



PERSONALITY TRAITS OF SPORTS ADMINISTRATORS AND EFFECTIVE SPORTS MANAGEMENT IN SOUTHWESTERN NIGERIA

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ABSTRACT

Generally, there has been improvement in the sporting facilities available in the Southwestern part of Nigeria, particularly when one compares it with what was available in the 1970s. Despite this, recent results at the National Sports Festivals have shown a decline in sports performances of the southwestern states. This could be traced to ineffectiveness of sports administrators, which may be due to personality traits being exhibited individually. Therefore, this study investigated the relationship among anxiety, fear, obsession, depression, health concern, bizarre-mentation, anger, cynicism, anti-social practices, type A, of Sports Administrators and effective sports management in state sports councils of South Western Nigeria. Descriptive survey research design was adopted and data were collected with a modified standardized instrument – MMPI-2 and a validated self developed questionnaire (ESMQ) from 425 sports administrators who were purposively sampled. Cronbach alpha was used for the reliability coefficient of the instruments and the result obtained were based on the different sections of the modified MMPI-2 (Anxiety .85, fear .75, obsession .77, depression .84, health concern .87, anger .79, cynicism .84) and ESMQ, .81. Data was analyzed using multiple regression analysis; the results showed that personality factors significantly jointly predicted effective sports administration. However, not all the factors had significant independent contributions. The paper concluded that the personality of sports administrators is a predictor of effective sports administration in south western Nigeria. It is recommended that personality test should be used as an additional method of screening sports administrators before their involvement in sports management. Despite this finding, more studies may be necessary in order to expand the

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scope of the present study and find out more variables that may influence the effective sports administration.

Key Words: Effective sports management, Sports administrator, Ekiti, Osun, Poaching.

INTRODUCTION

All over the world, at different times and in different organisations, it has been observed that effective organisational management has been of great concern to researchers; basically because it is a major factor in determining the success or otherwise of any given organisation. For any organisation to succeed there must be effective management of the available resources (both human and material resources), the same is applicable to the sports council where sports administrators are expected to effectively manage both human and material resources to achieve good success in the sports sector where they have found themselves (Fasan, 2000).

Observation by the authors of this paper and deductions from literature review have suggested that success or failure in sports administration is hinged on a number of factors such as availability of funds, availability of talents to be harnessed, support from the government, as well as from the people, the personality make up of the sports administrator, his experience and exposure and many other factors. For the purpose of this study, we are focusing on the personality traits of sports administrators as predictors of effective sports management in South-western zone of Nigeria.

Abigael, (2010) has said that there's no gainsaying the fact that Nigerian sports is generally in a comatose state right now. According to her, not too long ago, Nigeria literally bred sporting virtuosos – from athletics, boxing, football, to table tennis, lawn tennis and Greco-Roman wrestling. Nigerian football club sides and national teams were held in considerable awe within and outside Africa. In fact, going by the way our footballers were carting away the CAF African Footballer of the Year Award, one would've thought that it was the sole preserve of Nigerians! But today the story is pathetically different; there is a complete nose-diving, and this calls for an urgent attention.

In trying to explain the reasons for the retrogression, many sports pundits contend that sports cannot be isolated from what is happening in other areas of our national life. They point out, for instance, that despite the windfall revenues the nation has been accruing from positive developments in world crude oil markets Nigeria isn't any nearer to exhibiting the signs of a seriously developing nation. Members of this school of thought insist that as it is for politics and governance so it is for sports. Some others maintain that the grace-to-grass state of the nation's sports is the end product of the selection of incompetent, bootlicking sports administrators by a destructive cabal in the corridors of power. They posit that there are too many square pegs today trying to fit into round holes in the various national sports associations. Of course, if the head is rotten there's very little the rest of the body can do (Abigael, 2010).

