



NIGERIA SOCIETY FOR SPORTS MANAGEMENT JOURNAL

**Vol. 7,
JANUARY 2019**

CONTENTS

	Page
Editorial Board	i
Editorial	ii
Impact of School Sports Sponsorship on Development of Sports in Public Secondary Schools In Lagos State – Ogunsemore, Macpherson Akindele Ph.D.	1
Administrative Variables as Determinants of Participation in Intramural Sports among Students With Special Needs of Colleges of Education in Southwestern Nigeria - Mutairu Akande Rasheed (Ph.D.)	10
Recreation Service Delivery as Determinants of Customers Satisfaction among Selected 5-Star Hotels in Lagos State - Dr. R.A. Moronfolu and Dr. N.A. Setonji	19
Perception of Sports Council Managers' Towards the Contribution of Sports Tax to Funding of Sports in North Central Nigeria - Dr. Abubakar Abdulmalik Aniki, Prof. M. B. Gambari & Dr. Musa Njidda	28
Perceived Performance Level of the Nigerian Football League (NFL) Management - Boye, T.E. PhD And Erhinyodavwe J.I.	34
Comparative Analysis of Sports Sponsorship Activities of Global System Mobile (GSM) Communication Companies in Nigeria - Zakariya Mohammed Nayawo (Ph.D.)	46
Social, Physical and Intrapersonal-Related Factors as Predictors of Recreational Sports Participation among Undergraduates of University of Ibadan, Ibadan, Nigeria - Odior, Sunday Ketu	61
Sports Policy and Mass Participation in Sports and Physical Activities in Nigeria - Dr. Sani Muktar Bichi	72
Sports Development Potentials in Nigeria: A Review Umar Mohammed, Muhammad Sanusi Abdul (Ph.D) and Mohammed Saba Mohammed (Ph.D)	80
Roles of Technology Adaptation in the Formulation and Implementation of Sport Policy toward Sports Development in Nigeria - Sani Namadi, Ibrahim Yakubu Yahaya, Yakubu Anas and Sharifatu AbdulRahim	86

Sports Policy and Mass Participation - Lopwus M. Amos, Aisha Hirse & Ibrahim Abubakar Oba	92
Human Capacity and Material Resources Development on Sports Organisational Effectiveness in Lagos State - Awoyinka, Joseph Olayinka Ph.D., Ogunsemore, Macpherson Akindele Ph.D. & Nariwoh, Oluwaseun Abosede Bsc, Msc. Ed.	100
Sports Policy and Grassroots Sports Development in Nigeria - Abubakar Abdulmalik Aniki. Ph.D	111
Relationship between Organisational Climate and Managerial Effectiveness of Professional Football League Clubs in South-West, Nigeria - Ezebube, Bartholomew Eberechukwu	118
Challenges in the Implementation of Sports Policies for Mass Participation - Timothy Ishaya Garba & Saratu Kabir	128
Influence of Awareness on Utilization of Tourism Facilities in Zamfara State: Issues in Sport Policy and Development - Badamasi, Yunusa	137
Sports Policy and Programmes for the Physically Challenged Person's Development in Nigeria - Dr. Babangida Musa	146
Sports Administrators' Attitude and Approach to Adapted Sports Talent, Socialization and Development - Adebayo Isiaka Agaka, Junaid Haruna Gabasawa And Abdullahi Alhassan Shuaib	152
Ethical Issues in the Formulation of Sports Policy: A Road Map to Sports Development in Nigeria - Yusuf Abubakar & Mubarak Umar	159
Demographic Variables Influence on Active Lifestyle of Students' in Adekunle Ajasin University, Akungba-Akoko, Ondo State - Danjuma Moudu, Momoh Ph.D And Benjamin Oluwole, Adedugbe Ph.D	165
Administrative and Economic Factors as Determinants of Sports Performance among Basketball Players in Lagos State, Nigeria - Odior Sunday Ketu & Ringsum Solomon Jacob	170
Proposing Financial and Scholastic Health Motivates for Sport Development in Nigeria Universities - Owojaiye, Sunday Oni (Ph.D), Adewole Rufus Sunday and Aisha Kasham Hirse	179

Human Capacity and Material Resources Development on Sports Organisational Effectiveness in Lagos State

Awoyinka, Joseph Olayinka - Ph.D.

