

Effects Of Organizational Structure On Sports Personnel Satisfaction In Nigeria: Southwest Tertiary Institution

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Abstract: The study was carried out on organizational structure and sports personnel satisfaction in Nigeria South West Tertiary Institutions. To this end, a total of 200 sports personnel's that cut across four institutions, that is, LASU, UNILAG, UI, and Ibadan Poly, were selected through a stratified random sampling technique and served as respondents in the study. A self-developed and validated questionnaire was the instrument used for data collection. Fifty (50) copies of the questionnaire were administered in each of the institutions using on the spot administration for high percentage returns. The data collected was used to develop a frequency distribution table for analysis. The descriptive statistics of percentage, bar, and pie charts were used for data presentation, while the t-test statistical tool was used in testing all stated hypotheses using 0.05 confidence levels. The findings show that Organizational structure, Reward, and Communication have significant influences on sports personnel satisfaction in Nigeria South-west Tertiary institution, it can also be depicted that for the development of any institution or sport academic, the organizational structural effects of the sports personnel need to be structured appropriately to promote healthy living.

Index Terms: Organizational Structure, Sports Personnel Satisfaction, Tertiary Institutions, Administration Effects

1. INTRODUCTION

Over the years, human beings have been considered the essential resources of any organization, be it private, public, or mixed organization. This assertion can be attributed to the structural roles people play, the process through which they interact, the relationship that they build, and their level of satisfaction in determining the success and development of any organization [1]. In reality, many organizations adequately structured according to mixtures of functional and division forms. Bass and Bass [2] asserted that an organization is a network or structure of relationships among individuals and positions in a work setting and the process by which architecture is created, maintained and used, in the same vein in Louis. Cole [3] explained that organization is the process of identifying and grouping the network to be performed, defining and delegating responsibility and authorities, as well as establishing relationships to enable people to work most effectively together in accomplishing set objectives. In the literary term, an organization is a group or body of people coming together to accomplish some task or achieve common goals [4]. Therefore, a well-structured organization usually sees average workers as the root source of quality and productivity gains. Such organizations don't look to capital investment, but employees as the fundamental source of improvement and advancement [5]. Akpan [6] emphasized that an organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function, and where it reports to within the organization. An organization can also be structured in many different ways,

depending on their objective. Awoyinfa and Adebayo [7] stated that the organization is useful to the degree which achieves its goals. In order words, the structure of an organization will determine the modes in which it operates and performs. An active organization will make sure that there is a spirit of cooperation and a sense of commitment and satisfaction among the members within the confines of the organization. Satisfaction, therefore, remains a key concept that bridges the gap between staff and the organization [8-10]. Grol et al. [11] stated that satisfaction is how content an individual is with his/her job. The happier people are with their job, the more satisfied they are said to be Stoke, in Zu et al. [12] goes on to say that satisfaction in a structured organization indicates how employees fell about their job role, managers, and their entire working environment. This feeling tends to improve when employees work in a situation where they feel they contribute to the organization's goals. Weiss, in Cyr and Head (2013), argued that satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation, which affect emotion, belief, and behaviour. This definition suggests that we form attitudes toward our job by taking into account our feelings, our beliefs, and our behaviour. Therefore, satisfaction is an important attribute that is frequently measured by the organization. The most common way of measuring is the use of a rating scale where employees report their reactions on their jobs through job rotation, job expansion, and job enrichment [12-15]

Remuneration in an organization also stands as a vital component of organization structure and employee performance influencer [16-17]. The need for proper remuneration after a task must have been accomplished cannot be overemphasized. Kukoyi [25] concluded that no meaningful development could take place in sport organizations, for that matter if the employee's efforts are not adequately remunerated. The authors went further to say that every sport structure must devise a means of rewarding their employees no matter how poorly structured that organization may be. Kukoyi view was collaborated by Izuchukwu [18] that reward is a morale booster in any formal or informal organization. Okokpujie et al. [19] and Harb [20] also confirmed that reward tends to bring meaningful development

