

Evaluative Analyses of Leadership Styles and Staff Appraisals as Correlates of Job Satisfaction Among Sports Service Providers in the National Sports Federation of Nigeria

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Work is a means of livelihood, survival, sustenance, personal identity and self-actualization. Therefore, it is important that it is made more meaningful and satisfying. Sports participation is all over the world. When talking about sports, people think more about athletes and forget about the sports service providers who make frantic efforts to ensure that these activities take place. In the light of the above, the researchers considered it very imminent to attempt to find out if leadership styles and staff appraisal were correlates of job satisfaction among sports service providers in the National Sports Federation of Nigeria. Two research hypotheses were formulated to guide the study. Questionnaire was used for data collection. Cronbach alpha coefficient was used to determine the coefficient "r" which yielded .85. The descriptive statistics of percentages and inferential statistics of chi-square (X^2), set at .05 alpha levels were used to test the hypotheses. The study revealed that leadership styles and staff appraisals were correlates of job satisfaction among the sports service providers in the National Sport Federation of Nigeria (NSFN). It was therefore, recommended that NSFN line managers should continue to be aware of/ responsive to staff needs and over-haul the promotional system of the establishment in a way that it will continue to be a morale booster to the personnel.

Keywords: Nigeria, leadership styles, staff appraisals, job satisfaction, sports service providers, National Sports Federation

Introduction

Job satisfaction refers to the amount of overall positive effects or feelings that personnel have towards their jobs (Arnold & Feldman, 2010). According to them, most leaders are supposed to be morally responsible for maintaining a high level of job satisfaction in their organizations. They noted that whether people find their work satisfying or frustrating, challenging or boring, meaningful or pointless, should be a strong concern for good leaders, and they are also supposed to be concerned about the impact which job satisfaction have on staff performance. Most leaders are aware that job dissatisfaction leads to low productivity, high absenteeism, low turnover and increased unionization.

Leadership style in sports councils is one of the major determinants of job satisfaction or dissatisfaction. According to Hosking (2008), to lead is to guide, conduct, control, plan, co-ordinate, organize, direct and even preside over issues and individuals.

A leader who establishes a supportive personal relationship with subordinates and takes special interest in them, contributes to the personnel's satisfaction. Employees who are allowed by the leaders to participate in making decisions that affect their jobs display a higher level of performance in their jobs. Generally, effective leadership is a function of performing a variety of roles and styles, so as to meet the needs of employees and reach team objectives.

Appraisal is a means of promoting through the use of certain techniques and procedures. With appraisal, organizations will be able to accomplish its mission of maintaining or improving what it provides, while at the same time seeking to maintain or enhance staff satisfaction and development. For sports personnel to perform effectively, they must be well motivated, have sound understanding of what is expected of them, have a high sense of ownership and possess the abilities and skills to fulfill the responsibilities they are charged with (Cyril & Poster, 2008). Personnel in sports councils require job satisfaction. Sport is a universal phenomenon that encompasses all forms of physical activities in various dimensions which are primarily designed for the physical, mental and social growths

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of individuals. The history of sports dates back to the ‘Stone age’ when man used physical activities as means of hunting and protecting himself from wild animals (Dalen & Bennett, 2001). They stated further that among the early people, physical activities were regarded as only useful for searching for food and survival requirements. Sport has played a valuable part in the lives of people all over the world and today, sport is seen not just as mere physical activities, but a means of livelihood and political weapon, as well as unifying factors.

Sports participation is all over the world. When talking about sports, people think more about athletes and spectators as they are the “producers and consumers” or “active and passive” participants without regards to those who make frantic efforts to ensure that these activities take place. Those who make sure that the required facilities and equipment are adequately available and well maintained, those who protect the facilities and equipment, those who make efforts to see that funds are available for organizing interesting sporting activities, just to mention a few, which are the sports service providers.