Department of Human Kinetics and Health Education

Faculty of Education, University of Lagos

Email - olaawoyinka242@yahoo.com

+2348023222096, + 2348051106274

Ogunsemore, Macpherson Akindele - Ph.D.

Department of Human Kinetics and Health Education

Faculty of Education, University of Lagos

Email - drdelesemooore@yahoo.com, mogunsemore@unilag.edu.ng

+2348034065944

&

Nariwoh, Oluwaseun Abosede Bsc, Msc. Ed.

Lagos State Sports Commission

Teslim Balogun Stadium, Surulere, Lagos, Nigeria.

Email: adunmi2007@yahoo.com, adunmi2007@unilag.edu.ng

+2348023012603

Abstract

This study examined influence of human capacity and material resources development on sports organisations effectiveness in Lagos State. The survey research design was used for the study with a sample size of two hundred (male, $n = 63$; female, $n = 137$) respondents from Lagos State Sports Commission in Lagos State. A self developed questionnaire (HCMROE) was the instrument adopted for the study. The test-retest reliability value obtained for the instrument using Pearson Product Moment Correlation Co-efficient was 0.89. Data from the study were analyzed with the use of frequency counts percentages and bar chart for demographic information while Chi-square statistical tool was used for drawing inferences and conclusions in the study.

Findings of the study revealed that collaborative learning, human capacity development (collaborative learning and mixture of technological support for learning), material resources (facilities, equipment and funding) when taken together influenced organisational effectiveness in sports organisations in Lagos State. Based on the findings, it was recommended that there should be better funding policy for Lagos State sports commission being the regulatory body of sports in the State in order to remove many of the constraints hindering the growth, development and sustainability of sports. Leaving sports development in the hands of the Government alone would not be fruitful because sport is now a bride with many suitors; therefore sports programmes should be well branded to attract private sector participation, partnership, support and sponsorship.

Key Words: human capacity, effectiveness, sports organisations.

Introduction

In today's dynamic sports business, the globalisation forces have erased national boundaries and the most important impact of globalisation is competition which has intensified to a great extent. Mathias (2010) indicated that, organisations need to compete and wrestle with technological and demographic changes, product revolution and accelerating trends. To grow and manage a globally competitive organization, an organisation needs to produce and develop its employees who can think and act in line with the changing organisational needs. Sport all over the world is now a business venture (Onifade, 2000; Morakinyo, 2000). Therefore, it is imperative that sport managers and administrators possess sound administrative expertise and technical know-how through constant and continuous capacity developmental programmes to be able to withstand the challenges of the 21st Century. Also, there should be adequate provision of state-of-the-art material resources which will create enthusiasm in the work force and athletes, and recognition of potentials inherent in the socio-demographic factors which will eventually contribute to the administrative effectiveness of the State sports councils.

Capacity building is as wide and varied as the activities which fall under the heading, almost anything can be classified as capacity building if it suits a purpose. Capacity building can be seen as an opportunity to build on the strengths of the organization, or community, ensuring that the capability of the group to provide service delivery is at the highest possible level. Also, capacity building is seen from a deficit perspective which organizations are somehow lacking and need to be built up to achieve the set goals. A whole community could be seen as lacking in some areas and needing assistance-presumably from people or other organizations who have the 'capacity' to provide this assistance (Paton, 2006).

There is a growing and important base of literature on how human capacity building is enhanced through facilitated collaborative learning and mixture of technological support for learning. In sport, the emerging information and communication infrastructure for capacity building have the effect of enhancing the need for people to physically become productive in their workplace (Brown & Duguid, 2006). Previous researches have shown that, individuals who experience collaborative learning by using technology, are most likely to rate the outcome very high (Hiltz, 2005).

Collaborative learning as applied in sport organization and all other discipline is any activity carried out for capacity building, using peer interaction, evaluation and cooperation with at least some structuring and monitoring by instructors (Hatch, 2000). The use of active collaborative learning and mixture of technological support for learning approaches for capacity building promotes meaningful feedback and offer many opportunities for intergroup collaboration, and resource sharing for work effectiveness in an organization. The economic prosperity and functioning of a workplace depend on its physical and human capital stock. In general terms, human capital represents the investment in people to enhance productivity.