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if such compensation is appropriately channeled. Williams and Chinn [21] emphasized that the satisfaction of sports personnel also Centre around their communication, and he continues by saying that communication is the process whereby the ideas, images, feelings, emotions, perceptions, and opinions of one person are transmitted to another. It is a rational process whereby two people are involved that is the sender and the receiver. In the same vein judge [22] and Singh et al. [23] asserted that when workers in any organization appear to be very good. But when the member of an organization engages in mutual distrust, resentment, gossips, or when there is a feeling of in-competencies and insecurity, there is a bound to be communication breakdown, which in turn affects the satisfaction of workers. Therefore, the focus of this study is to examine sports personnel satisfaction in Nigeria Tertiary Institution. Because of the organizational structure prevalent. It is a fact that organizational structure variables such as reward and communication can affect employee's satisfaction and performance on the job. Investigation has shown that many sports personnel may differ in satisfaction on variation in their job due to reward and communication. However, communication also stands a chance in sports personnel satisfaction in an organization. An organization that lacks communication will find it difficult to make a concrete decision in its managerial roles [24]. Scale Development for Breakfast Cereals using the Kelly Repertory Grid Technique. Journal of Business Case Studies (JBSCS). 2013 Feb 21;9(2):121-32., 2001). Lack of communication in an organization will lead to non-interaction among workers, which may, in turn, affect the overall organization as a whole. Izuchkwu [18] also explained that reward is a morale booster that brings meaningful development in an organization and helps a worker to perform a particular action when they have been praised. Given the above submissions in which there is no clear cut position as regards the satisfaction of sports personnel in an organization. The aim of this study is, therefore, to find out the most influencing organizational structure variable as regards personnel satisfaction. However, the researcher is using the sports personnel of four tertiary institutions as samples for the targeted population.

The study will have attempted to provide answers to the following

- ❖ What is the influence of organizational structure on sports personnel satisfaction in Nigeria tertiary institutions?
- ❖ Will the reward system have any influence on sports personnel satisfaction in Nigeria tertiary institution?
- ❖ Will organizational communication have any influence on sports personnel satisfaction in Nigeria tertiary institution?

1.1 RESEARCH HYPOTHESES ORGANIZATIONAL STRUCTURE ON SPORTS PERSONNEL SATISFACTION

The following research hypotheses were tested in the study.

- ❖ The organizational structure will have no significant influence on sports personnel satisfaction in Nigeria tertiary institution.
- ❖ Reward will have no significant influence on sports personnel satisfaction in Nigeria tertiary institution.
- ❖ Communication will have no significant influence on sport personnel satisfaction in Nigeria tertiary institution.

1.2 SIGNIFICANCE, DELIMITATION, AND LIMITATION OF THE STUDY

This study will enable the institutions under review to develop a program that will help the sports personnel to establish a healthy sports practice in the academic community. The research will serve as an eye-opener to the authorities for the need for sports personnel satisfaction in an organization. The study will also help the co-operate bodies and (N.G.O) Non-Governmental Organizations on how they can develop programs for tertiary institutions concerning sport personnel satisfactions.

The study will bring to reality the need for government and sport practitioners in the ministry of sports to see the need for full integration of sport into all levels of education.

The study was limited to the following areas:

- ❖ The descriptive research design.
- ❖ 200 sports personnel from four institutions, LASU, UNILAG, UI, and Ibadan Poly.
- ❖ Variable of reward and communication is considered in this study.
- ❖ Questionnaire are employed for data collection.
- ❖ The statistical tools to be used in this research will be the simple frequency distribution table percentage, person product-moment correlation, and student t-test analysis

The following limitations were envisaged and controlled for in the course of carrying out the study: The questionnaire may not be completed and retrieved on time, but the researcher will equally appeal to the respondents so that the questionnaires will be completed and returned. Respondents may conceal information in describing sports personnel satisfaction in the population to the researcher because of the nature of their job. The researcher will equally appeal to the respondents so that the questionnaire will be completed and return. Efforts will be made to reduce the effects of other limitations that may arise during this study.

