DOI: https://doi.org/10.67203/gjhrr.2025.tmlv1mwp

https://abueducationjournals.com/gjhrr Volume 7, Issue 2 August 2025

THE IMPACT OF SPORT UNITS IN PROMOTING THE STATUS OF SPORT IN TERTIARY INSTITUTIONS IN THE NORTH-EAST ZONE, NIGERIA

[1*]Pindar, P. N., [2]Sani M. U., and [3]Zamani B. W.

[1]Department of Physical and Health Education, Federal College of Education (Technical), Gombe, Gombe State, Nigeria.
[2]Department of Human Kinetics and Health Education, Ahmadu Bello University, Zaria
[3]Department of Physical and Health Education, Federal College of Education, Zaria.
[*]Corresponding author:joelndahigi@gmail.com; 08039426553

Abstract

This study assessed the impact of Sport Units in promoting the Status of Sport in Tertiary Institutions in the North-East Zone, Nigeria. The population of this study comprised of Twenty-Five (25) tertiary institutions in North-East Geo-Political Zone of Nigeria which comprised of students, Deans of students' affairs, coaches, Sports Personnel, members of sports committees and sports clubs in Universities, Polytechnics, Colleges of Education, Monotechnics and Colleges of Agriculture with a population of One Thousand Six Hundred and Seventy-Nine (1,679) respondents. Three hundred and six (306) were used as a sample for this study. The sample of the study was guided by the Research Advisor (2006), who opined that for a population of one thousand six hundred and seventy-nine (1,679), three hundred and six (306) is an adequate sample size based on the confidence level of 95% with a marginal error of 0.05. The instrument used for data collection was the self–developed questionnaire in which seven research questions and seven hypotheses were formulated to guide this study. A total of 306 copies of the questionnaire were distributed to the respondents, and 300 were retrieved. Descriptive statistics of mean and standard deviation were used to answer the research questions, and chi-square was used to analyse all the hypotheses at the 0.05 alpha level. The results revealed that organization of intramural and extramural sport programmes by sport units had significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria ($p = 0.000$) and involvement of the sport units in budget planning for sports programmes had significant impact on the status of sports in tertiary institutions in the North-East zone of Nigeria ($p = 0.00$). This study concludes that the organization of intramural and extramural sport programs, the involvement of sport units in budget planning, effective planning for sports programs, and the provision and maintenance of sports facilities. It was recommended that other tertiary institutions should establish and maintain comprehensive intramural and extramural sports programmes with adequate funding and support. Sports units in the North-East zone of Nigeria should have greater involvement in budget planning processes with dedicated annual allocations for sports programmes.

Keywords: Impact, Sports Unit, Status of sports, Tertiary institutions

Introduction

Sport is a broad term and as well flexible, such that it includes a variety of sporting activities that have received support from a wide range of organisations involved in sports development. In addition, sports include formal and non-formal, involuntary and leisure-time play activities. This includes play, leisure, and recreation activities, casual and competitive sports, and indigenous sports and games. According to Williams (2018) stated that sports include all forms of physical activities that contribute to the psychological, physical, health, and economic development. Sullivan (2017) argued that sports have four essential elements. Physical activity is undertaken for recreation and exercise purposes, which takes place within a framework of organised competition that is regulated in an institutional setting. However, despite the practical context, the boundaries between activities remain blurred.

It is an undeniable fact that sports are a dependable tool for development, health, and peace in a nation. The Federal Government of Nigeria realizes these potentials of sports to contribute to national development when it emphasizes the need to promote sports in all sectors. In its strategic plan for the development of the education sector (2011 – 2015), the government directed that sport participation should be encouraged at all levels of education through the provision of facilities, equipment, and personnel for the promotion of the health of the individual, development of skills, and socio-emotional well-being of all individuals in our educational institutions. Based on the above statement, the United Nations General Assembly adopted a resolution titled Sports as a means to promote education, health, development, and peace (Tore, 2019).

The status of sports in tertiary institutions in Nigeria encompasses several dimensions, including the role of sports in student life, institutional support for athletic programs, and the broader implications for national development and unity. Sports play a crucial role in the holistic development of students at Nigerian universities. Participation in sports activities fosters physical fitness, teamwork, discipline, and leadership skills among students. It also provides a platform for social interaction and community building, enhancing the overall university experience.

Tertiary institutions in Nigeria, in adherence to the directives of the Federal Government, have been encouraging students' participation in different sporting activities through the provision of facilities, equipment, organising training, and recruitment

of personnel for various sporting competitions, such as local, national, and international. The main objectives of such participation are to promote the health, fitness, and academic performance of students (Williams, 2018).

The objective of establishing the Sport Unit in tertiary institutions is to organise sporting activities and competitions amongst students. The best of these students and student-athletes are selected to represent their various tertiary institutions in various national and international sports competitions. The sports unit is seen as a vehicle that promotes the four fundamental principles of Adventist Philosophy of Education, namely spiritual, social, physical, and mental well-being of staff and students. The sports unit is in charge of organising athletic events and contests for the institution's student body, with the best of these athletes being chosen to represent the university in different national and worldwide tournaments. The tertiary institutions' sports unit also encourages staff and students to engage in one or more types of sporting activities (Vink, Raudsepp & Kais, 2015).

A tertiary institution refers to all formal post-secondary education, including public and private universities, colleges of education, polytechnics, technical training institutes, and vocational schools. This study, therefore, assessed the impact of sports units in promoting the status of sport in tertiary institutions in the North-East zone of Nigeria.

