

Influence of Organisational Culture Profile Factors on Contingency Sports Management Behaviour of Staff in Oyo State Sports Council

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Abstract

It is the desire of any result-oriented organisation to attain the level at which effective management behaviour is achieved among its staff members. To attain effective contingency sports management behaviour, it is important to ensure that, the organisational culture profile of such establishment is well structured. Previous studies focused on sports management, with little concentration on such management in relation to contingency behaviour and organisational culture profiles. This study therefore, examined influence of organisational culture profile on contingency sports management behaviour of staff in Oyo State Sports Council. The descriptive survey research design was used for the study. A sample of 60 respondents was used for the study. Self-developed and structured questionnaire was used for data collection. This comprised of two scales which include; Organisational Culture Profile Variables and Contingency Sports Management Behaviour Scales. The questionnaire had a reliability value of 0.71. The findings of the study revealed that, organisational culture profile variables of beliefs, values and artefacts independently had a positive and significant relationship with contingency sports management behaviour of staff in Oyo State Sports Council. Organisational culture profile variables significantly influenced contingency sports management behaviour ($F_{(3,56)} = 53.287$; $R = .861$, $R^2 = .741$, $p < .05$). Also, organisational beliefs and values as well as artefacts independently had significant influence on contingency sports management behaviour of staff in Oyo State Sports Council (beliefs: $\beta = .270$; values: $\beta = .315$ and artefacts: $\beta = .283$). It was concluded that, organisational beliefs and values as well as artefacts jointly and independently had significant influence on contingency sports management behaviour of staff in Oyo State Sports Council. Therefore, enabling environment should be provided for the staff members in order to facilitate exhibition of good contingency sports management behaviour.

Key words: *Organisational Culture Profile, Contingency and Sports Management Behaviour*

Introduction

It is the desire of any result-oriented organisation to attain the level at which effective management behaviour is achieved among its staff members. As such, the organisation must ensure that, there is contingency plan before a predetermined goal could be met. The sport sector is an area of priority that needs effective management behaviour. Consequently, a concrete contingency plan must be in place before such management behaviour could be achieved.

Contingency is described as an event that may occur in the future, especially, a problem, emergency or expense that, arise unexpectedly and therefore must be prepared for; while contingency plans are incidents that are

specific in nature and are utilized in three distinct phases, namely; pre-incident, during the incident and post-incident. Pre incident is carried out before an incident occurs. A command chain should be established during this phase of planning so that all parties know from whom to expect information and to whom to defer. In addition, during the incident, when a crisis occurs, the contingency plan comes to life. In this phase, all appropriate parties are notified and the plan is activated. Active incident management takes place, according to the plan's pre-scribed details and damage is mitigated. For the post-incidents, a contingency plan will also account for what follows an incident once the crisis has begun to subside. Recovery and resumption of normal activity, as expediently as possible, are the chief objectives in the post-incident phase (Encarta Encyclopedia, 2009). It was also established that, a contingency approach to management is based on the notion that management effectiveness is contingent, or dependent, upon the interplay between the application of management behaviours and specific situations. In other words, the way a situation is managed should change depending on the circumstances, particularly in sports.

Sports are all forms of usually competitive physical activities or games which, through casual or organised participation, aim to use, maintain or improve physical abilities and skills while providing enjoyment to participants and in some cases, entertainment for spectators (Sport Accord, 2011). Behaviour management include all of the actions and conscious inactions to enhance the probability people, individually and in groups, choose behaviours which are personally fulfilling, productive and socially acceptable (Baldwin & Baldwin, 1986). Contingency Sports management behaviour therefore, involves the interplay between the application of management behaviours and specific sports situations.

For any staff member of a standard organisation to exhibit effective contingency sports management behaviour; the influence of cultural profile factors of such organisation must be taken into consideration. Needle (2004) described organisational culture as a concept that encompasses values and behaviours which contribute to the unique social and psychological environment of organisation. It was further established that organisational culture represents the collective values, beliefs and principles of organisational members and is a product of such factors like history, product, market, technology, strategy, type of employees, management style and national culture. Such culture includes the organisation's vision, values, norms, systems, symbols, language, assumptions beliefs and habits.