1.3 OPERATIONAL DEFINITION OF SOME SIGNIFICANT TERMS IN THIS STUDY

Satisfaction: Satisfaction is how content an individual is with the job
Reward: something given or received, I recompense for worthy behaviour or in retribution for evil acts
Communication: communication is the process whereby the ideas, image feelings, emotions, perceptions, and opinions of one person are transmitted to another. Job rotation: moving a worker from job to job to give employees experience with all organizational activities as a training process and to offset boredom, which can occur when performing the same work over an extended period. Job Design means to decide the substances of a job. It fixes the duties and responsibilities of the workers, the methods of doing the job, and the relationships between the job owner and his managers, assistants, and colleagues.

2 METHODOLOGY

The study aimed at examining organizational structure effects on the sports personnel satisfaction in Nigeria south-west tertiary institutions. This section deals with the methods and procedure used for this study and its discussed under the following headings: Research design, Population, Sample and sampling Techniques, Research instrument/ instrumentation,

Validity and Reliability of the instrument, Procedure for Data Collection, Procedure for data analysis

2.1 Research Design

The descriptive survey investigation design was employed for this study. This design was considered appropriate because of it seek respondents' opinion through questionnaire. To this end, data were collected from respondents through a self-developed questionnaire, collated analysed, and interpreted to fully describe the impact of organizational structure and sports personnel satisfaction in Nigeria South-west tertiary institutions.

2.2 Population of the Study

The study of the population carried out is both male and female sports personnel such as coaches, sports technicians, sports administrators, sports director's sports secretaries and groundsman of the University of Lagos, University of Ibadan, Ibadan Polytechnic and Lagos State University.

2.3 Sample and Sampling Techniques

The sample for this comprises 200 sports personnel drawn from the four institutions, namely; University of Lagos, University of Ibadan, Ibadan Polytechnic, and Lagos State University only. The subject was selected using a stratified random sampling technique. To reduce the degree of bias and sidedness of the respondent's opinion on the topic in view and to ensure that the opinions of sports personnel in the organization in focus are well represented.

2.4 Research Instrument

The research instrument applied for this study was a self-constructed questionnaire, designed in line with the variables to be tested in the study. The questionnaire was based on a four (4) point Likert attitudinal scale, comprising of two parts. SECTION A: sought demographic information of the respondents while SECTION B: Sought information regarding organizational structure and sports personnel satisfaction in Nigeria Tertiary institutions.

2.5 The validity of the Instrument

A draft copy of the self-developed questionnaire was validated by the supervisor, and two other specialists in the department of physical and health education, LASU. The draft questionnaire was presented to these panel experts for face validation. Their suggestion was used in appropriating the structure contents of the items before adoption.

2.6 Reliability of the Instrument, Procedure for Data Collection and Data Analysis

The test-retest method was used on five (5) sports personnel from AOCOED who were not part of the study. The statistical tools used were the person's product-moment correlation coefficient with the reliability coefficient being 0.71. The validated questionnaire was self-administered on the subjects at their various institutions and retrieved in the same vein. Two (2) research assistants were used to assist in the research work. The immediate collection of the questionnaire enhanced a high percentage return and helped the respondents to obtain clarification for questions that are not clear to them. However, the duration for questionnaire administration lasted two weeks. The data acquired in this study were analysed using descriptive statistics of frequency counts and percentages,

while inferential statistics of t-test was employed to determine the level of significance of the variable at 0.05 alpha level

3 RESULT AND DISCUSSION

This section presents the result and discussion of data analysis on a study carried out to find out the influence of organizational structure on sports personnel satisfaction in Nigeria South-west Tertiary institution. Three hypotheses were stated to determine these, questionnaires were given out to respondents (staff of LASU, UNILAG, IP, and UI), and their responses were subjected to inferential statistics of student T-test while simple percentage was applied to analyse the demographic data. The data presentations are illustrated in Tables and Figures below.