Sports administration has been defined by Fasan (2000), as the art of managing programmes, human and material resources in sports organisation with the aim of accomplishing the objective of the organisation. The synopsis of sports administration by Oloruntoba (1998) is that sports management is sports programming and execution. The importance of effective sports administration on a state cannot be overemphasised as it does not only promote the athletes presented by the states, it also brings the winning state into limelight both nationally and internationally as the case may be. It is also a fact that there are financial benefits that accrue to the state that excels in national or international sporting competitions. The hypothesis is that, if all the south-western states realise these benefits of effective sports administration, it will have a significant overall positive effect on the entire South-western zone. This is therefore probably why the expectation and demands on the sports administrators of each state is high for good administration.

The variables of effective sports management cannot be over-emphasised because sports has transcended the level of mere running, jumping, throwing or going after external objects for scoring a goal or a point as enunciated by Awosika, (2000). Sporting culture according to him, has been very revealing, as it is bounded up with a nation's history, tradition, geography, trade, politics, religion, national wealth and even a nation's health. He averred that success in sports brings a certain amount of respectability, prestige, status and national pride. Awosika, (2000) posited that testimony to this is the fact that a country whose sportsmen perform reasonably well in international sports competitions is granted a huge media coverage which in turn affords the country the opportunity of coming into world's limelight on the sports map. With these therefore, it is also possible for a state, states and geo-political zones to use sports to be in a nation's limelight as well as international limelight.

The geo-political area known as the South-western Nigeria comprises of six states namely: Ekiti, Lagos, Ogun, Ondo, Osun and Oyo. According to Udoma, (1993) these states emerged from the former western states comprising of Oyo, Ibadan, Lagos colony, Ondo, Abeokuta and Ijebu. All these states have their respective sports council with headquarters in their various state capitals except Lagos state that has its own in Yaba instead of Ikeja. These sports councils were created as soon as the states emerged and they all belong to zone 1 according to the sporting arrangements of the federal ministry of sports and social development. As would be expected, the style and method of sports management adopted by personnel of states sports council in south-western Nigeria have passed through some developmental stages, which were rather arbitrary; because they were proved to be counter productive (Oyewusi, 2000; Morakinyo, 2000). Despite the availability of fair share of good sporting facilities, sports in the south-western states cannot be said to be positively progressing going by the national sports festival results of 2000, 2002, 2004, 2007 and 2009, yet majority of sports men and women who are indigenes of these states represented other states and won medals. One basic reason that is envisaged is administrative or managerial problem (Fasan, 2000; Abayomi, 2002; Ikhioya, 2001). Secondly, frequent change of sports administrators

and directors after each biennial sports fiesta, in the bid to place top in the next competition has most often than not resulted in further poor achievement. This is because the incessant change may have affected the productivity and commitment level of the appointees who may feel that they may soon be shown the way out of office after the fiesta. Again, where there is unhealthy struggle for recognition, by self imposition on other people, in addition to other undesirable behaviour, it is pertinent to suspect personality problems which have necessitated the need to know the personality traits being exhibited by these sports administrators.

In the light of the above, the purpose of this study as it were is to look at how psychological factors such as; Anxiety, fear, obsession, depression, health concern, anger and cynicism, will predict effective sports administrators in south-western Nigeria, with the view to contribute to ameliorating the hydra-headed problem of declining sports performance in this zone.

REVIEW

Management according to Udom, (1999) is defined as the process of using an organisation's resources to achieve organisation's goals and objectives through the functioning of planning, organising, directing and controlling. That effective management of any organisation is the cornerstone of organisational effectiveness, as well as the most important factors in the success of any organisation has been attested to by authors like Mullins (1996). This thus implies that there is a need for effective management for the achievement of organisational goals and objectives.

From the foregoing, it thus implies that to achieve goals and objectives set by the sports council, attention has to be paid to the effectiveness of the management. In line with the above, Orunaboka (1998) reported that the work of sports organisation is difficult, if not impossible to quantify the output or evaluate the activities of people operating in the sector; particularly when compared with the situation in business enterprises where all inputs and output are quantified objectively in monetary terms. Any sports organisation is adjudged effective to the extent to which it accomplishes:

(a) Smooth functioning and efficient conversion of inputs to outputs e.g. productive work environment and satisfaction of employees of the organisation. (b) Acquisition of scarce and valued resources from the environment, such as securing funding from the government and or sponsors (Omolawon & Saba 1999).

