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***JOURNAL OF HEALTH, PHYSICAL EDUCATION RECREATION SPORT AND
DANCE (ICHPER.SD)***

EDITION: Vol. 7, 2019

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**Title: Impact Of Marketing Strategies, Leadership Behaviour And Technological
Implications On Effective Management Of Recreational Centres In Lagos State.**

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JOURNAL OF HEALTH, PHYSICAL EDUCATION RECREATION SPORT AND
DANCE (JCHPER.SD), (AFRICA REGION)

**IMPACT OF MARKETING STRATEGIES LEADERSHIP BEHAVIOUR
AND TECHNOLOGICAL IMPLICATIONS ON EFFECTIVE
MANAGEMENT OF RECREATIONAL CENTRES IN LAGOS STATE**

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ABSTRACT

This study investigated the impact of marketing strategies, leadership behaviour and technological implications on effective management of recreational sports centres in Lagos State. The descriptive research method was adopted for this study. Three hypotheses were postulated and tested in the research. The population for this study comprised all recreation centre managers, directors, technical staff, medical staff, clients and stakeholders. 3 recreational centres in Lagos State were selected for the study and the stratified sampling technique was used in the selection of a sample size of 250 respondents. A self-developed questionnaire with reliability co-efficient of 0.86 established through a test-rest method was used in generating information and data for the study. The frequency counts, percentages and bar chart were used in the description of the demographic variables of respondents. While inferential statistics of Multivariate Regression Analysis was used for the testing of hypotheses at 0.05 level of significance. The findings from this study showed that marketing strategies have a significant impact on effective management of recreational centres in Lagos State, leadership behaviour of managers have a significant impact on effective management of recreational centres in Lagos State and technological implication have a significant impact on effective management of recreational centres in Lagos State. The study recommended that recreation centres must adopt the use of technological gadgets and equipment in the area of communication, health management, security and reaching the world of their environment. Clientele patronage should also be adopted as it encourages sustenance of recreational centres and varieties of programmes must be made available to entice consumers of their products and services. Recreation centres should also ensure good marketing strategy. Managers must adopt leadership behaviour that is transformational and transactional to equip workers for best services within the organization.

Key Words: Marketing Strategies, Leadership Behaviour, Technology, Recreation Centre

Introduction

Marketing strategy is a business's overall game plan for reaching people and turning them into consumers of the product or service that the business provides. The marketing strategy of a company contains the organisation's value proposition, key marketing messages, information on the target customer and other high-level elements (Baron, 2019). Marketing strategy is used by different organisations to collaborate with their consumers. It is basically focused on encouraging target population to buy those specific products and services. The marketing strategies might be totally innovative or they can be previously tried or tested strategies. Effective marketing strategies help to get ahead in the competition. Good leadership behavior entails actively listening to team members concerns and opinions before deciding upon an appropriate strategy. An efficacious leadership approach should provide feedback to their team members on a regular basis.

Rapid changes stemming from globalization, advancement of information systems and other factors have caused higher competition. Many organizations are driven by the market to set their goals in their performance. Some of the goals are: cost reduction, achieving sales levels, increasing the number of customers, increasing the market percentage, improving productivity and quality, innovative products. The realization of these goals will be achieved through the human resources management in organizations workforce, as the key to success, will enable the achievement of organizational performance (Ajibola, Fasoranti & Salami, 2018).

Organizations are facing exciting and dynamic challenges in the 21st century. In the globalized business, companies require strategic thinking and only by evolving good corporate strategies can they become strategically competitive. A sustained or sustainable competitive advantage occurs when firm implements a value creating strategy of which other companies are unable to duplicate the benefits or find it too costly to initiate. Without a clearly defined strategy, a business will have no sustainable basis for creating and maintaining a competitive advantage in the industry where it operates. Historically strategy management and organizational development was concerned with helping companies which were threatened with obsolescence to plan their way in to new business in short, the concept of strategic management developed in the midst of difficult economic meltdown and fast changing environment; so over the years much of the empirical research in the strategic management was centered on identifying which set of

strategies seen to enable business firms to achieve economic success. According to Crook, Bratton, Street and Ketchen (2006), early studies carried out by management researchers concluded that increased profitability does not normally accompany the application of strategic management however, a significant number of recent investigations suggest that an efficient and effective strategic management system can increase profitability. More recent empirical evidence indicates that on the average, companies that plan outperform those that do not (Crook, Bratton, Street & Ketchen, 2006).