The cultural profile variables include organisational beliefs, organisational values and artefacts. Edgar (2010) stated that the three levels of culture include artefacts, espoused beliefs and values as well as underlying assumptions. Artefacts include all the phenomena that can be seen, heard and felt when an individual encounter a new group with an unfamiliar culture. Artefacts are more observable and overt. They are represented by the buildings in which individuals work, the clothes we wear, the sizes and shapes of our offices and the

arrangement of our furniture. They are also exemplified by logos, themes, mission statements, formal goals, and the kinds of recognition that organisations use (Harris & Ogbonna, 2002; Cameron & Quinn, 2011).

Esoused beliefs and values are cultural values that may or may not be congruent with behaviour and other artefacts. Values are classified at different levels, which are associated with degrees to which the cultural phenomena are visible to the observer. These include; ideals, goals, values, aspirations, ideologies and rationalisation. Basic underlying assumptions involve determined behaviour, perception, thought and feelings. The phenomenon of organisational culture is established as a dominant concept in organisational concepts and other fields of organisational research (Harris & Ogbonna, 2002).

Oyo State is a strong setting that has provided avenue for sports development among different athletes from other states in Nigeria. Staffs of Oyo State Sports Council are civil servants who are working with the state sports council. In the usual characteristic manner of civil servants in Nigeria, the staff members of the state sports council are anecdotally believed to be exhibiting behaviour which may be undermining the effective contingency sports management of their organisation. In order to tackle the challenges being associated with in effective contingency sports management and its tenacious effect on sports administration in Nigeria, particularly in Oyo State, previous studies focused on sports management, with little concentration on such management in relation to contingency and behaviour. This study, therefore, examined influence of organisational culture profile on contingency sports management behaviour of staff in Oyo State Sports Council.

It has been ascertained that poor administration, poor management policies, undesirable knowledge management and a host of other potent factors are associated with in effective management of sports in Nigeria. In the long run, the ineffectiveness may result to poor performances of athletes in the affected states across the country. In order to have effective contingency sports management behaviour, it is important to ensure that the organisational culture profile of such establishment is well structured. Despite the benefits that are attached to the contributions of organisational culture to effective contingency sports management, anecdotal information suggested that staff in Oyo State Sports Council might be undermining the effective contingency sports management of their organisation. In order to tackle the challenges being associated with in effective contingency sports management behaviour and its tenacious effect on sports administration; in Nigeria, particularly in Oyo State. Previous Needle (2004), Edgar (2010) and Harris and Ogbonna, 2002; Cameron and Quinn (2011) focused on management, with little concentration on sports management in relation to contingency and behaviour. Hence, this study examined influence of organisational culture profile on contingency sports management behaviour of staff in Oyo State Sports Council.

The finding of the study would provide essential information for the Ministry of Youth and Sports in Oyo State to identify the organisational culture variables that are contributing to ineffective contingency sports management

behaviour among Sports Council's staff members. The findings of the study would also stimulate sports policymakers, governments, sponsors, corporate bodies and other stakeholders to collaborate with the purpose of planning or designing programmes on contingency sports management behaviour. This could be facilitated by making the findings of the study available to the earlier mentioned stakeholders.

Method

Descriptive survey design was used for the study. The design was considered appropriate due to its merit to describe the existing phenomenon; examine the study, analyse the data and interpret results in line with the variables being studied. The population comprised staff of Oyo State Sports Council and the sample size was 60. Multi-stage sampling procedure was used in the study; this includes purposive and simple random sampling technique. The respondents were selected from four departments, namely; Sports and Training, Sports Organisation, Sports Facility as well as Finance and Supply. Purposive sampling technique was used to select four departments. Purposive sampling technique was also used to consider the selection of fifteen (15) members of staff from each of the departments. Simple random sampling technique was used to give each of the respondents in the selected departments an equal and independent chance of being included in the study.