For greater organizational effectiveness, improved individual performance, and increased quality of sports programmes, the sports service providers have to feel positive about their jobs and work under good working conditions. In other words, it is important that sports service providers have satisfaction in the job they do, as job satisfaction makes employees happy. A high level of job satisfaction produces a positive attitude towards staff commitment to their jobs, which will in turn reduce the level of absenteeism, termination of service, negligence at work, and increase their efforts towards work excellence and productivity.

Consequent upon the above statements, it is highly essential for employers of sports labour or sports administrators to ensure that sports service providers have job satisfaction. Suffice it to say, however, that some employers or sports administrators want their personnel to have job satisfaction, but they do not know how to go about it. This simply implies that, first and foremost, it is important to know the indices or variables of job satisfaction that will work well before thinking of how to apply them. The objective of this study therefore, was to find out if leadership styles and staff appraisals were significant correlates of job satisfaction among the sports service providers in the National Sports Federation of Nigeria.

Methodology

Nigeria, a West Africa country, came into existence on January 1, 1914, with the coming into effect of the amalgamation of two British-ruled colonies; the

northern and southern protectorates. The purpose of the amalgamation was for the administrative convenience of the British Crown (Crowder, 1999). Nigeria has her neighbours as Niger and Chad on the north, the Republic of Benin shares her western border. On the eastern border, Nigeria has the Republic of Cameroon; while on her southern border is the Atlantic Ocean (BBC 2010). Nigeria is entirely within the tropical zone. The major rivers in Nigeria are the Niger and Benue. However, Nigeria takes its name from the River Niger, its most prominent physical feature (Times Press Limited, 2011). Nigeria, often called the “Giant of Africa” is richly endowed with ecological and natural resources. The rich and diversity of Nigeria’s culture are manifestation of socio-cultural differences of the 250 ethnic groups that inhabit the land for ages. Nigeria has a population of over 160 million people, which makes it the most populous Black Country in the world. In short, Nigeria is 2/3 of the black population of the universe. English is the official language (National Population Commission, 2011).

The descriptive survey research design was used to elicit information through a set of pre-formulated statements in a pre-determined sequence, using a structured questionnaire as an instrument for the study to ascertain whether; leadership styles and staff appraisals were correlates of job satisfaction (Tables 1 & 2 below) among the sports service providers in the National Sports Federation of Nigeria. The population for the study comprised of all the sports service providers in the National Sports Federation of Nigeria. A sample size of 600 participants was drawn from the National Sports Federation of Nigeria, Abuja, Nigeria. The judgmental sampling technique was used for the study. The research instrument was the self developed, validated, close-ended and modified Likert type questionnaire. The instrument was the 4 – point modified Likert scale type with the following weight allotments: Strongly Agree (SA) = 4 points; Agree (A) = 3 points; Disagree (D) = 2 points and Strongly Disagree (SA) = 1 point.

To pre-test the instrument for the study, 30 questionnaire forms were administered to 30 personnel of the Liberty Stadium (Now Obafemi Awolowo Stadium) in Ibadan, Nigeria, which is a different working environment, but has similar characteristics. Cronbach alpha coefficient was used to determine the internal consistency of the instrument and it yielded .83, which was deemed high and reliable. The researchers employed the services of 3- trained research collaborators, who were personnel of NSFN, in the face to face administration of the questionnaire to the participants and ensured on-the-spot collection. The completed questionnaire forms were collated, coded and analyzed, using the descriptive statistics of

percentages and the inferential statistics of chi-square (X^2), set at .05 alpha levels for the study.

Findings

Hypothesis 1: Leadership style would not be a significant correlate of job satisfaction among the sports service providers in the National Sports Federation of Nigeria.

Table 1 shows that out of 600 respondents, 168, (28%) responded that they strongly agreed that the council management is most of the time aware of, and responsive to staff needs, 320 (53.33%) also agreed with the statement, 57 (9.5%) disagreed, while 55 (9.26%) strongly disagreed. The table also shows that 273 (45.5%), out of 600 respondents strongly agreed that the council management encourages the development of close and mutually satisfying relationship among the staff, 185 (30.83%)

agreed, 59 (9.83%) disagreed, while 83 (13.83%) strongly disagreed.

