

Athlete Satisfaction and Administrative Effectiveness of Nigerian Universities in Sports Organization

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Abstract. Study is on the relationship between student athlete satisfaction and sports organization effectiveness in Nigeria universities, sports in the universities is essentially for the students and by the students. This means that, the student is the prime beneficiary and also the producer of sports as entertainment in the university. But each time the issue of effectiveness in university sports organization is addressed, consideration is only centered on the programmes, facilities, leadership, coaches and coaching etc. Nothing is mentioned about the student athlete experiences. This deliberate ignorance of the student-athlete's experience leads to the need for this study, to examine the student-athlete satisfaction. To do this, the research design employed for the study was the ex-post-factor research design, which is based on information in existence and cannot be manipulated. The researcher utilize questionnaire as the tool for obtaining the data for the study. The questionnaire constitute of four parts A, B, and C put together as one and was administered to students' athletes from fourteen (14) universities randomly selected from seven (7) stratified Nigerian Universities Games Association (NUGA) zones. Five most popular sports (Football, basketball, athletic, racket game and combat sport) were used, and ten (10) athletes from the above mentioned most popular sports = $10 \times 5 = 50$ athletes from each university, = $14 \times 50 = 700$ the total number of respondents. The data collected were statistically analyzed, using descriptive, multiple and zero order correlation. The major findings Student-athlete satisfaction is highly related to sports

organizational effectiveness. Both facets of outcome and processes affects the student athlete satisfaction in the sports organization. The major findings are Students-athlete satisfactions are highly related to sports organizational effectiveness, both facets of outcome and process affects the student satisfaction in the sports organization, individual satisfaction in sports organizations of Nigerian universities and its needs for continued assessment are inseparable in Nigerian university, coaches and sports administrators needed cannot produce the entertainment from sports organizations. Students-athlete satisfactions and its needs for continued assessment are inseparable in Nigerian university sports organization.

Keywords: Athletic satisfaction, sport administration achieving effectiveness sport organization.

1. Introduction

One of the purposes of administration in sports organizations is to ensure efficiency and effectiveness. Effectiveness determine the extend an organization has achieved its stated goals and objectives. And efficiency determines the means or cost of reaching such stated goals and objective. Today, effectiveness, efficiency and accountability are emerging as one most important factors in the success of any organization which include sports organizations; as it considers the effectiveness and efficiency and utilization of scarce and dwindle resources,

and the competitions for them become more and more intensified (Mawson and Bowler, 1989; Weese, 1997). Therefore, this paper wishes to consider athlete's satisfaction in sports administration as a means of achieving effectiveness, efficiency and accountability in sports organization. Always, when the evaluation of sports administration is considered for effectiveness and efficiency, the focus has always been on either the administrative, machineries or the resources used in the administration e.g leadership, facilities and equipment, etc, (Reimer, 1997). Factors like managerial policies, practices or leadership employed within the organization and other key characteristics of members of organization (Arnold and Feldman, 1986) have also been over flogged. Furthermore, researchers in management science, in addressing the issue of the many factors that determine sports organizational effectiveness, discussed mostly the issues of multiple constituencies (Reamer, 1997). The critical question can be asked, which of these factors should get the most considerations, whenever sports organizational effectiveness is assessed (Connolly et al, 1980; Keeley, 1984, Zammuto, 1984). It is very obvious that a critical group, the athlete, have been left out. Management experts are of the view that the different perspectives can be subsume under the notion of prime beneficiary as suggested by Blau and Scott (1960) and Challadurai (1987). In other words, although several groups can benefit from sports organization, one of these groups can be so identified as the prime beneficiary. This prime beneficiary provides the rationale for the very existence of the organization. One of the significance aspects of sports management in sports organizations is to produce entertainment, through sports contests, which includes professionalism in sports (Venkateswarly, 1996, 1998). Sports have become very important aspects of human life, as many more people view attend and participate in sports. Sports have also become a very big industry, which involve huge investment. The athlete is actually a prime beneficiary and a prime producer of the entertainment without the coach and others in sports, but the coach and others cannot produce the entertainment without the athlete (Branch,