The theoretical framework most responsible for the wholesome adoption of capacity-building has come to be known as human capital theory. Nwogu (2010) stated that human capital theory rests on the assumption that capacity development is highly instrumental and even necessary to improve the production level of a population. By virtue of their formal role in sport organizations, sport administrators are responsible for empowering subordinates to establish and achieve goals.

The extent of their leadership skills with forming their leadership styles will largely dictate the outcome of the subordinate's output.

According to Nagrin and Mitchell (2011), path-goal theory suggested that the leader assess task and follower characteristics and then demonstrate to followers how working toward organizational goals will meet their needs. Leadership style choices are supportive and directive leadership and participative leadership that involves consultation with subordinates; and achievement-oriented leadership, which involve "setting challenging goals, seeking performance improvements, emphasizing excellence in performance and showing confidence that subordinate will attain high standards (Yukl, 2012).

Barber (2008)) indicated that sport is now becoming more scientific by the day and Nigeria by reason of her achievements cannot afford to be left behind in contemporary scheme of things which is in line with Fasan (2013) assertion on sport that it is fast becoming an economic and social phenomenon in uplifting the status of individuals and groups as well as empowering them thereby; contributing to the economy of the nation. Through its mega sport events like the Olympic Games, World Cup, Commonwealth Games and All African Games, sport is now a bride with many suitors looking for her hand in marriage.

Lafin (2012) opined that the impact of sport on global economy cannot be over-emphasized. The amount of money invested into staging the World Cup, Olympic Games, All Africa Games, Africa Cup of Nations, World and Regional Championships, National Sport Festival as well as the ripple effects on employment, trade, tourism, construction, hospitality, aviation and communication industries are staggering. Lafin (2012) further said that, the economic impact of FIFA World Cup-Germany 2006 (\$13.6bn), World Cup South Africa 2010 (\$12.1bn), Winter Olympic Games Vancouver 2010 (\$2.3bn) and Summer Olympics 2012 London (\$4.26bn) cannot be said to be ordinary.

Fasan (2013) buttressed that sport celebrities like Usain Bolt, Edson Avantes do Nascimento (Pele), Rogger Miller, Maria Mutola, David Beckham, William Sisters (Venus & Serena), Kanu Nwakwo, J.J Okocha, Obafemi Martins, Mikel Obi, Yaya Toure, Emmanuel Adebayo, Didier Drogba, Wayne Rooney to mention a few have become household names and their contributions to the fabric of our society, most especially their economic contributions are enormous. In view of the above, effective management of sport organization becomes imperative, and there cannot be effective management without building the capacity of sport managers and administrators to be able to face the challenges of the 21st Century.

Facilities are permanent and non-moveable materials used in sports which may be used for either competition or recreational purposes. Renin (2008) stated that facilities for sports are those permanently constructed indoor or outdoor structures that are meant for sports used. The actual facilities may include athletics 400m track, football pitch, courts for handball, basketball, badminton or gymnasium, swimming pool, while facilities that are improvised may include open ground where children play soccer, rivers and streams used as swimming pool, trees for horizontal and vertical bars. It is therefore pertinent to state that no matter the level of improvised facilities, they cannot perform the expected functions of original facilities during competitions.

The place of facilities in the organisation and administration of sports cannot be set aside or totally neglected. It is important to note that provision of facilities is one of the essential ingredients in sports, therefore is a sine-qua-non to the success of organisation and administration of sports. Meyers (2009) stated that facilities and equipment are some of the determinants of Physical Education Curriculum as standardized curriculum cannot be formulated without them. Naomi (2009) highlighted that facilities and equipment are related.

If facilities are available adequately and well utilized and maintained, there is every possibility of having a good sporting programme.

He further stated that facilities and equipment are fundamental factors and a sensitive area in Physical Education programme and development of athlete's skills in other to measure up to their contemporaries globally. Facilities and equipment is the power house of sport; hence they are indispensable to competitive and recreational sports. Olufemi (2012) stated that managing and maintaining facilities in a stadium might be expensive and problematic in nature but nevertheless it is inevitable if investment in such a stadium is not to be lost.) Sports facilities in Nigeria vary from breakdown (corrective) maintenance, in which the equipment run until it fails and is then repaired.