Studies concerning recreation centers cannot be comprehensive without first understanding the act of recreation itself. This is because Recreation Centers are only organization or facilities that are designed to enhance recreation. Recreation is defined as a form of play or amusement, refreshment of the body and mind that pleasantly occupies one's time after work is done i.e. during leisure time. Recreational centers include parks, public open spaces, sports facilities, gardens, etc. There are proofs that as business organizations continue to find proper avenues of achieving competitive edge, they also endeavour to achieve competence in every valuable area of their businesses to boost business' operations which often times result to enhanced business performance. However, it is generally believed that organisational activities involve methods, processes, structures and widely embraced strategies carried out by managers to achieve set objectives (Long, Perumal, & Ajagbe, 2012).

The world around us is constantly changing and it is required that change must be studied by every organisation and the various ways in which it presents itself to successfully handle and be able to move ahead of it. The act of handling business operations in the past is no longer be applicable to the present and future. The events of ICT, globalization and the development of new areas of economic and consumer activities has led organizations to seize different opportunities globally and still be able to meet local requirements. The introduction of modern technological equipment into management helps to ease means of communication, publicity, accounting procedures and clerk security of the organization. Technology has great impact on any management effectiveness as it creates new innovation in modern way of doing things. Technology is needed for the recreation centres to sell their products to the whole populace. Technology is needed for checks and balances in relation to finance collection, in-house communication channels, and other security check which puts management in effective ways (Andersen, 2000). Marketing strategies are ways and means by which a company makes his

products known to the consumers. The marketing strategies adopted by organizations determined their success and growth in business for effective management, asserted that marketing strategies are adopted for effective management in recreation centres to ensure that long term profit is actualized based on the link with customers and clients on regular basis. This in essence creates self-awareness and loyalty. Leadership behaviour in organisation dictates the efficiency and effectiveness of such organization and it also leads to the actualization of the goals of the organisation. Leadership behaviour stated that goal attainment is strongly attached to the managers in the organisation in relation to their ability to harness human, physical, financial and material resources of the organisation to accomplish desired results for the organisation. Awoyinfa (2005) also posited that leadership behaviour in recreation centres involves attributes, attitudes and processes adopted by managers in carrying out their functions effectively. This study is therefore geared towards finding out the impact of the aforementioned variables on the effective management of recreational centres in Lagos State.

Statement of the Problem

With the increase in the trend of keeping fit, therefore, exercising, fun, play, family picnic, judicious use of leisure time and prevention of some chronic diseases through active lifestyle, has come the springing up of numerous recreational centres in Lagos state with each recreation centre or organisation trying to overshadow their rivals and competitors by introducing exciting programmes, customer care and feedback sections in their organisation structure. This will ensure that customers and clients experience and patronage are retained and to ensure the organisation existence. Most of these sports organization has not been able to achieve the purpose for which they were established. The researcher has noticed with keen interest that most of these recreational centres are gradually going out of trends while some still keep thriving. This may be due to the introduction and marketing of different programmes, technological innovations and good atmosphere and experience customers enjoys. Those that are no longer in existence may be due to ineffective management process exhibited by leadership of these organizations which resulted into lack of consistent client patronage. Most Recreational Sports Centres in Lagos State lack good marketing strategies, leadership behaviour and technological innovations which can make these centres profitable, effective and business oriented. This

research therefore examines the impact of marketing strategies, technological innovations and leadership behaviour adopted by managers of these recreational centres in Lagos state to enhance effectiveness and sustainability of these organisations.

Research Questions

These research questions were answered in the study:

1. Will technology implication have impact on management of recreational centres in Lagos State?
2. Will marketing strategies have impact on management of recreational centres in Lagos State?
3. Will leadership behaviour of managers have impact on management of recreational centres in Lagos State?