1990, Sydner, 1990). Another important and compelling need to consider athlete satisfaction, in determining sports organization administration effectiveness is the fact that athlete satisfaction is the true measure of any athletic programme due to several reasons. First, measures of athletic performance are either deficient or contaminated by factors like luck and mistakes of the referees (Courneya and Challadurai, 1991). Secondly, athletic performance cannot be solely judged by measures of win or losses as athletic competition are zero-sum games, because, for every competition (game) there must be a loser for every winner. Thirdly, the records of wins and losses are related only to the periods of actual competitions. Whereas the total athletic experience consist of both training and competition periods that are much longer than competition periods. The purpose of this investigation is to further ascertain the relationship between athlete satisfaction and sports organizational administration effectiveness. Also, considering the facts that sports organization today have become a very big industry and a crowd puller there is need for constant evaluation and reevaluation of sports organizational effectiveness to make sports a worthwhile venture. On the basis of available research evidences and the purpose of these investigation, it can be assumed that; sports organizations programmes are organized primarily for reasons that align with the overall mission of community as societal development, or the university curriculum which includes enrichment of the human quality of life and the preparation of people for the future life. Also, sports programmes are encouraged because of human potentials of developing recreational skills and interest to continue to be involve in recreational sports for fitness and productivity.

2. Hypotheses

The athlete satisfaction was determined by outcomes and processes, and by both individual and team considerations. Sports organizational administration effectiveness can be influenced by athlete satisfaction.

Main Hypothesis: There is no significant relationship between athlete satisfaction and administrative effectiveness in sport organisation of Nigerian universities

Operational Hypotheses

- There is no significant relationship between individual outcomes and organizational effectiveness in Nigeria Universities.
- There is no significant relationship between team outcomes and sport administration in Nigeria Universities.
- There is no significant relationship between individual processes and organizational effectiveness in Nigeria University.
- There is no significant relationship between team processes and organizational effectiveness in sports administration.

3. Theoretical Framework and Review of Literatures

As earlier mentioned, efficiency effectiveness and accountability are emerging as the most important consideration in determining the effectiveness in any organization including sports organization, especially in a scarce and quest competition for resources becomes more and more intensified. Theories by professional experts like Deming Juran and Cosby serves as a basis for the model of Total Quality management (TQM), which emphasizes continues improvement and increase customer's satisfaction, which have a compelling relevance to the field of sports management (Mawson, and Bowler, 1989; Weese, 1997). Organizations are now intensifying their focus on quality and effectiveness to adapt and be flexible to satisfying their customers (Avolio, 1994; Cameron, 1994). However, such focus has been embraced to a much lesser degree in administration, especially in sports establishment, (Mathews, 1987). Athletes have earlier been regarded as prime beneficiary meaning that they are also the consumer of sports products and they are equally regarded as the prime producers of sports products.

As consumer in sports management, they are also the consumer of sports product. Therefore, sports management should aim at athlete satisfaction as emphasized by the model of Total Quality Management (TQM), So as to ensure effectiveness in sports administration.

4. Methodology

The design used for the study was the 'ex-post-facto'. This is so because the information required for both variables, dependent and independent variables, exist together with influence over the other, i.e, the instrument developed to measure athlete satisfaction and organizational effectiveness were both administered on the athlete, (the independent variable).The population used for this study, consist of athletes from different athletic groups representing their respective university sports organization (university athletes).The choice for this population was for the complex in deriving athlete satisfaction from sports organization. For the purpose of this study, stratified random sampling technique was used. In this technique, Nigerian Universities are divided into seven (strata) sporting zones. From each of these zones, two (2) universities were randomly selected. From each of the universities, ten (10) athletes from each of the following athletic group were randomly selected:

4.1 Track and field (athletics),Basketball, Combat sports and Racket games

The above sports are purposefully selected because almost all the universities in Nigeria (sports organizations), compete in these sports. Thus, a total of seven hundred (700) athletes from the above athletic groups from Nigerian Universities Games Association (NUGA) groups were selected to serve as respondents in this study. (i.e 7x2 =14, 14x10 = 140, 140x5 = 700athelents) As the purpose of the study is to find the relation of athlete satisfaction to sports organizational administration effectiveness; two different types of instruments (the questionnaire) was used, these includes:

- Facts of athlete satisfaction questionnaire to measure athlete

satisfaction (by Challadurai and Reimer, 1997).

- Target population satisfaction index (TPS II), to measure organizational effectiveness (by Weese, 1997).

4.2 Scoring of Responses

The likert scale of measurement method was used in the questionnaire, which allows the following scoring system for the responses of the subjects;

- Section ‘A’ demographic information only.
- Section ‘B’ and ‘C’ was on athlete satisfaction and organizational effectiveness

Descriptive statistics was used for qualitative information about different variables included in this study.

Multiple and zero order correlations between different aspects of athletes satisfaction and organizational effectiveness.

5. Results

In order to test sub-hypothesis 1-4, as earlier stated, the means, standard deviations of individual and team outcomes and individual and team processes and organizational effectiveness were computed, the results are presented in tables and analyzed according to the data collected, thus:

Table 4.2: Means and Standard Deviations of Responses to Statement on Individual and Team Outcomes, Individual and Team Process of Athlete Satisfaction and Organizational Effectiveness

S/NO	VARIABLES	NO OF STATEMENTS	MEAN	SD
1	INDIVIDUAL OUTCOMES	9	3.71	1.10
2	TEAM OUTCOMES	6	3.59	0.97
3	INDIVIDUAL PROCESSES	10	3.49	1.22
4	TEAM PROCESSES	14	3.23	1.20
5	ORGANIZATIONAL EFFECTIVENESS	15	3.08	1.08

As the responses were recorded on a 5 points scale, any variable that obtained the means of 3.5 and above was considered satisfactory or positive, examination of table 4.2 and it shows that individual outcomes and team outcomes had the mean score of more than 3.5, individual processes had a means score of about 3.5. Therefore, the responses to this outcomes and processes were considered positive and satisfactory. However, team processes and organizational effectiveness had a mean score that was less than 3.5 it was considered not positive and therefore not satisfactory. However, as the main purpose was to find out whether the individual outcomes and processes were related to organizational effectiveness, the coefficient of correlation between these variables and organizational effectiveness were computed, the result which are shown In table: 4.3

Table 4.3: Correlation Coefficients of Individual and Team Outcomes, Individual and Team Processes with Organization Effectiveness

S/NO	VARIABLES	NO OF STATEMENTS	MEAN	SD
1	INDIVIDUAL OUTCOMES ORGANIZATIONAL EFFECTIVENESS	3.71	1.10	5671
	TEAM OUTCOMES ORGANIZATIONAL EFFECTIVENESS	3.23	1.08	
2	INDIVIDUAL PROCESSES ORGANIZATIONAL EFFECTIVENESS	3.59	0.97	4999
	TEAM PROCESS ORGANIZATIONAL EFFECTIVES	3.23	1.08	

$R(688) = 0.08 < 0.5$

Table: 4.3. Show significant correlation of individual and team outcomes as well as individual and team processes with organizational effectiveness. Individual outcomes explains 32%, team outcomes 25%, individual processes 39%, and team processes 44% of the variance in organizational effectiveness. Thus, individual and team processes contributed more to the variance than individual and team outcomes of the

organizational effectiveness. Taking these four (4) findings together they fail to support the major hypothesis 1, as they showed significant correlation between athlete satisfaction and organizational effectiveness in Nigerian Universities Sports Organizations as further revealed in table 4.4

Table 4.4: Correlation between Athlete Satisfaction and Organizational Effectiveness.