Preventive maintenance is undertaken where an attempt is made to avoid breakdown by anticipating failure or wear and making a timely examination, replacement or adjustment. Preventive maintenance is usually considered more expensive than the corrective or breakdown maintenance. However, this additional expense incurred assists to minimize breakdown of plant. However, Lancelot (2008) defined preventive maintenance as a planned actions that intends to prevent breakdowns and failures of facilities or equipment which is performed on an asset while the asset is still capable of functioning in a satisfactory manner for some time. It is difficult to determine the correct level of preventive maintenance to apply. Basically, the effectiveness of a sports organisation constitutes its ability to perform a function with optimal levels of input and output. Companies use organisational effectiveness to measure any number of things, from the relationship between employee performance and company profits to the correlation between manufacturing processes and production volume. Liking it to sports industry, effectiveness could be determine by the organisational culture, employees commitment to work ranging from consistency to the development of sport brands, values, KPI's leading to performance on the set activities for short, medium and long period of times. No set parameters exist for organisational effectiveness and it follows no definitive mathematical formula each organisation creates its own method of measuring effectiveness. Measuring effectiveness can help a small business without the ability to absorb ineffective processes modify its approach to avoid loss (Kleijnen, & Hout, 2009).

Lagos State used to have great and massive pool of athletes who were making wave and dominated the National and even International scene as far as sport is concerned. In spite of these successes, the State has suffered setbacks and disappointments because the pool has been depleted. The result in recent time at National competitions has not been encouraging. Lagos that used to be a force to reckon with in the committee of State Sports Councils as far as sports is concerned has now become a laughing Stock. In recent time, the concern for effective management in the sport industry has been emphasized by stakeholders across the length and breadth of the Country. It is a common knowledge that, sport in Nigeria is on the low record as Nigerian sports' men and women in relation to its population have been performing below expectation at major championships. Before now, Lagos State athletes were doing well at National and Mega Championships such as; National Sports Festival, All African Games, Africa Championships, Common Wealth Games, World Cup, Olympic Games and others in different sports.

While it is unfair to shift the blame of low performance on the athletes, the bulk of the blame should have been on the sports' managers and administrators who up till now may not have the requisite training, exposure, skills and expertise to maintain the glory of Lagos State and reposition it for success in the 21st Century which may be as a result of inadequate funding, obsolete, sub-standard and inadequate facilities as well as equipment for the

discovery, training and preparation of the athletes for competitions. It is in the light of the aforesaid that the researcher examined influence of human capacity and materials resources development on sports organisations effectiveness in Lagos State. It was also hypothesized that facility, human capacity development, mixture of technological support will not significantly influence sports organisational effectiveness in Lagos State.

Methodology

Data was collected using descriptive survey. A sample size of two hundred (male, $n = 63$; female, $n = 137$) respondents from Lagos State Sports Commission in Lagos State were used. The survey research design was used for the study with a sample size of two hundred (male, $n = 63$; female, $n = 137$) respondents from Lagos State Sports Commission in Lagos State. A self developed questionnaire (HCMROE) was the instrument adopted for the study. The test-retest reliability value obtained for the instrument using Pearson Product Moment Correlation Co-efficient was 0.89. One hypothesis was tested using Pearson Product Moment Correlation with level of significance at 0.05 and it revealed that facility significantly influenced sports organisational effectiveness in Lagos State. Data from the study were analyzed with the use of frequency counts percentages and bar chart for demographic information while Chi-square statistical tool was used for drawing inferences and conclusions in the study.