(c) Winning relatively high medals, trophies and goals (in comparison to other competitors in the same competition), at national and international competitions both by the athletes and officials (Orunaboka 1999).

It needs be mentioned that several studies have explored some of the variables that can influence effective sports administration; although it is beyond the scope of this study to do an exhaustive

review of literature on this, the fact remains however that not much has been done in the aspect of examining the relationship between some psychological variables of sports administrators and effective sports administration. It is on this note that this study set out to examine the relationship between Anxiety, fear, obsession, depression, health concern, anger and cynicism of sports administrators and effective sports management in two states in Nigeria.

Anxiety has been defined by the Microsoft Encarta (2008) as an emotional state in which people feel uneasy, apprehensive or fearful. Over time, researchers have established that people who manifest anxiety disorders usually have low level of productivity as their functionality is seriously hampered (Bernstein et al. 1994; Awake, 2001; Microsoft Encarta 2008).

Fear, which is one of the variables of interest in this study, has also been reported as a factor that can affect effectiveness of an employee at any level. For instance, Udom (1999) reported that fear (particularly over non existing danger) can make an individual to become so tensed that he makes silly mistakes that could have been ordinarily avoided if there had not been fear. There could be fear of failure, fear of performance, or even fear of success (Akinade 2001) all of these can affect a sports administrators effectiveness in sports administration.

Obsessive thought on the other hand may motivate repetitive, uncontrollable behaviours called compulsions that the person possibly feels will neutralise the fears associated with his thoughts (Bernstein et al. 1994). Nwagwu, (1992) opined that individuals with obsessive behaviours may lack warmth and tender emotion which may make such a person become too stiff, formal and unusually serious. Such a person will also, most likely be conscientious and inflexible about matters of morality, an extreme perfectionist, who may be very difficult to please. An obsessed sports administrator may therefore not be effective as he may always be seen by those who work with him as being unnecessarily fastidious.

Health concern literally means an individual's interest in the state of his health. Combs, Hales & Williams (1980) opined that decisions that we make everyday have an incredible impact on our health. The implication of the state of health of an employee to the employer cannot be overemphasised; this is why Udom (1999) probably advised that much as the prospective employers are required to disclose factual health hazard information to the prospective employees, such employees are expected to disclose certain information particularly serious health information to the employers.

Anger is an emotion which is related to one's psychological interpretation of having been offended, wronged or denied and a tendency to undo that by retaliation (wikipedia, 2011). Videbeck, (2006) describes anger as a normal emotion that involves a strong uncomfortable and emotional response to a perceived provocation. R. Novaco recognized three modalities of anger: cognitive (appraisals), somatic-affective (tension and agitations) and behavioral (withdrawal and antagonism). DeFoore.

W 2004 describes anger as a pressure cooker; we can only apply pressure against our anger for a certain amount of time until it explodes. Anger may have physical correlates such as increased heart rate, blood pressure, and levels of adrenaline and noradrenaline (anger definition online, 2008). Anger becomes the predominant feeling behaviorally, cognitively, and physiologically when a person makes the conscious choice to take action to immediately stop the threatening behavior of another outside force Raymond and Raymond, (2006).

Anger has been established as one of the causes of increased blood flow to the hands and feet, whereas fear reduces blood flow both to the hands and feet. Thus, while fear produces 'cold feet' anger does not. Similarly, the pattern of facial movements which is referred to as smile is universally related to positive emotions, while sadness is almost always accompanied by blackened muscles tone and anger is also associated with facial expression that is recognized by all culture. Awake, (2004) disclosed that the Gazette of Montreal reported findings by researchers that children and teenagers with high hostility levels are up to three times more likely to develop metabolic syndrome – a dangerous precursor to heart disease – than their peers. It was remarked further that American and Finnish researchers who tested the hostility level of 134 teenagers and children found that angry youths were 22% more likely to develop risk factors for heart diseases than youth with lower anger scores.