S/NO	VARIABLES	NO OF STATEMENTS	MEAN	SD
1	ATHLETE SATISFACTION	0.64	0.20	4451
2	ORGANIZATIONAL EFFECTIVENESS	3.08	1.08	

R(688) = .08 < 0.5

6. Discussion

This study was concern primarily with the influence of the facets of athlete's satisfaction on organizational effectiveness in Nigerian universities.

Athlete Satisfaction and Organizational Effectiveness: The satisfaction of athlete in this study had two components outcomes and processes. Each one had individual, team and social components. The result of this study showed significant positive correlation of individual outcome ($r = .5671 < .05$), team outcomes ($r = .4999 < .05$), individual processes ($r = .6243 < .05$) and team processes ($r = .6649 < .05$) with organizational effectiveness.

Team outcomes effectiveness: The team outcomes athlete satisfaction included team performance, team goal attainment, team performance, improvement, team maturity and group integration. Team performances is perhaps the most desired outcome as athletes spend an inordinate amount of time in training for success in very short period of competitions of restricted duration (Chelladurai and Riemer, 1997). This is very much similar to group achievement in organizational literatures (Dawis and Iofquist, 1984; Gidron, 1983). The Most obvious measures of performance in sport is winning, as it reflects excellence. Similarly, team goal attainment is a legitimate performance indicator that constitutes one facet of athlete satisfaction (Locke and Latham, 1990). On the other hand, team maturity refers to health, fitness, ability, and mastery of skills and tactics of the sport. Athletes derive satisfaction when the team has a mastery of aspects. Group integration refers to cohesiveness of the team in achieving the goals of the team (Widmeyer et al

1985). Thus the achievement of these different facets contributes to athlete satisfaction, which in turn reflects organizational effectiveness, as the athlete is the focus of any organization.

Team Social Outcomes Effectiveness: In this, team social outcomes of athlete's satisfaction explained the degree to which every member of the group gets along and provide social support to each other. The concepts have been considered central to several frame works in-group dynamics by several researchers (Widmeyer et al, 1985; Herzberg, 1969; Mikailachli, 1969). The significant correlation of team outcomes with organizational effectiveness is thus explained by the importance of social outcomes as team outcomes.

6.1 Individual Outcomes

6.1.1 Individual Outcomes and Organization Effectiveness

In this study individual outcome of athletes' satisfactions are quite similar to the team outcomes stated above with slight differences and they contribute 32% to organizational effectiveness. They include; personal performance, personal goal attainment, personal performance improvement, personal growth, personal task role, personal immersion. Personal performance, as earlier stated, is perhaps the most desired in athlete training and competitions (Chelladurai, 1987). The obvious measure of performance remains winning. While it might be easy to measure individual performance in winning, it might present some difficulties to measure personal performance in a team situation, which are the contributions of group members. The team's performance might be disappointing, but some members of the team

might be satisfied with any other aspect. The satisfaction with individual performance in a team sport is as relevant in individual sports. This facet is similar to individual task achievement in organizational literatures (Hackman and Oldman, 1980). Similarly, improvement in personal performance is an important facet of athlete satisfaction, which indicates the pursuit of excellence. Consistent improvement in personal performance is a clear-cut indication of athlete satisfaction, which thus contributes to organizational effectiveness. Personal growth involving increase understanding of the strategies and the tactics of the sport and developing psychological and social skills for success, contributes to the satisfaction of the athlete and thus, to the organizational effectiveness. Among the individual outcomes that contribute to the athlete satisfaction, belongingness, friendship and social support are important facets. The significance of belonging to an athletic team result from the prestige, status and the benefits associated with the team. Moreover, as athletes forego all the social interaction in pursuit to athletic excellence. Belonging to athletic team appears to be the only means of fore filling the social need of an individual (Chelladurai, 1979). Similarly, friendship develops affinity of an individual with team and its derived from the social role assigned to him in the team is an important factor in the satisfaction of athlete. This satisfaction derived through belongingness, friendship and social role contributes to the total satisfaction of the athlete, which in turn reflects the efficiency, and effectiveness of the sport organizations.