Results

Demographic Data

Figure 1: Distribution of respondents by Directorates

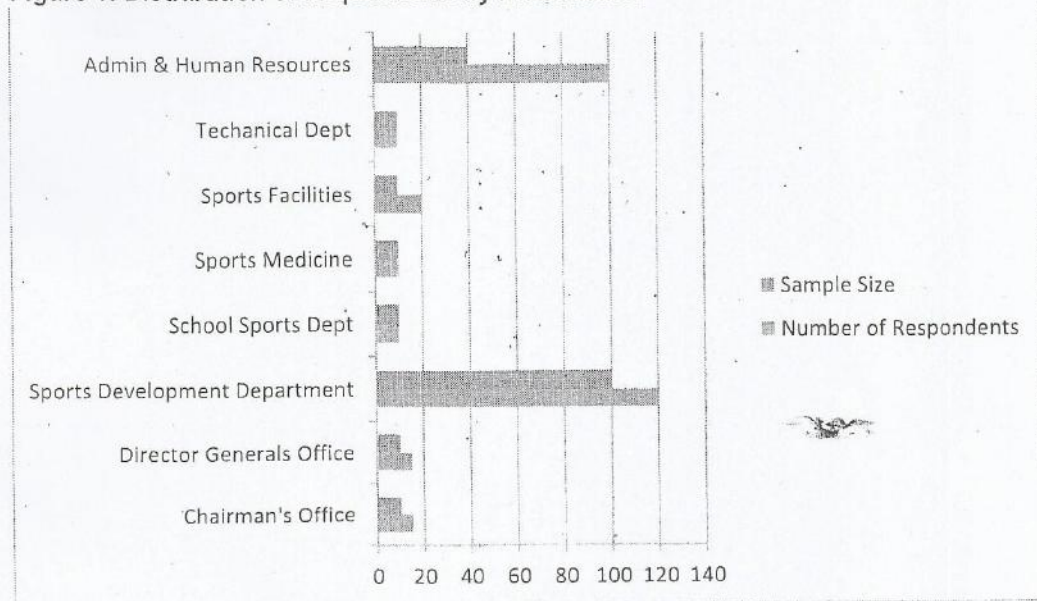


Figure 1 above indicated that 10 respondents were from Chairman's Office, 10 from Director Generals Office, 100 from Sports Developments Office, 10 from Institutional Office, 10 from

Sports Medicines Office, 10 from Sports Medicine, 10 from Sport Facilities, 10 from Technical Directorate and 40 from Admin and Human Resource Directorate constituted responses for the study.

Figure 2 : Distribution of respondent by Gender

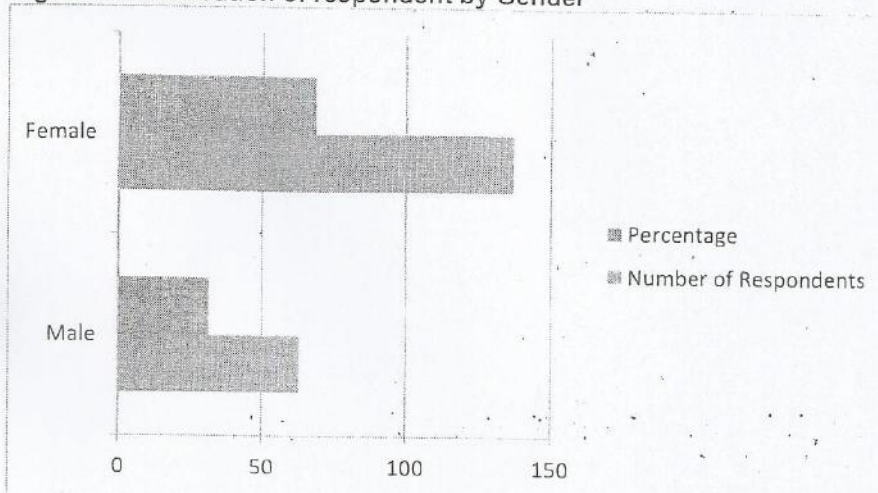
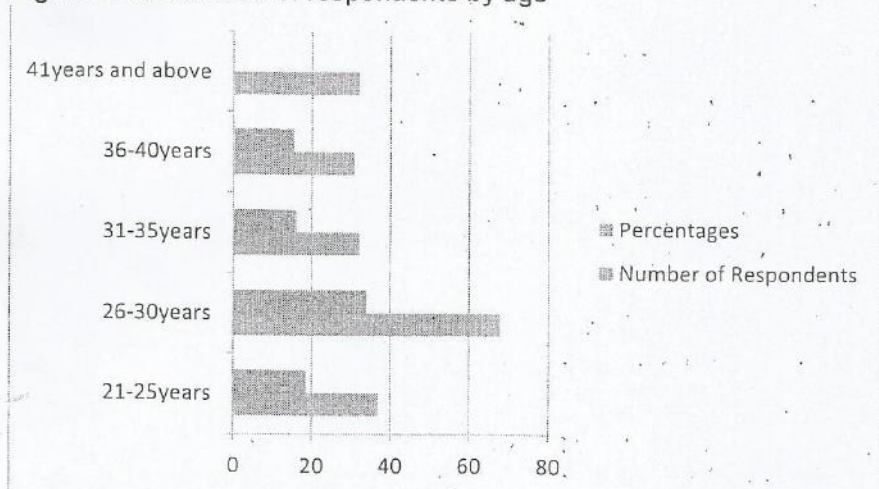


Figure 2 above showed that 137 (68.5%) of the total respondents were female while 63(31.5%) were male.