The instrument for data collection in the study was a self-developed and content validated questionnaire titled; Organisational Culture Profile Variables and Contingency Sports Management Behaviour Questionnaire (OCPC SMBQ). The questionnaire was divided into three sections. Section A dealt with socio-demographic characteristics of the respondents, which include sex, age and academic qualification. Section B entailed Organisational Culture Profile Variables Scale (OCPVS); which was used to elicit information on the independent variables of organisational belief, organisational values and artefacts. Section C consists Contingency Sports Management Behaviour Scale (CSMBS); which was used to gather information on dependent variable of contingency sports management behaviour. The responses in sections B and C were constructed in a 4-point modified Likert format of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

The instrument was validated through expert review, which in turn helped to remove ambiguities and item construction problems. The data generated through pre-testing of the instrument were then subjected to factor analysis. A cronbach alpha method was used to test the internal consistency of Organisational Culture Profile Variables Scale and Contingency Sports Management Behaviour Scale; which yielded reliability of 0.75 and 0.72 respectively. Meanwhile, a criterion of 0.30 was considered to retain each of the items, in which thirty-one items were retained while seven items were restructured. A cronbach alpha method was also used to test the internal consistency of the entire questionnaire, which yielded a reliability of 0.71. The questionnaire met Nunnally (1998) criterion of 0.70 for reliability test. Pearson

Product Moment Correlation (PPMC) and regression were used to analyse the research question and test the hypotheses.

Results

Table 1: Socio-Demographic of the respondents by sex, age and academic qualification

Variable	Frequency	Percent (%)
Sex:		
Male	49	82.0
Female	11	18.0
Total	60	100
Age (years):		
18-28	8	13.0
29-39	27	45.0
40-50	19	32.0
51 and above	6	10.0
Total	60	100.0
Academic Qualification:		
WASC/SSCE	15	25.0
NCE/OND	18	30.0
HND/BSc.	24	40.0
Postgraduate Qualification	3	5.0
Total	60	100.0

As shown in table 1, 49 (82.0%) respondents were male, while 11 (18.0%) were female. In addition, 8 (13.0%) respondents were in the age range of 18-25 years, 27 (45.0%) were between 29-39 years, 19 (32.0%) were between 40-50 years, while 6 (10.0%) respondents were over 50 years. Also, 15 (25.0%) respondents obtained WASC/SSCE, 18 (30.0%) had NCE/OND, 24 (40.0%) had HND/BSc, while 3 (5.0%) had postgraduate qualifications.

Test of Hypotheses

The following hypotheses were tested in this study;

Hypothesis 1: There is no significant relationship between organisational beliefs, values, artefacts and contingency sports management behaviour of staff in Oyo State Sports Council.

Table 2: Relationship between organisational beliefs, values, artefacts and contingency sports management behaviour

	Contingency sports management behaviour	Beliefs	Values	Artefacts	Sig. (<i>p</i> value)	Remark
Contingency sports management behaviour	1	.764**	.344**	.496**		
Beliefs	.764**	1	.049	.231*	.000	Sig.
Values	.344**	.049	1	.293*	.007	Sig.
Artefacts	.496**	.231	.293*	1	.000	Sig.
Mean	11.8667	2.4000	2.2167	2.1833		
S.D	1.86372	.66892	.41545	.50394		

N=60

As indicated in table 4.2, the r values of 0.764, 0.344 and 0.496 show that organisational beliefs, values and artefacts had a positive relationship with contingency sports management behaviour respectively. Also, the obtained p values of 0.000, 0.007 and 0.000 on organisational beliefs, values and artefacts were tested significant at 0.05 alpha level (beliefs: $r=0.764$, $p<.05$; values: $r=0.344$, $p<.05$ and artefacts: $r=0.49$, $p<.05$). It shows that there was significant relationship between organisational beliefs, values, artefacts and contingency sports management behaviour of staff in Oyo State Sports Council. Hence, the null hypothesis was rejected.

Hypothesis 2: There is no significant composite contribution of organisational culture profile factors (organisational beliefs, values and artefacts) to contingency sports management behaviour of staff in Oyo State Sports Council.

