument for this study was questionnaire. The Researcher made use of Managerial Capabilities (MC) by Carmeli (2004) alongside Managerial Capabilities Questionnaire (MCQ) developed on the basis of an extensive review of academic and literature to identify activities commonly considered, the items were derived from SKILLSCOPE 360 (Kaplan, 1997). Thus, the final items were derived from existing instruments from scholars who have used it in their study such as Fiedler (2001) and McCall, Spreitzer and Mahoney (1997) cited in Chang, Polsa and Ochen (2003) and also Becley and Omolawon (2015). The

Managerial Capabilities Questionnaire for this study has a total of thirty-eight 38 items questions made up of three sets of scales: knowledge of business, learning behaviour, and resilience behaviour. Knowledge constructs of business knowledge and international business knowledge, made up of 10 items; learning behaviour consists of fourteen items made up of three sub-scales of 5 items representing cultural adaptability; 5 items to represent the construct of self-development and 4 items used for perspective taking, and the resiliency behaviour consists of fourteen items which includes: 7 items representing time management, 4 items to represent managing adversity and 3 items representing integrity. Each response was scored on a 4-point modified Likert format of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD), which is rated as 1= strongly disagree; 2= disagree; 3= Agree; 4= strongly agree in which respondents indicate the extent to which they agreed with the questions statement.

Sports organizational effectiveness by Shilbury and Moore (2006) with eight effectiveness, dimensions that include; Flexibility, Resources, Planning, Productivity, Availability of Information, and Stability, Skilled Workforce and Cohesive Workforce which influence the operations with emphasis on the Competing Value Approach (CVA) was adapted to developed instruments to assess the effectiveness of sports management. The Effective Sports Management Surveys were used to elicit information from respondents on the concept of sports management, based on criterion taxonomy of the multiple facets of effective management which are tools for individual administrator to identify unique strengths and weakness in their responsibilities as used by researchers such as Thompson and Ware (2003) and Caldwell (2003) citing Dess and Picken (1999). Thus, this relate to the function, responsibilities and decision-making which mirror into effective management that addresses dimensions such as managing and leading, interpersonal relationships, success orientation and contextual adept. Hence, eighteen (18) items questions were generated. Each response was scored on a 4-point modified Likert format of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD) with allotment of points in the following order; SA=4, A=3, D=2, SD=1.

Cronbach alpha (α) was used to establish the reliability coefficient. Managerial Capabilities Scale had a value of 0.72, while Effective Sports Management Scale had a value of 0.74. Pearson product moment correlation was used to analyse the research questions while multiple regression was used to test hypotheses at 0.05 level of significance

Results

Research Question: What is the relationship between managerial capabilities (human resource management, technical abilities and conceptual competencies) and effective sports management in South-West, Nigeria?

Table 2: Summary of result on relationship between managerial capabilities and effective sports management

Variables	Effective sports management	Human resource management	Technical abilities	Conceptual competencies	Mean	Std. Dev.
Effective sports management	1				16.40	6.13
Human resource management	.583**	1			22.81	8.38
Technical abilities	.527**	.613**	1		28.08	6.64
Conceptual competencies	-.048	-.059	.197**	1	32.94	7.34

Correlation is significant at 0.05 alpha level ($p < 0.05$)

Table 2 showed that managerial capabilities of human resource management ($r=0.583$) and technical abilities ($r=0.527$) had moderate correlation with effective sports management, while conceptual competencies ($r=-0.048$) had low correlation with effective sports management. It was further established that human resource management and technical abilities had positive correlation with effective sports management in South-West, Nigeria, while conceptual competencies had negative correlation. Furthermore, it was revealed in the table that correlation coefficient's magnitude of human resource management and technical abilities were moderate, while conceptual competencies had weak negative correlation.

Hypothesis 1: There is no significant joint contribution of managerial capabilities of human resource management, technical abilities and conceptual competencies to effective sports management in South-West, Nigeria.

Table 3: Summary of result on joint contribution of managerial capabilities to effective sports management

R=.626 R ² =.392 Adj. R ² =.391 Std. Error=4.78129

Model	Sum of Squares	Df	Mean Square	F	Sig. (<i>p</i> value)	Remark
Regression	15208.298	3	5069.433	221.753	.000	Significant
Residual	23546.531	1030	22.861			
Total	38754.829	1033				

As shown in table 3, it was found that the linear combination of managerial capabilities of human resource management, technical abilities and conceptual competencies was tested significant on effective sports management in South-West, Nigeria ($F_{(3,1030)}=221.753$, $p<0.05$). The result yielded a coefficient of multiple regression of $R=0.626$ and multiple R-square of 0.392. The result also revealed that adjusted $R^2=0.391$; indicating that about 39.1% of variance was accounted for by the independent variables. This means that, there was a significant joint prediction of human resource management, technical abilities and conceptual competencies on effective sports management in South-West, Nigeria. The null hypothesis was therefore rejected.