In response to the statement “the sport council management is not the type that witch-hunts or sacks its personnel just anyhow”, 230 (38.33%) strongly agreed, 190 (31.66%) agreed, 81 (13.5%) disagreed, while 99 (16.5%) strongly disagreed. Table 1 also reveals a chi-square calculated value of 100.8 and a table value of 12.592 at a degree of freedom (df 6) and an alpha level of .05. However, since the chi-square decision rule says if the calculated chi-square value is greater than the critical table value, the hypothesis should be rejected and the calculated chi-square value of this hypothesis is greater than that of the table value as revealed in the above table, therefore, the hypothesis that says leadership style would not be a significant correlate of job satisfaction among the sports service providers in the National Sports Federation of Nigeria is hereby rejected.

Table 1. Percentages and chi-square analysis of leadership style and job satisfaction among the sports service providers in the National Sports Federation of Nigeria.

Statements	SA	A	D	SD	Total
1. The sports council management is most of the time aware of, and responsive to staff needs	168 (28%)	320 (53.3%)	57 (9.5%)	55 (9.2%)	600
2. The sports council management encourages the development of close and mutually satisfying relationship among the staff	273 (45.5%)	185 (30.8%)	59 (9.8%)	83 (13.8%)	600
3. The sport council management is not the type that witch-hunts or sacks its personnel just anyhow	230 (38.3%)	190 (31.6%)	81 (13.5%)	99 (16.5%)	600
Variable	Cal X^2	t- value	Df	P-value	Decision
Parental influence	100.8	12.592	6	0.05	Rejected

The above finding suggests that a leaders that is most of the time aware of, and responsive to staff needs, encourages the development of close and mutually satisfying relationship among the staff and who does not witch-hunts or sacks its personnel just anyhow” will bring about job satisfaction to its personnel.

Sport is a universal phenomenon that encompasses all forms of physical activities in various dimensions, and which are primarily designed for the physical, mental and social growth of individuals (Dalen & Bennett, 2001). Personnel of all sports councils require job satisfaction, which is mostly achievable through satisfactory leadership style. For sports personnel to perform effectively, they must be well motivated, have sound understanding of what is expected of them, have a high sense of ownership and posses the abilities and skills to fulfill the responsibilities they are charged with (Cyril & Poster, 2008).

Job satisfaction refers to the amount of overall positive effects or feelings that personnel have towards their jobs. Leaders are supposed to be morally responsible for maintaining a high level of

job satisfaction in their organizations. Whether people find their work satisfying or frustrating, challenging or boring, meaningful or pointless, is a strong concern for leaders, and they are also supposed to be concerned about the impact which job satisfaction has on staff performance. Most leaders are aware that job dissatisfaction leads to low productivity, high absenteeism, low turnover and increased unionization (Arnold & Feldman, 2010). To lead is to guide, conduct, control, plan, co-ordinate, organize, direct and even preside over issues and individuals. It is the duty of the leader to help the group achieve objectives with maximum application of its capabilities. A leader stands at the fore-front to facilitate progress and inspire the group, organization or establishment to accomplish the set goals (Thierauf 2007; Bucher 1989). Generally, effective leadership is a function of performing a variety of roles and styles, so as to meet the needs of employees and reach team objectives.

The findings is in line with the views of Hosking (1998), who supported that leadership styles are capable of, or could consist of numerous and often

misleading instructions/interpretations and have the ability to influence other individuals, groups or team, to take them in a desired direction. He stated further that leadership style influence other personnel in a number of different levels throughout an organization and it is a process in which people to varying degrees make especially salient contributions in establishments. Leadership style has the potentials of influencing people in order to strive willingly towards achieving a common goal and it is the willingness of people, group(s) or team(s) to follow that makes a person a good leader or administrator.

In further support of the findings Hosking (1998), stated that leadership of sport establishments be it team leader, sports administrator, line manager, sports director or sports management team requires the ability and style to influence subordinates to work with interest, enthusiasm, confidence and zeal. According to him, a leader or sports administrator, who establishes a supportive personal relationship with subordinates and takes personal interest in them, contributes to their personnel's satisfaction. Also, employees who participate in making decisions that affect their jobs display a much higher level of performance in their work. Generally, effective leadership has a function of performing a variety of roles, and styles to meet the needs of employees and reach team objectives (Thierauf 2007; Bucher 1989).