Hypotheses

These research hypotheses were tested in the study:

1. Technology implication will not have any significant impact on management of recreational centres in Lagos State.
2. Marketing strategies will not have any significant impact on management of recreational centres in Lagos State.
3. Leadership behaviour of managers will not have any significant impact on management of recreational centres in Lagos State.

Research Method

The research method that was used for this study was the descriptive survey method. The method is considered most appropriate because of its merit in providing wide scope for obtaining information for the purpose of the study. The population for this study comprised Recreation Centre Managers, Leisure Parks Managers, Executive Directors, Assistant Directors, Technical Advisers, Coaches, Assistant Coaches, Medical Personnel, Trainers, Clients and other recreation sports centre workers and stakeholders. The stratified sampling technique was used to select the group of respondents from the management cadre, workers, clients and other stakeholders. Stratification of respondents was based on managerial status designation of the respondents. The sampled recreational sports centres are those that are established on a well-structured

administrative set up. 250 respondents were used as sample for the study. Stratified sampling techniques was used for selection of respondents. The study was delimited to these recreational centres: University of Lagos Sports Centre, Akoka, Island and Eagle Club, Surulere. A self-developed research questionnaire was used for this study. Descriptive statistics of bar chart and percentages was used and inferential statistics of multiple regression for data analysis.

Results

Table 1: Distribution of respondents by gender

Gender	N	Percent (%)
Male	178	71.20
Female	72	28.80
Total	250	100.0

From Table 1 71.20% (n = 178) were male while 28.80% (n = 72) were female.

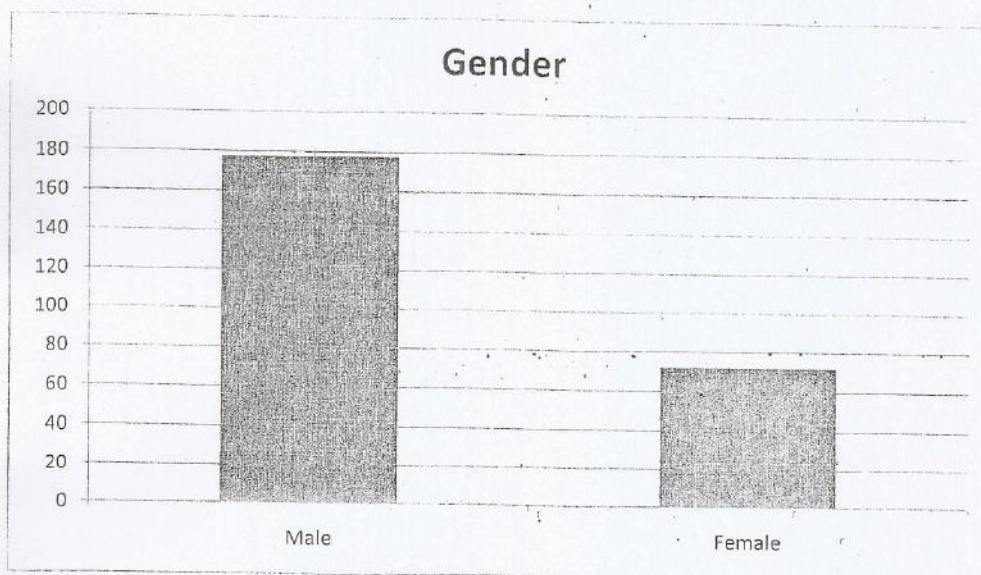


Figure 1: Bar chart representation of respondents by gender

Table 2: Distribution of respondents by age

Age	N	Percent (%)
18-25 years	55	22.0
26-35 years	56	22.4
36-45 years	67	26.8
Above 45 years	72	28.8
Total	250	100.0

Table 2 shows that 22.0% (n = 55) of the respondents were 18-25 years old, 22.4% (n = 56) were 26-35 years, 26.8% (n = 67) were 36-45 years old and 28.8% (n = 72) were above 45 years.