Figure 3: Distribution of respondents by age



The above figure 3 revealed that 68(34%) of the total respondents were within 26-30 years, 37(18.5%) were within 21-25 years, (16. %) were within 31- 35, 15.5% were within 36-40 years and 16% were within 41years and above of the total respondents

Test of Hypotheses

Hypothesis 1: The hypothesis states that facility will not significantly influence sports organisations effectiveness. To test this hypothesis, the Chi-Square (X^2) statistical tool was used as presented in the table below.

Table 1: Influence of facility on sports organisational effectiveness

Table 1: Influence of facility on sports organisational effectiveness

Variable	N	DF	LS	Calculated X^2	Critical X^2	Remark
Facility & Sports Organizational Effectiveness	200	12	0.05	34.4	21.03	Significant

From table 1 above, it could be observed that the Chi-square Calculated Value is 34.4 while the critical Chi-square Value is 21.03 at 0.05 alpha level with degree of freedom 12. The results indicated that the calculated Chi-square (34.4) is significant at 0.05 alpha level. As a result, the hypothesized statement which states that facility will not significantly influence sports organisational effectiveness was rejected. This means that facility significantly influence sports organisations effectiveness in Lagos State.

Hypothesis 2 (H_{02}): The hypothesis states that Human capacity development will not significantly influence sport organisations effectiveness in Lagos State. To test this hypothesis, the Chi-square statistical tool was used to test the hypothesis and the results are shown in the table below.

Table 2: The influence of human capacity development on sports organisational effectiveness

Table 2: Influence of facility on sports organisational effectiveness

Variable	N	DF	LS	Calculated X^2	Critical X^2	Remark
Human Capacity & Sports Organizational Effectiveness	200	12	0.05	300.2	21.03	Significant

From the above, it could be observed that the Chi-square Calculated Value is 300.2 while the critical Chi-square Value is 21.03 at 0.05 alpha level with degree of freedom 12. The results indicated that the calculated Chi-square (300.2) is significant at 0.05 level. As a result, the hypothesized statement which states that Human capacity development (collaborative learning and mixture of technological support for learning) when taken together will significantly influence sports organisational effectiveness in Lagos State was rejected. This means that Human capacity development significantly influence sports organisational effectiveness in Lagos State.

Hypothesis 3: The hypothesis states that mixture of technological support for learning will not significantly influence sports organisational effectiveness in Lagos State. To test this hypothesis, the Chi-square statistical tool was used. Result is as shown on table 3.

Table 3: Influence of facility on sports organisational effectiveness

Variable	N	DF	LS	Calculated χ^2	Critical χ^2	Remark
Mixture of technological support & Sports Organizational Effectiveness	200	12	0.05	94.7	21.03	Significant

The result above shows that the Chi-square Calculated Value is 94.7 while the critical Chi-square Value is 21.03 at 0.05 alpha level with degree of freedom 12. The results indicated that the calculated Chi-square (94.7) is significant at 0.05 alpha level. As a result, the hypothesized statement which states that Mixture of technological support for learning will not significantly influence sports organisational effectiveness in Lagos State was rejected. This means that Mixture of technological support for learning as influence on sports organisational effectiveness in Lagos State.

Discussion of Findings

Hypothesis one showed that there was significant influence of facility on sports organisational effectiveness in Lagos State which supported Gregory (2009) who emphasised that the physical needs are met through provision of safe structure, adequate sanitary facilities, a balanced visual environment, appropriate thermal environment, and sufficient shelter space for his work and play. His emotional needs are met by creating pleasant surroundings, a friendly atmosphere, and an inspiring environment. Facilities play a pivotal role in the actualization of any sport organization goals and objectives by satisfying the physical and emotional needs of the staff and sport facility users.