Table 1:
Distribution of Respondents by Age

Valid	Frequency	Percentage	Valid percent	Cumulative percent
21-30 years	78	39.0	39.0	39.0
31-40 years	70	35.0	35.0	74.0
41 & above	52	26.0	26.0	100.0
Total	200	100	100	

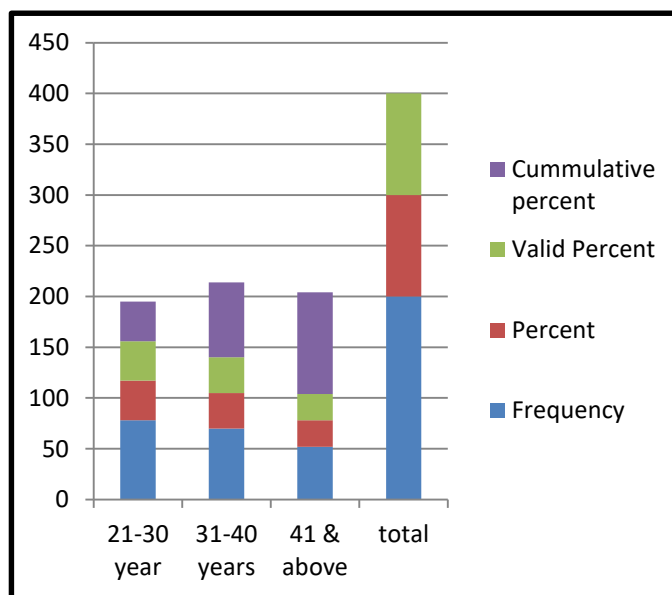


Figure 1: *Distribution of Respondents by Age*

The illustration of the result in Figure 1, shows clearly that 78 (39%) respondents were between 21-30 year, 70 (35%) fall within the age range of 31-40 years, and the least was 52 (26%) respondents within the age range of 41 years and above.

Table 2:
Distribution of Respondents by Sex

	Frequency	Percent	Valid percent	Cumulative percentage
Valid Male	124	62	62	62
Female	76	38	38	100
Total	200	100	100	

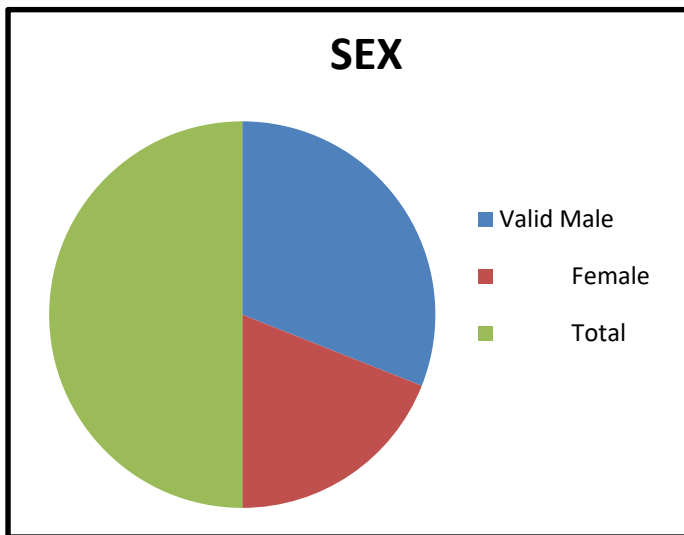


Figure 2: Distribution of Respondents by Sex

Table 2 indicates responses on sex differences of the respondents in the organization, which implies that 124 (62%) respondents in the organization were males while 76 (38%) respondents in the organization were females.

Table 3: Distribution of Respondents by Institution

Institutions	Frequency	Percent	Valid Percent	Cumulative Percent
LASU	43	21.5	21.5	21.5
UNILAG	56	28.0	28.0	49.5
UI	52	26.0	26.0	75.5
Ibadan Poly	49	24.5	24.5	100
Total	200	100	100	