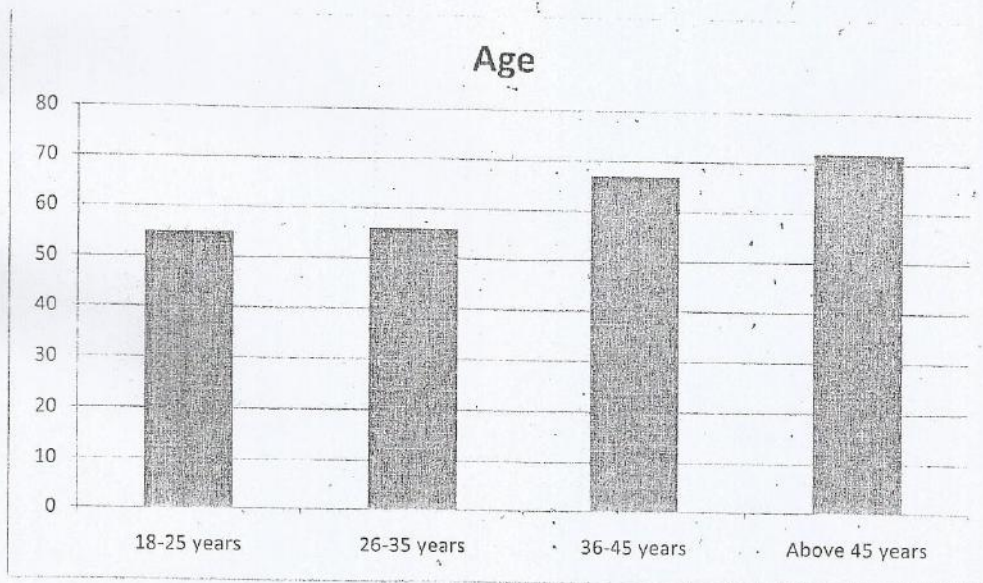


Figure 2: Bar Chart representation of respondents by age

Table 3: Distribution of respondents by recreational centre

Recreational Centres	N	Percent (%)
University of Lagos Sports Centre, Akoka	110	44.0
Island Club	70	28.0
Eagle Club, Surulere	70	28.0
Total	250	100.00

From Table 3, 44% (n = 110) of the respondents were from University of Lagos Sports Centre, Akoka while 28% (n = 70) respondents each were selected from Island Club and Eagle Club, Surulere.

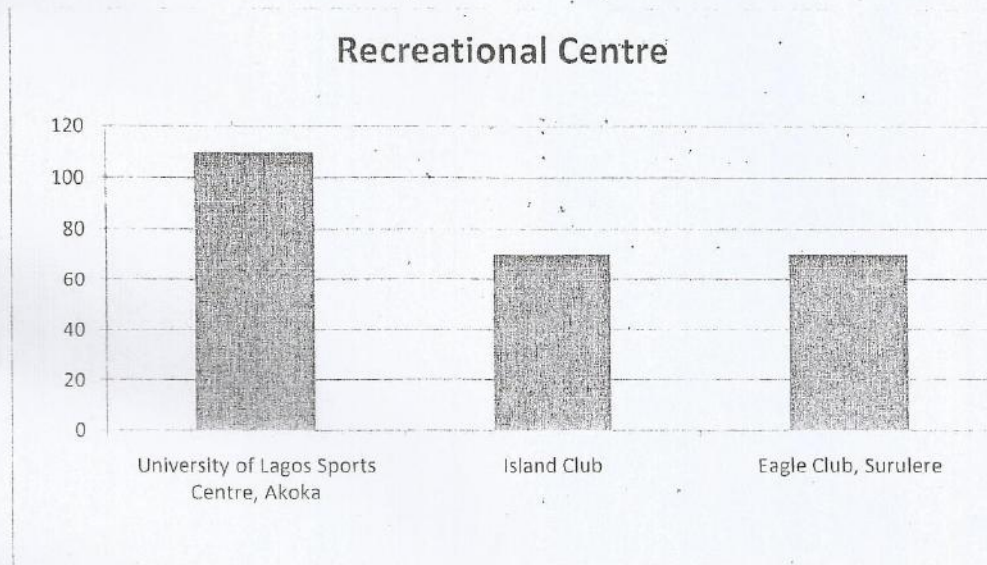


Figure 3: Bar chart representation of respondents by recreational centre

Testing of Hypotheses

Hypothesis one states that technological implication will not have any significant impact on management of recreational centres in Lagos state. The Multivariate Regression Analysis was used in testing this hypothesis at 0.05 level of significance and the result is presented in Table 4.