Olufemi (2012) stated that managing and maintaining facilities in a stadium might be expensive and problematic in nature but nevertheless it is inevitable if investment in such a stadium is not to be lost. Sports facilities in Nigeria vary from breakdown (corrective) maintenance, in which the equipment run until it fails and is then repaired. Preventive maintenance is undertaken where an attempt is made to avoid breakdown by anticipating failure or wear and making a timely examination, replacement or adjustment which might impair performance of athletes if not done as at when due. According to Gregory (2009), the scarcity of sporting facilities constitutes a big hole in the wheel of successful sports organizations in Lagos State. He observed that, our sports service delivery is poor, due largely to inadequate facilities and lack of exposure to modern and computerized sophisticated facilities.

Therefore, for an athlete to function effectively and acquire the desired skills, necessary facilities should be put in place. In sports facilities, the use of plants, equipment and vehicles in the day-to-day running of the organisation is essential which includes the buildings, furniture, machines tools, service machinery and workshop equipment. Improper use of these equipment or non utilisation of the facility may lead to waste of resources which would hinder effectiveness of the sports organisation (kurdi et al, 2011). The need for sporting

facilities cannot be overemphasized as the success of any Physical Education cum activities is the provision and utilisation of sports facilities across the country.

The National Sports Policy (2009) includes the obligations of the three tiers of government amongst others to be; providing enabling legislation for sports, formulation and review of the National Sports Policy, development and maintenance of government sports facilities, creation of conducive environment for participation of sports, ensuring adequate budgetary allocations for sports, organizing and funding of researches in sports as well as ensuring that at least 5% of the total budget for sports is earmarked for maintenance of sports facilities and infrastructure.

Hypothesis two showed that there was significant influence of human capacity development (collaborative learning and mixture of technological support for learning) when taken together will significantly influence sports organizational effectiveness in Lagos State which corroborates Paton (2006) assertion that. Capacity building can be seen as an opportunity to build on the strengths of the organization, or community, ensuring that the capability of the group to provide service delivery is at the highest possible level. Also, capacity building is seen from a deficit perspective which organizations are somehow lacking and need to be built up to achieve the set goals. A whole community could be seen as lacking in some areas and needing assistance-presumably from people or other organizations who have the 'capacity' to provide this assistance. (Paton, 2006).

Brown and Duguid (2006), also indicated that there is a growing and important base of literature on how human capacity building is enhanced through facilitated collaborative learning and mixture of technological support for learning. In sport, the emerging information and communication infrastructure for capacity building have the effect of enhancing the need for people to physically become productive in their workplace. Previous researches have shown that, individuals who experience collaborative learning by using technology, are most likely to rate the outcome very high (Hiltz, 2005).

Hypothesis three showed that there was significant influence of Mixture of technological support for learning on sports organisational effectiveness in Lagos State. The result is in agreement with Beirne and Stoney (2008) who indicated that the rapid adoption of the internet as a commercial medium, coupled with experimentation in E-business strategy, e-markets and e-commerce systems has led to the creation of what can be termed e-business of sport.; adding that, technological support for learning most importantly, the internet has transformed market within a short span of time, and it is inevitable that, a level of uncertainty exists within sports organization as to how it can be utilized. There are various ways in which computers can support communication for organisational effectiveness in sport and other settings. Also, in generally terms, broad bandwidth is expected to afford greater opportunities for collaboration and networks in sport organisations.

Conclusion

In view of the findings, it was revealed that facility, human capacity development and mixture of technological support for learning influence sports organisational effectiveness. It was concluded that, the lengthened perception that resulted from a focus on the overall effectiveness of sports organisations has become central to sports organisations survival and success in today's economy. Similarly, the success of any sport organization is determined by its human capacity development and availability of material resources as sports organisations employees would always display a very high degree of accountability, effective job delivery and great motivation given the right environment and exposure. It was also

concluded that sports organisations being the bedrock of sports development must be vibrant and effective in order to refurbish and invigorate the sport industry in Lagos State.

Recommendations

Based on the findings and the conclusion reached, the following are hereby recommended:

1. Design training and retraining programmes to improve members of staff technical prowess in Lagos State Sports Commission in line with international best practices.
2. Design and apply procedures to analyse sports organisations productivity in Lagos State Sports Commission
3. Management Board of Lagos State Sports Commission should encourage the use of ICT and other forms of technological support in the course of developing employees' capacities so as to become productive in their various sport Associations.
4. There should be adequate provision, accessibility and effective management of sport facilities in order to ensure effective service delivery in sports organisations in Lagos State.