Cynicism in the modern sense of the word, is a personal belief that people are motivated primarily by their own self-interests, and the natural order of things leans towards disintegration and corruption (Pollick, 2011). Those who embrace cynicism often separate themselves from the rest of society, believing that society-at-large has largely abandoned its core value system. Politicians only take action when there is personal gain, and the corporate world is primarily motivated by greed and corruption. From the viewpoint of cynicism, these circumstances will not improve because the people capable of making these changes are stymied by apathy and fear. A modern cynic may see himself as a social critic, whose negative opinions do serve a valid purpose. Cynicism is not without its constructive aspects, since political and social leaders do need to understand the negative aspects of their intentions or actions. But those who embrace the most extreme elements of cynicism run the risk of losing their credibility as "devil's advocates." When cynicism is coupled with feelings of bitterness or resignation, a modern cynic could find himself completely isolated from the world around him, including family and friends who can no longer cope with the conspiratorial thoughts and unrelenting negativity associated with extreme cynicism.

Udom, (1999) has noted that the consequences of widespread cynicism in the work place is increased unionism and its concomitant effects. Rather than collaborative effort, what happens in the workplace is 'they' against 'us' syndrome, with workers becoming more difficult to manage and less efficient.

Two hypotheses have been stated for the purpose of this study:

1. Personality factors of sports administrators will significantly jointly predict effective sports administration.
2. Personality factors of sports administrators will significantly independently predict effective sports administration.

METHODOLOGY

Research design

The descriptive ex-post facto survey research design was adopted for the study. This is in conformity with the assertions of Kerlinger and Lee, (2000) and Thomas and Nelson (2001) that descriptive survey research is basically meant to assess people's attitudes or opinion towards present practices or situations, events, organisations or procedures.

Population

The population of study comprised of all staff and other personnel that are involved in the organisation and administration of sports in states sports councils in South-western Nigeria. Table 1 shows the distribution of the population of participants.

Table- 1. Population Distribution of Participants

S/N	Description	Ekiti State	Lagos State	Ogun State	Ondo State	Osun State	Total
1	Board members	12	0*	0*	12	12	36
2	Sports council staff	170	125	159	300	104	858
3	Members of association (10 persons per 20 sports association)	200	200	200	200	200	1000
4	Officiating personnel (10 to 20 officiating associations)	200	200	200	200	200	1000
	Grand Total	582	525	559	712	516	2894

Note: * Lagos and Ogun states did not have their boards in place at the time this data was collected.

Sample and sampling technique

A total of 425 participants were purposively selected for this study, using the validity scale of MMPI-2, while the Simple random (fish bowl) sampling technique was used to select five states sports councils from where the participants were drawn. Purposive sampling was used because participants are typical to this study, as they have the required specific elements and peculiar characteristics as a result of their participation in organised sports. The states were also purposively selected based on their performance at the last three National Sports festival as well as because of their proximity to each other and these researchers. It is also apparent that a study of this nature will require sound validity for better result, hence the adoption of the validity scales of MMPI-2.

Research instrument

The study employed two major instruments for data collection: the modified Minnesota Multiphasic Personality Inventory-2 (MMPI-2) and Effective Sports Management Questionnaire (ESMQ). The MMPI-2 is a self reported questionnaire which Kolar, Funder & Colvin (1996) reported to be by far the favourite source of data within personality psychology. Also, Berner (1998) asserted that the MMPI-2 is the most extensively researched and widely used trait assessment instrument. She further stated that while some researchers measure a single trait, others assess several traits at once by administering the personality inventory. However, for the purpose of this present study, some all of the dimensions of the scale were not used, only four specific constructs (Anxiety, Fear, Obsession, Health Concern) were used. Reliability of each of the dimensions of the scale that was used for the purpose of this study was established and reported as follows: Anxiety $r = .85$; Fear $r = .75$; Obsession $r = .77$; Health concern $r = .87$. Mean score and scores above the mean are interpreted as high manifestation of the construct, while a score below the mean is interpreted as low manifestation of the construct.

The second instrument was developed by Odewumi, (2005) to assess effective sports management among sports administrators. It is a 15-item likert format scale and it is scored in the direct format. It has an alpha reliability co-efficient of .69. a mean score and above is interpreted as effective sports management, while a score below the mean is interpreted as non-effective sports management.