Hypothesis 2: Staff appraisal would not be a significant correlate of job satisfaction among the sports service providers in the National Sports Federation of Nigeria.

Table 2 reveals that out of 600 respondents, 328, an equivalence of 55% strongly agreed that the management supervises and appreciates their efforts and contribution to the development of the establishment, 150 (25%) agreed with the statement, 100, that is 17% disagreed, while 22 (3%) strongly disagreed with the statement. Out of 600 respondents, 480 (80%) strongly agreed that they always get feedback on how well they are performing on their job. 120 (20%) agreed with this statement, 0 (0%) disagreed, while 0 (0%) strongly disagreed with it.

Lastly, out of 600 respondents, 200, representing 33% strongly agreed that the management has a high consideration for their performance on the job, 241 (40%) agreed, 100 (17%) disagreed, while 59 (9%) strongly disagreed with the statement. The table 2 also shows a calculated X^2 value of 384.48 at df 6, with an alpha level of 0.05 and a table value of 12.592. Therefore, the hypothesis that states that staff appraisal would not be a significant correlate of job satisfaction among the sports service providers in the National Sports Federation of Nigeria is hereby rejected.

Table 2. Percentages and chi-square analysis of staff appraisal and job satisfaction among the sports service providers in the National Sports Federation of Nigeria.

Statements	SA (%)	A (%)	D (%)	SD (%)	Total (%)
-The management supervises and appreciates my efforts and contribution to the development of the establishment.	328 (55%)	150 (25%)	100 (17%)	22 (3%)	600
-I always get feedback on how well I am performing on my job	480 (80%)	120 (20%)	-	-	600
-The management has a high consideration for my performance on the job	200 (33%)	241 (40%)	100 (17%)	59 (9%)	600
Variable	Cal X^2	t- value	Df	P-value	Decision
Staff Appraisal	384.48	12.592	6	0.05	Rejected

The above finding (Table 2) is a pointer that appreciating the efforts and contribution of personnel to the development of the establishment, getting feedback on how well the staff are performing on their job and having a high consideration for staff performance on the job are all correlates of job satisfaction.

In line with this findings, Cyril and Poster (2003), asserted that appraisal is a means of promoting job satisfaction and efficiency, through the use of certain techniques and procedures. It has to do with the organization's ability to accomplish its mission of maintaining or improving what it provides, while at the same time seeking to maintain or enhance staff satisfaction and development. For employees in

concern to perform effectively, they must be well motivated, have sound understanding of what is expected of them, have a sense of ownership and possess the abilities and skills to fulfill the responsibilities they are charged with. In most organization there takes a regular intervals, usually annually before a formal review of some kind between staff members and their immediate managers. According to Saunders (2003), the purpose of appraisal relates both to improving individual performance and promoting greater organizational effectiveness. Saunders (2003), further pointed out that a leader who claims to have concern for people's standards only, cannot be taken seriously, if it does not apply to itself proper consideration of its performance.

Conclusions and Recommendations

Based upon the findings of this study, the following conclusions were drawn: i) Leadership style is a correlate of job satisfaction among the sports service providers in the National Sports Federation of Nigeria. ii) Staff appraisal is a correlate of job satisfaction among the sports service providers in the National Sports Federation of Nigeria.

Sequel to the findings, the following recommendations are made: i) National Sports Federation of Nigeria Management Board should continue to be aware of, and responsive to staff needs. ii) National Sports Federation of Nigeria staff should embark on periodic staff appraisal exercise, which will enable the well deserved staff promotion opportunities, as this will further enhance their work efficiency. Also, the promotional system in the National Sports Federation of Nigeria should be done in a way that it will boost the morale of the personnel. Finally, National Sports Federation of Nigeria personnel should always be made to have feedback through staff appraisal on how well they are performing on their job.

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