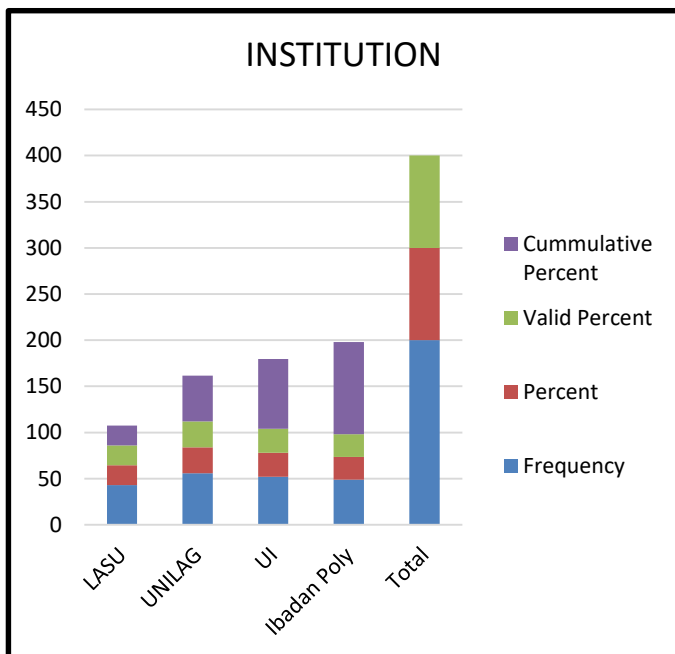


Figure 3: Distribution of Respondents by Institution

From Figure 3, present the analysis of the response of respondents by institution use for data collection, and it could be observed that UNILAG has the highest score with 56 (28%), follow immediately by UI with the total score of 52

(26%), next to it were Ibadan Poly with the overall rating of 49 (24.5%) the least was LASU with the total scores of 43 (21.5%) respectively.

Table 4: Distribution of Respondents by Qualification

Personnel	Frequency	Percent	Valid Percent	Cumulative Percent
Valid NCE	47	23.5	23.5	23.5
Degree	62	31.0	31.0	54.5
Masters	55	27.5	27.5	82.0
Others	36	18.0	18.0	100.0
Total	200	100.0	100.0	

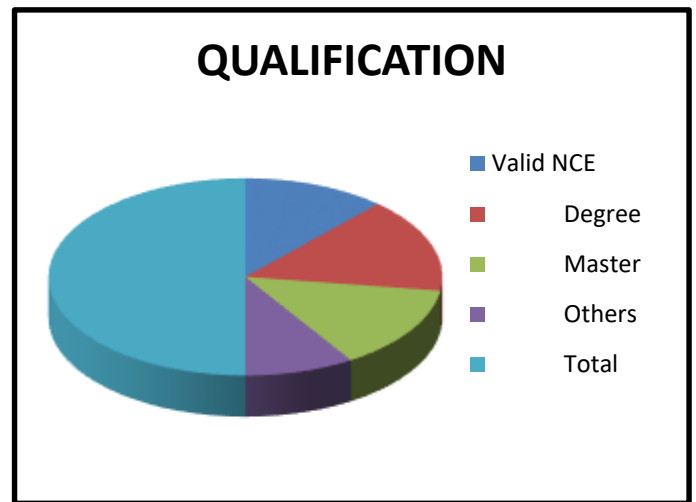


Figure 4: Percentage Distribution of Respondents by Qualification

Table 4 and Figure 4 indicate that 47 (23.5%) respondent's academic qualification falls between NCE, followed immediately by 62 (31%) respondents who are academic qualification were degree holder, next to it is 55 (27.5%) respondent's educational qualification which was Master holders and the least were respondents with other academic skills with total score of 36 (18%).

Table 5: Distribution of Respondents by Job Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5 years	101	50.5	50.5	50.5
6-10 years	55	27.5	27.5	78.0
11years & above	44	22.0	22.0	100.0
Total	200	100.0	100.0	