Procedure for data collection

Before the administration of the research instrument, a familiarisation tour was done to the states' sports council in order to obtain first-hand information about the situation on ground and also to seek consent from the authorities to conduct a research in their council. After obtaining the necessary consents the questionnaires were taken down on an agreed date and were personally administered by the researchers jointly with some already trained research assistants. The questionnaires were retrieved the same day.

Table- 2. details of retrieved valid questionnaires

State	Frequency	Percent	Valid percent
Ekiti	56	13.80	13.80
Lagos	98	23.05	23.05
Ogun	108	25.41	25.41
Ondo	95	22.35	22.35
Osun	68	16.01	16.01
Total	425	100	100

Data analysis

The stepwise multiple regression statistics was adopted for data analysis and this was used to analyse the two hypotheses stated in the study. The result of data analysis is presented below.

Result and Discussion

Analysis of the demographic variables of respondents revealed that 322 (75.76%) of the participants were male and 103 (24.24%) were females. Their ages ranged between 20years to 46years, with the mean age being 31.2. Participants' educational qualification ranged between Ordinary Secondary School Leaving Certificate and Doctoral Degree in Physical and Health Education. Hypothesis 1 which stated that there will be a significant positive relationship between psychological factors (Anxiety, Fear, Obsession, Health Concern) and effective sports management in the two states sports council was tested with the Pearson moment correlation statistic and the result showed that two of the four psychological variable of interest in this study (fear and health concern) have significant positive relationship with effective sports management, while anxiety and obsession did not have a significant relationship with effective sports management. This thus implies that the higher the level of fear and health concern of a sport administrator, the less effective he is in sports management. On the other hand, the anxiety level of and obsession level of a sport administrator will not significantly influence his level of effectiveness in sports management.

Table- 3. Summary of Pearson correlation analysis showing the relationship of the personality factors and effective sports management.

Variables	N	Mean	Std. Dev.	Df	r.	probability	Remark
Anxiety	425	23.56	3.94	424	.20	.339	> .05 n.s
Fear		18.17	3.11		.12	.000	< .05 sig.
Obsession		19.33	3.11		.04	.000	< .05 sig.
Depression		24.24	3.01		-.27	.001	< .05 sig.
Health concern		35.65	5.47		-.38	.003	< .05 sig.
Anger		19.88	3.32		.09	.002	< .05 sig.
Cynicism		37.71	4.40		.46	.000	< .05 sig.
Effective Sports management		26.47	3.01				

From the results as presented in table 1, all the variables, except anger had significant positive correlation with effective sports management. This implies that all these variables have significant relation to the effectiveness of the sports managers.

Table- 4. Summary of Multiple Regression Analysis Showing the Composite Effect of All the Personality Factors on Effective Sports Management.

Source of variance	Sum of Squares	df	Mean Square	f	significance
Regression	1089.00	6	108.90		
Residual	2451.45	383	6.40	17.01	.000

The result showed that the seven independent variables of: anxiety, fear, obsession, depression, health concern, anger and cynicism, significantly jointly predicted the dependent variable (effective sports management) with $F=17.01$ and $P < .05$. With this result, the hypothesis that Personality factors of sports administrators will significantly jointly predict effective sports administration is accepted.

Table- 5. Summary of Multiple Regression Analysis showing the independent Effect of All the Personality Factors on Effective Sports Management.

Independent variables	β	Std. Error	t	probability	Remark
Anxiety	.063	.041	1.166	.244	ns
Fear	.095	.049	1.890	.060	ns
Obsession	.059	.053	.895	.325	ns
Depression	.105	.055	1.915	.056	ns
Health concern	.141	.032	2.34	.020	sig
Anger	.023	.047	.442	.659	sig
Cynicism	.416	.047	6.957	.000	sig

The result showed that only three (health concern, anger and cynicism) out of the seven independent variables significantly independently predicted effective sports management. With this result, the hypothesis that Personality factors of sports administrators will significantly independently predict effective sports administration is partially accepted.