Table 3: Composite contribution of organisational culture factors to contingency sports management behaviour

Model	Sum of squares	Df	Mean square	F	Sig.	Remark
Regression	151.768	3	50.589			
Residual	53.165	56	.949	53.287	.000	Sig.
Total	204.933	59				

$R=.86$; $R^2=.741$; $Adj. R^2=.727$

Table 3 reveals that culture profile variables had significant composite contribution to contingency sports management behaviour of staff in Oyo State Sports Council ($F_{(3,56)}=53.287$; $R=.861$, $R^2=.741$, $Adj.R^2=.727$, $p<.05$); with about 74.1% of the variation accounted for by the independent variables. It shows that organisational beliefs, values and artefacts jointly had significant contribution to contingency sports management behaviour of staff in Oyo State Sports Council. The null hypothesis was therefore, rejected.

Hypothesis 3: There is no significant relative contributions of organisational beliefs, values and artefacts to contingency sports management behaviour of staff in Oyo State Sports Council.

Table 4: Relative contributions of organisational beliefs, organisational values and artefacts to contingency sports management behaviour

Variable	Unstandardized coefficients		standardized coefficients	t	Sig. (p value)
	B	Std. Error	Beta (β)		
(Constant)	2.775	.885		3.247	.002
Organisational beliefs	1.925	.195	.691	9.872	.000
Organisational values	1.042	.319	.232	3.262	.002
Artefacts	.991	.270	.268	3.665	.001

As indicated in table 4, the standardized beta (β) coefficients of 0.691, 0.232 and 0.268 respectively show that organisational beliefs, values and artefacts separately had strong contribution to contingency sports management behaviour. Also, the obtained p values of 0.000, 0.002 and 0.001 on

organisational beliefs, organisational values and artefacts were respectively tested significant at 0.05 alpha level (beliefs: $\beta=0.691$, $p<0.05$; values: $\beta=0.232$, $p<0.05$ and artefacts: $\beta=0.268$, $p<0.05$). The null hypothesis was therefore, rejected.

Discussion

The results imply that the more persistent the staffs in Oyo State Sports Council are flouting the ideas and principles of the organisation, the further the continuation in exhibition of behaviour that might be undermining the effective contingency sports management of their organisation. In addition, it shows that the more there is continuous decadence in the virtue of the organisation, the further the exhibition of behaviour that might be affecting the effective contingency sports management of their organisation. It also implies that the more there is existence of unfavourable conditions at work in relation to organisational phenomena like mission statement and building, the further the continuation in exhibition of behaviour that might be undermining the effective contingency sports management of the organisation. The outcome of this study is at variance with the finding of Hargreaves (1995) that organisational culture is associated with school improvement and school effectiveness.

The finding implies that the affected organisational beliefs and values as well as unfavourable artefacts in the Sports Council had negative influence on ineffective contingency sports management behaviour being exhibited by the respondents. The finding of this study on organisational values is in congruence with the finding of Sheridan (1992) that organisational culture values varied significantly among college graduates hired in six public accounting firms. It was further established that the variation in cultural values had a significant effect on the rates at which the newly hired employees voluntarily terminated employment.

This finding suggests that, the organisational beliefs and values as well as artefacts in Oyo State Sports Council independently and significantly contributed to ineffective contingency sports management behaviour being exhibited by the respondents. The outcome of this study contradicts the finding of O'Reilly, Chatman and Caldwell (1991) that person organisational-fit (compatibility of an individual to organisational culture) is a significant predictor of normative commitment and job satisfaction.

Conclusion

It was concluded that organisational beliefs, values and artefacts jointly and independently had significant influence on contingency sports management behaviour of staff in Oyo State Sports Council.

Recommendations

Based on the findings of this study, the following recommendations were made:

1. There should be periodic enlightenment programme for the staff of Oyo State Sports Council on how to imbibe good contingency sports management behaviour in the course of carrying out their duties.
2. The Ministry of Youth and Sports should provide enabling environment for the staff members in order to facilitate exhibition of good contingency sports management behaviour.

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