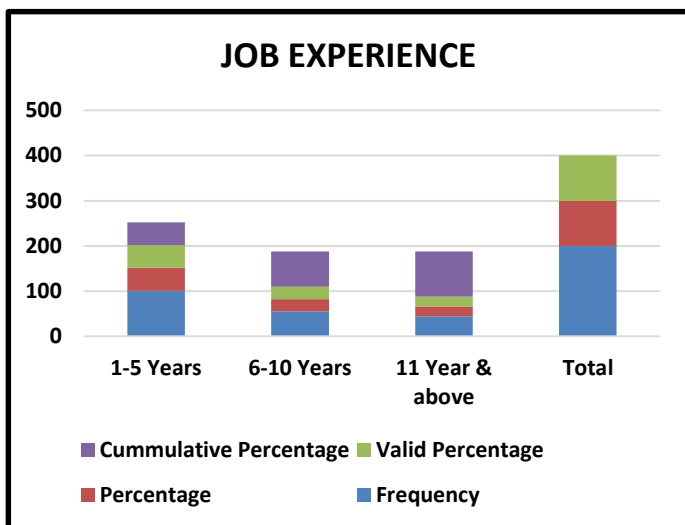


Figure 5: The Analysis of the Distribution of Respondents by Job Experience

Figure 5 shows that 101 (50.5%) respondents fall within 1-5 years' job experience in the organizations, followed by 55 (27.5%) respondents who were between 6-10 years' job experience in the organization and the least is 44 (22%) respondents which represents 11 years and above job experience in the organizations.

Table 6
Distribution of Respondents by Marital Status

Status	Frequency	Percent	Valid Percent	Cumulative percent
Single	71	35.5	35.5	35.5
Married	80	40.0	40.0	75.5
Divorce	23	11.5	11.5	87.0
Separated	6	3.0	3.0	90.0
Others	20	10.0	10.0	100.0
Total	200	100.0	100.0	-

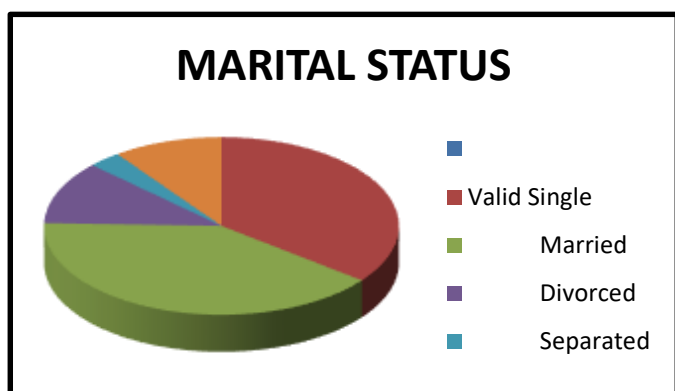


Figure 6: The Analysis of the Percentage Rate of Marital Status Employed in the Research

Table 6 indicates that 71 (35.5%) respondents in the organization were single, follows immediately by 80 (40%) respondents who were married, next to it is 23 (11.5%) respondents who were divorced, 6 (3%) respondents in the organizations were separated, and the least were respondents with other with total score of 20 (10 percent)

3.1 Testing Stated Hypotheses and Discussion

Hypothesis 1

Hypothesis one states that organizational structure will have no significant influence on sport personnel satisfaction in Nigeria South-West tertiary institution. Hypothesis one was tested using the T-test statistic tool at 0.05 level of significance. The result is presented in Table 7.

Table 7:

T-Test Result of the Influence of Organizational Structure on Sports Personnel Satisfaction

Variables	N	U	Mean s	SD	DF	LS	T-crit.	T-calc.
Organization al structure	20	1	7.9	1.78	19	0.0	1.97	59.4
	0	3		5	9	5	1	8

From the table above, it shows that calculated T-value = 59.48, df = 199, T-crit. 1.971 at 0.05 level of significance that is calculated T-value of 59.48 is greater than the critical t. value of 1.971; therefore, the above-stated hypothesis is as a result of this rejected, indicating that organizational structure will have a significant influence on sports personnel satisfaction in Nigeria South-west tertiary institutions. This research finding is in line with the observation made by Zeigler & Bowe in Fasan [26] posited that organization is useful to the degree which it achieves its goals. In order words, the structure of an organization will determine the modes in which it operates and performs. An operative organization will make sure that there is a spirit of cooperation and a sense of commitment and satisfaction among the members within the confines of the organization.

Hypothesis 2

Hypothesis two states that reward will have no significant influence on sport personnel satisfaction in Nigeria South-west tertiary institution. Hypothesis two was tested using the t-test statistic tool at 0.05 level of significance. The result is presented in Table 8.