6.2 Process

6.2.1 Team Process and Organization Effectiveness:

Team processes in this study include, task processes which are designed to enhance the effectiveness of a team, and they include; strategy, selection, mobilization, deployment, practice, competition tactics, equitable treatment, ethics, team contribution, facilities/equipment, budget, ancillary support and community support. The process may be

significant sources of satisfaction irrespective of the outcomes (Courneya and Chelladurai, 1991). The significant correlation between athlete satisfaction and organizational effectiveness in this study is partly attributable to the satisfaction derived by the athlete from these different aspects of task process (Kindred, 1992; Maltensen, 1991, 1993).

6.2.2 Individual Oriented Task Process and Organization Effectiveness

Although, most of the task process aimed at the team as a whole, may affect individual, athlete, the individual oriented processes reflect what happens to athletes as individual because athletes react to what the coach does both to the team as a collective and to them as individual athletes. Among these individual processes are ability utilization, which is how the coach uses the ability of the athletes (Davis and Lofquist, 1984). Training/instruction given by the coach (Chelladurai and Saleh, 1990); positive feedback, personal inputs, team contribution reorganization, financial support, family support, social support and loyalty support. All these factors contribute to the satisfaction of the athletes. If these needs are not fulfillment of these needs to contribute to the satisfaction of the athlete, which partly explains the Correlation between athlete satisfaction and organizational effectiveness.

6.2.3 Organizational Effectiveness and satisfaction of the primary beneficiaries

The primary beneficiaries in universities sports programmes are the student's athletes. Accountability and effectiveness of university sports programmes should reflect the satisfaction of the primary beneficiaries. This is based on the fact that in Total Quality Management (TQM), the Emphasis is on consumer satisfaction (Mawson, 1993; Weese, 1997). In this study, student athletes were used as the respondent for both athlete satisfaction and leadership profiles of sport administrators. Although, it is very difficult to empirically assess organizational effectiveness (Cameron, 1978; Ostriff and Smith 1983,) organizational effectiveness was successfully assessed in this study by following

a multiple constituency approach as suggested by Chelladurai, (1987) and Weese, (1997), in which the needs, interest and aspirations of student's athletes were considered. However, it will be interesting to find out if the satisfaction of other constituencies also affects organizational Universities sport.

7. Conclusion

From the finding of this study and in view of its limitations, the followings conclusions are made:

- Athlete's satisfaction is highly related to sports organizational effectiveness.
- Both the outcomes and processes affects athlete's satisfaction in the organization.
- Individual satisfaction leads to team satisfaction in sports organizations of Nigerian, universities.
- Coaches and sports administrators, though needed, cannot produce the entertainments from sports organizations.
- Athlete's satisfaction and its continued assessment are inseparable in university sports organization.
- The style of leadership may not really be an issue to bother rather the outcome and processes in the sports organization should be the main concern.

8. Recommendations

On the basis of the finding of this study the following recommendations are made for implementation and further research. University sport organization in Nigeria, has been setting pace and others follow in sports development. Therefore, this study suggests that the recommendations, made in the study should be implemented by those affected in the study.

Since coach's and sport administrators cannot affect organizational effectiveness on their own, special attention should now be given to the athlete's satisfactions in the consideration of a sports organizational effectiveness in Nigeria universities sport.

Considering the saying "the end justifies the means" sports managers should be very mindful of both the outcomes as well as the processes of athlete satisfaction in sport organizational effectiveness.

Scholars and managers should consider using this study findings to assist them in their endeavors.

In recruiting sports managers especially by universities sports, consideration should be given to skilled managers, with the abilities of satisfying athletes needs wants (interest and expectations).

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