DISCUSSION

As earlier stated, the main objective of this study is to find out the relationship that exist between Anxiety, fear, obsession, depression, health concern, anger and cynicism of sports administrators and effective sports administration in South-western Nigeria. The analyses of data revealed that all the variables (except anxiety), correlated significantly with effective sports administration, while anxiety and obsession do not have significant influence on effective sports administration.

That anxiety does not have any significant relationship with effective sports administration can be explained off by the fact that everybody has a measure of anxiety and some scholars have even mentioned that a measure of anxiety may be adequate for the day-to-day individual activity as the need arises. Therefore, irrespective of whether an individual is a sport administrator or not, he has a measure of anxiety which thus implies that it may not necessarily have a significant influence on the effectiveness of the administrative acumen of the sport director.

On the other hand, fear had a significant positive relationship with effective sports administration. The assumption is that; people who have significant fear may not possibly want to take risk, they may not be adventurous and may therefore not venture into new areas. This has been attested to by Udom (1999) who asserts that people with significant fear may not be adventurous as they are

afraid of the unknown and may thus, not be able to move ahead in certain areas, or may be hesitant to pry into new areas.

Obsession had significant relationship with effective sports administration. This implies that sports administrators are significantly influenced by their level of obsession. This could be as a result of the fact that being obsessed about something does not imply negativity. Someone can be positively obsessed (which will rather be a plus than a minus).

Depression was also found to have significant relationship with effective sports administration. Various researches by International Labour Organisation (ILO), as reported by Awake, (2001; 2004) indicated that have identified that job related depression is rising and is a general phenomenon pervading the work place. Although this research did not pry into specific causes of depression among sports personnel, it may be as a result of general job insecurity. It was earlier stated in the study that there is high turnover among personnel (particularly those who are at the top) of the states sports councils of South-western Nigeria. As a matter of fact, the political climate of each state determines to a large extent, who retains his job or not. This is more apparent whenever there is a change of government.

Health concern of sports administrators have significant positive relationship with their effectiveness in sports administration. This finding corroborated the earlier findings of Berner (1998) and Graham (1993) that individuals who have significant health concern are preoccupied with their bodily functioning; they feel worn-out and lack energy. The major implication of this finding is that these personnel often than not will be absent from duty and even when they are at their duty post they will not perform as expected. It follows therefore that if a sport administrator feels too concerned about his health, it will affect his functionality negatively and this will definitely affect his effectiveness as an administrator.

Anger was found to be significant, and this has grievous implications as Awake (2004) report on anger has indicated that angry individual may loose control and be physically abusive. They may be seen by others as irritable, grouchy, impatient and stubborn. It needs be mentioned however that, the high score recorded on anger scale in this study may be situational. This is because; this study was carried out during the preparation for the National Sports Festival, which might have aggravated the aggressive tendency among administrators since performance at the festival is usually the barometer for measuring sports performance of state sports council in Nigeria and invariably the performance of the administrators.

Cynicism: the hallmark of cynic individual as enunciated by Berner, (1998) include the perception of others as dishonest, selfish and uncaring. Graham, (1993) saw these group of individuals as those that may be demanding of themselves but resent even mild demands placed on them by others. They are not friendly or helpful, they are untrusting in relationship. Udom, (1999) viewed

cynics as ostentatious or people who have sarcastic doubts on human sincerity and merit. The enormous nature of inter-personality disagreement in the state sports councils could be traced to the presence of this trait in most of the state sports administrators. This negative trait acts as synergy to their unwholesome behaviour which is at variance with effective sports management.

CONCLUSION

Based on the findings of this study, attention should be paid to ensuring that sports' administrators do not have problems with these variables so as not to hamper their functionality in their duty posts. Personality tests should be administered to sports administrators to ensure that they do not have problems with these psychological variables.

It is recommended that apart from ensuring that candidates for employment should take the personality tests as added criteria for selection into various positions, sports councils should have personnel/human resource section which will be concerned with the planning and monitoring of personnel and other persons who are of importance to the success of the administration of the sports council. This is of importance because human element plays a major part in the overall success of the organisation.

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