Table 8:

T. Test Result of the Influence of Reward on Sports Personnel Satisfaction

Variables	N	U	Means	SD	DF	LS	T-crit.	T-cal c.
Reward & satisfaction	200	16	10.23	2.17	199	0.0	1.971	71.99
						5		

From the Table 7 and 8, it shows that calculated T-calc. =71.99, df. = 199, T-crit. 1.971 at 0.05 level of significance that is calculated T-value of 71.99 is greater than the critical T-value of 1.971. Therefore, the above-stated hypothesis is now rejected, indicating that reward will have no significant influence on sports personnel satisfaction in Nigeria South-west tertiary institutions. The finding agreed with Kukoyi [25], which stated that no meaningful development could take place in a sports organization or any organization, for that matter if an employee's effort is not adequately rewarded. The author went further to say that every sport structure must devise a means of paying their personnel no matter how poorly structured that organization look. Kukoyi view was collaborated by Izuchukwu [18] that reward is a morale booster in any formal or informal organization. He also posited that compensation tends to bring meaning development if such benefit is appropriately channeled.

Hypothesis 3

Hypothesis three states that communication will have no significant influence on sports personnel satisfaction in Nigeria South- West tertiary institution. Hypothesis three was tested using the t-test statistic tool at 0.05 level of significance. The result is presented in Table 9 below

Table 9: T. Test Result of the Influence of Communication On Sports Personnel Satisfaction

Variables	N	U	Mean s	SD	DF	LS	T- crit.	T- calc
Communication	20	1	9.83	2.0	19	0.0	1.97	68.
n	0	6		4	9	5	1	3

From the Tables 9, it shows that calculated T-calc. =68.31, df =199, T-crit. 1.971 at 0.05 level of significance that is calculated T-value of 68.31 is greater than the critical T-value of 1.971. Therefore, the above-stated hypothesis is, at this moment, rejected, indicating that communication will have a significant influence on sports personnel satisfaction in Nigeria South-west tertiary institutions. The finding is supported by Williams and Chinn [21] that emphasized that the satisfaction of sports personnel also centers around their communication. In the same vein, Judge [27] also asserted that when the worker in any organization appears to be friendly and have a good working rapport, communication tends to be very good. But when the member of an organization engages in mutual distrust, resentment, gossip, or when there is a feeling of incompetence and insecurity, there is a bound to be communication breakdown, which in turn affects the satisfaction of workers. The study of [28-35] supports this analysis.

4 CONCLUSION

The study was carried out on organizational structure and sports personnel satisfaction in Nigeria South-west Tertiary Institutions. To this end, a total of 200 sports personnel that cut across four institutions such as LASU, UNILAG, UI, and Ibadan Poly were selected through a stratified random sampling technique and served as respondents in the study. A self-developed and validated questionnaire was the instrument used for data collection. Fifty (50) copies of the questionnaire were distributed in each of the institutions using on the spot administration for high percentage returns. The data collected was used to develop a frequency distribution table for analysis. The descriptive statistics of percentage, bar, and pie charts were used for data presentation, while the t-test statistical tool was used in testing all stated hypotheses. 0.05 confidence level. The finding is as follow:

Based on the results from the outcome, the researcher concluded that:

- Organizational structure is a significant influencing factor of sports personnel satisfaction in Nigeria South-west Tertiary Institution.
- Reward is a significant influencing factor of sports personnel satisfaction in Nigeria South-west Tertiary Institution.
- Communication is a significant influencing factor of sports personnel satisfaction in Nigeria South-west Tertiary Institution.

RECOMMENDATION

From the findings of this study, the following suggestions are as followed.

1. A pamphlet with necessary educative information on job satisfaction should be provided for all sports personnel to assist them in remembering what to do at all time
2. The government should have a written job satisfaction policy that would be routinely communicated to all sports personnel.
3. Government and sports administrators should endeavor to provide more enlightenment campaigns on the importance of job satisfaction through mass media.
4. Sports personnel should be monitored and taken care of properly to avoid dissatisfaction and un-seriousness among workers.
5. Proper and adequate education on job satisfaction should be provided in every locality both urban and rural areas through representative of the community, and proper information should be given to sports personnel during their induction into the industry or organization so that after they have been educated, they would know the right step when doing the job.
6. Sports personnel should be trained in the skills necessary to do the job for the effectiveness and efficiency of the situation.
7. Information on job satisfaction should be translated in the three major Nigerian languages to cover all the state and break-word to drive the message home and abroad.

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