References

- Barber, D. (2008). The empowerment of service workers: what, why, how and when. *Sloan Management Review*, 60-65.
- Beirne R. & Stoney, D. (2008). Participation in college sports and protection from sexual victimization. *International Journal of Sport and Exercise Psychology*, 6, 427-441.
- Fasan, C. (2013). Sport: A tree of life and death. The difference is in the management of Lagos State University, Lagos Nigeria: February 6 51st (Unpublished) Inaugural Lecture
- Gregory, B. (2009). A resource utilization model of organizational efficiency in professional team/individual sports. *Journal of Sport Management* 20(2), 143—1 69
- Hatch, M. (2000). The cultural dynamics of organizing and change. In N. Ashkanasy, C. Wilderom, and M. Peterson (Eds.), *Handbook of organisational culture and change*. Thousand Oaks, CA: Sage. Pp. 245-260
- Hiltz, R. (2005). Evaluating the visual classroom In Online education: Perspectives on a new Environment, Linda M. Harasim and Murray Turnoff, Ed. New York: Praeger, pp133-183.
- Jamieson , K. (2007). Integration of training programmes towards effective training skills in some segments of the Armed Forces. An Unpublished Ph.D. Thesis submitted to the Department of Adult Education, University of Lagos, Lagos, Nigeria.
- Kleijnen , D. & Hout, U. (2009). Sports participation and juvenile delinquency: The role of the peer context among adolescent boys and girls with varied histories of problem behavior. *Developmental Psychology*, 45, 341-353
- Kreitner, R. & Buelens, M. (2002). *Organizational behavior*, London: McGraw Hill Publishing Company.
- Kurdi, M.K, Abdul-Tharim A.H, Jaffar, .N. Azli, M. & Shub, M. (2011) Outsourcing in facilities management –A literature review. Published by Elsevier Ltd.
- Lafin, M. (2012). *IOC sets olympic record in London*: Sports Market Intelligence. Issue 26 July.
- Lagos State of Nigeria Law No. 20, 1980. Law to establish a sport council.
- Lancelot, P. (2008). Understanding the importance of sport infrastructure for participation in different sports findings from multilevel modeling. *European Sport Management Quarterly*, 12(5), 525-544.

- Mathias, H. (2010). Generalizability of an organisational commitment model. *Acad. Manage. J.*, 14(3): 512-526.
- Meyers, J. (2009). Future Direction and challenges of leaders in physical education and sports toward the millennium 21st century, DAEGU Universiade conference, pp 78-82.
- Nagrin, B. & Mitchell, R.(2011). Influence of the transformational leader. *Journal of Leadership and Organizational Studies*, 12(4), 105-111.
- Naomi, T. (2009). Developing facilities and equipment for physical education in primary schools. *Lagos Journal of Physical, Health Education and Recreation* 2(1), pp 7- 22.
- Nwogu, G.A. (2010). Influence of Human Capacity-Building programmes on job performance in 7up Bottling Company, Ibadan, Oyo State, Nigeria. An Unpublished M.Ed. Dissertation, University of Ibadan, Ibadan.
- Ojokuku R., Odetayo T. & Sajuyigbe A. (2012). Impact of leadership style on organizational performance: A Case Study of Nigerian Banks. *American Journal of Business and Management* Vol. 1, No. 4, 2012, 202-207
- Olufemi, L. (2012). Sports Facilities and Promotion of The Olympic Games. *The Sport Journal in Contemporary Sport Issues; Sports Management, Sports Studies and Psychology* 8, (3).
- Paton, D. (2006). Report on Capacity Building in Community Organisation.p10
- Rehin, H.(2008). *Commitment in the workplace: theory, research and application*. Thousand Oaks, CA: Sage Publications.
- Yukl, G. (2012). Leadership in organizations. Upper Saddle River, NJ: Prentice Hall.
- Zammuto, P. (2006). Predicting organizational effectiveness with a four-constituency effectiveness model. *Canadian Psychological Review*, 28 (3), 73-79