Hypothesis 2: There is no significant relative contribution of managerial capabilities of human resource management, technical abilities and conceptual competencies to effective sports management in South-West, Nigeria.

Table 4: Summary of result on relative contribution of managerial capabilities to effective sports management

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Remark
	B	Std. Error	Beta			
(Constant)	4.346	.866		5.019	.000	
Human resource management	.287	.023	.392	12.408	.000	Significant
Technical abilities	.279	.030	.303	9.410	.000	Significant
Conceptual competencies	-.071	.021	-.085	-3.327	.001	Significant

Table 4 showed the managerial capabilities of human resource management, technical abilities and conceptual competencies, the unstandardised regression weight (β), the standardised error of estimate ($SE\beta$), the standardized coefficient, the t-ratio and the level at which the t-ratio was significant. As indicated in this table, human resource management ($\beta=0.392$, $t=12.408$, $p<0.05$), technical abilities ($\beta=0.303$, $t=9.410$, $p<0.05$) and conceptual competencies ($\beta=-0.085$, $t=-3.327$, $p<0.05$) were independently tested significant on effective sports management in South-West, Nigeria. This means that there were significant relative predictions human resource management,

technical abilities and conceptual competencies on effective sports management in South-West, Nigeria. The null hypothesis was therefore rejected.

Discussion of findings

The finding of this study also revealed that managerial capabilities of human resource management and technical abilities were independently tested significant on effective sports management in South-West, Nigeria, while conceptual competencies had negative correlation. It was further established that human resource management and technical abilities had positive correlation with effective sports management in South-West, Nigeria, while conceptual competencies had negative correlation. Furthermore, it was revealed that correlation coefficient's magnitude of human resource management and technical abilities were moderate, while conceptual competencies had weak negative correlation. This implied that, an improvement in each of human resource management and technical abilities would influence effective sports management in South-West, Nigeria. The outcome of this study on relationship between human resource management and technical abilities and effective sports management was not in agreement with the study of Bailey and Helfat (2003) which revealed that industry-specific human capital is positively correlated with company performance.

The finding of this study revealed that the linear combination of managerial capabilities of human resource management, technical abilities and conceptual competencies was tested significant on effective sports management in South-West, Nigeria. This means that, there was a significant joint prediction of human resource management, technical abilities and conceptual competencies on effective sports management in South-West, Nigeria. The outcome of this study on joint prediction of human resource management, technical abilities and conceptual competencies on effective sports management was at variance with the outcome of Martin (2011) which established that managers' capabilities enable them to analyze what happens, perceive tendencies, anticipate changes and recognize opportunities and potential threats.

This study also revealed that human resource management technical abilities and conceptual competencies were independently tested significant on effective sports management in South-West, Nigeria. This means that there were significant relative predictions human resource management, technical abilities and conceptual competencies on effective sports management in South-West, Nigeria. The outcome of this study on relative prediction of human resource management, technical abilities and conceptual competencies on effective sports

management was not in agreement with the study of Bailey and Helfat (2003) which revealed that industry-specific human capital is positively correlated with company performance.

Conclusion

Based on the the outcome of this study, it was concluded that managerial capabilities of human resource management and technical abilities had significant positive relationship with effective sports management, while conceptual competencies did not. Conclusion was also made that, there was a significant joint prediction of managerial capabilities of human resource management, technical abilities and conceptual competencies on effective sports management in South-West, Nigeria. Likewise, there were significant relative predictions of human resource management, technical abilities and conceptual competencies on effective sports management. Additionally, there was a significant composite contribution of organisational structure and managerial capabilities to effective sports management in South-West, Nigeria.

Recommendations

Based on the findings of the study, the following recommendations were made

1. The authorities of the Ministries of Youth and Sports as well as Sports' Councils / Commissions across all the six states in South-West, Nigeria should intensify efforts to organise sensitisation programmes about of managerial capability for effective sports management.
2. Periodic capacity building programmes should also be organised for the concerned staff by the stakeholders on exclusive contribution of managerial capability to effective sports management in South-West, Nigeria.
3. Deliberate effort should be made by the authorities of the Ministries of Youth and Sports as well as Sports' Councils / Commissions in South-West, Nigeria in such a way that centralisation, complexity, human resource management, technical abilities and conceptual competencies are taken into consideration as specific factors affecting effective management of sports South-West, Nigeria.

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