Table 4: Multivariate Regression Coefficients for Technological Implication Impact on Effective Management of Recreational Centres.

	Sum of Squares	Df	Mean Squares	F	Sig
Regression	5.448	3	1.130	8.402	0.00
Residual	34.713	247	0.143		
Total	40.161	250			

P<0.05

The table above shows that the F-Value (8.402) was significant at a degree of freedom 3 and at a 0.05 alpha level, hence the stated null hypothesis is rejected. This implies that technological implication will have a significant impact on management of recreational centres in Lagos state at a 0.05 alpha level.

Hypothesis two states that marketing strategies will not have any significant impact on management of recreational centres in Lagos state. The Multivariate Regression Analysis was used in testing this hypothesis at 0.05 level of significance and the result is presented in Table 5.

Table 5: Multivariate Regression Coefficients for Marketing Strategies Impact on Effective Management of Recreational Centres.

	Sum of Squares	Df	Mean Squares	F	Sig
Regression	6.341	3	0.960	7.431	0.00
Residual	32.460	247	0.342		
Total	38.801	250			

P<0.05

The table above shows that the F-Value (7.431) was significant at a degree of freedom 3 and at a 0.05 alpha level, hence the stated null hypothesis is rejected. This implies that marketing strategies will have a significant impact on management of recreational centres in Lagos state at a 0.05 alpha level.

Hypothesis three states that leadership behaviours will not have any significant impact on management of recreational centres in Lagos state. The Multivariate Regression Analysis was used in testing this hypothesis at 0.05 level of significance and the result is presented in Table 6.

Table 6: Multivariate Regression Coefficients for Leadership Behaviours Impact on Effective Management of Recreational Centres.

	Sum of Squares	Df	Mean Squares	F	Sig
Regression	5.343	3	1.121	8.842	0.00
Residual	35.348	247	0.347		
Total	40.691	250			

P<0.05

The table above shows that the F-Value (8.84) was significant at a degree of freedom 3 and at a 0.05 alpha level, hence the stated null hypothesis is rejected. This implies that leadership behaviours will have a significant impact on management of recreational centres in Lagos state at a 0.05 alpha level.

Discussion of Findings

The first finding of this study shows that technological implication will have a significant impact on management of recreational centres in Lagos state. The result of this finding is in line with the submission Kachiru (2005) who asserted that technology has great impact on any management effectiveness as it creates new innovation in modern way of doing things. Technology is needed for the recreation centres to sell their products to the whole populace. Technology is needed for checks and balances in relation to finance collection, in-house communication channels, and other security check which puts management in effective ways.

The second finding of this study is that marketing strategies will have a significant impact on management of recreational centres in Lagos state. The result of this finding is in line with the submission of Lomash (2003) posited that marketing strategies are ways and means by which a company makes his products known to the consumers. The marketing strategies adopted by organizations determined their success and growth in business for effective management Mishira (2003) asserted that marketing strategies are adopted for effective management in recreation centres to ensure that long term profit is actualized based on the link with customers and clients on regular basis. This in essence creates self-awareness and loyalty.

The third finding of this study is that leadership behaviours will have a significant impact on management of recreational centres in Lagos state. The result of this finding is in line with the submission of Awoyinfa (2008) who posited that leadership behaviour in recreation centres involves attributes, attitudes and processes adopted by managers in carrying out their functions effectively. Therefore, leadership behaviour significantly in recreation centres.

Conclusion

Based on the findings on this study, it is hereby concluded that technological implications as used in the recreation centres, marketing strategies adopted to favour the organization and leadership behaviour of the managers had significant impacts on the effective management and sustenance of the recreational centres in Lagos State.

Recommendations

The study recommended that recreation centres must adopt the use of technological gadgets and equipment in the area of communication, health management, security and reaching the world of their environment. Clientele patronage should also be adopted as it encourages sustenance of recreational centres and varieties of programmes must be made available to entice consumers of their products and services. Recreation centres should also ensure good marketing strategy. Managers must adopt leadership behaviour that is transformational and transactional to equip workers for best services within the organization.

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