Statement of the Problem

The Sport Unit of tertiary institutions provides a variety of sporting activities to promote the physical, mental, and social well-being of both staff and students. The Sports Unit strongly encourages staff and students to be involved in sporting activities at their various institutions. Participating in these sporting activities is a great way to stay fit, relieve stress, socialize and take up new and exciting hobbies, all in a safe, welcoming and stimulating serene environment. Physical activity participation helps reduce stress and anxiety and makes one a better, happier person. Sports helps to develop the physical as well as mental strength of students. Daily physical exercise is essential because exercise not only help to stay healthy, but it also helps to improve their emotional fitness and academic performance.

The Sport units of various tertiary institutions in the North–East Zone of Nigeria have the responsibility of developing and improving sporting activities to the highest attainable standards. The Directors of Sports with the team of coaches and other personnel work so hard to see to the promotion of the interest of all students in participation in sports. The tertiary institutions also organises inter faculty sports competitions where the vice chancellors', Rectors' and Provosts' trophies are won in various sports, especially in football which seems to be organised by various tertiary institutions in Nigeria.

Despite all these importance attached to the sport unit, the researcher observed that the sport unit otherwise called the sports office or the sports directorate which are under the Students Affairs Division of various tertiary institutions seems to find it difficult to accommodate most sports men and women as a result of the lack of adequate accommodation. This according to the researcher seems to be a demotivating factor of the sport unit in promoting the status of sport in these tertiary institutions.

Also worth noting by the researcher is that there seems to be non provision of sports facilities and equipment in these units which ought to be a motivating factor in the promotion of sports. The researcher observed that most of the sporting facilities and equipment owned by these tertiary institutions are either damaged or seems to lack maintenance. Furthermore, the researcher also observed with dismay the gross inadequacy of budgets allocated to the sport units in most of these tertiary institutions which ought to be a motivating factor to the sport units to be able to plan and execute their sports programmes. The researcher further observed that most of the sports unit in tertiary institutions seems not to have a maintenance culture in maintaining their sports facilities as majority of the sports facilities are found to be damaged which might be the lack of maintenance. This study therefore assessed the impact of sport units in promoting the status of sport in tertiary institutions in the North-East Geo=Political zone of Nigeria.

Purpose of the Study

The purpose of this study is to find out:

1. If the organization of intramural and extramural sports programme by sport unit have impact on the status of sports in tertiary institutions.
2. If budget planning for sports programme by sport unit have impact on the status of sports in tertiary institutions.

Research Questions

The following research questions are stated for the purpose of this study:

1. Would organization of intramural and extramural sport programmes by sport units have any significant impact on the status of sports in tertiary institutions?
2. Would the involvement of the sport units in budget planning for sports programme have any significant impact on the status of sports in tertiary institutions?

Hypotheses

1. Organization of intramural and extramural sport programmes by sport units has no significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria.
2. Involvement of the sport units in budget planning for sports programme has no significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria.

Review of Empirical Studies

Aina (2022) a study titled "Impact of Sports units on Student Engagement in Sports Culture in Educational Institutions," the researcher employed a survey design method to assess the influence of sports programs on tertiary education. A sample size of 400 students and sports administrators was selected using stratified random sampling. Data was collected through a structured questionnaire and analysed using chi-square statistics to test the significance of the findings. The study revealed a significant relationship (p-value < 0.05) between the organization of intramural and extramural sports programs and improved sports culture within tertiary institutions. Aina concluded that structured and well-managed sports programs significantly enhance students' participation in sports, leading to a positive shift in the overall sports culture. The study recommended that tertiary institutions should prioritize the organization of intramural and extramural sports and the promotion of structured sports programs and ensure that sports units are well-staffed with qualified personnel for effective organization and implementation.

Nwankwo and Udeh (2022) in research titled "The Role of Sports Units in Promoting Intramural and Extramural Activities in Higher Education," conducted a mixed-method study involving 250 sports unit staff and students across five tertiary institutions. The researchers utilized interviews and questionnaires as data collection instruments, and thematic content analysis alongside chi-square tests were employed for data analysis. The findings indicated a significant impact (p-value < 0.05) of dedicated sports units in the effective organization of sports programs, leading to enhanced visibility, increased student participation, and improved allocation of resources to sports activities. The study emphasised that sports units serve as vital pillars for fostering sports development in higher institutions. The authors recommended that tertiary institutions strengthen the capacity of sports units by providing adequate training, funding, and infrastructural support.

Kayode and Tunrayo (2022) in study titled "Bureaucratic Processes, Zero-Based Budgeting, and Bottom-Up Budgeting: Implications for Sports Facility Maintenance in Kwara State Sports Council, Nigeria," Kayode and Tunrayo examined the relationship between budgeting planning approaches for sports programmes in tertiary institutions in Nigeria. The researchers employed a survey method, using structured questionnaires as their instrument for data collection. A sample size of 120 sports administrators and budget planners of sports units using stratified random sampling. The data were analysed using chi-square statistical methods. Their findings showed a significant impact ($p < 0.05$) of zero-based and bottom-up budgeting approaches on the effective implementation of sports programmes in tertiary institutions in Nigeria. Based on these findings, the study recommended the adoption of budgeting planning practices in sports program planning to enhance the sustainability and functionality of sports programmes in the state.

Edenedo, Akarah, and Tayire (2022) titled "Budgeting as a Panacea for Sports Development in Universities in South-South Nigeria" by Edenedo, Akarah, and Tayire explored the role of budgeting in fostering sports development in tertiary institutions. Using a descriptive survey design, the researchers collected data from 200 sports personnel, including administrators, coaches, and athletes, using a structured questionnaire. The collected data were analysed using multiple regression analysis. The study revealed a significant positive relationship ($p < 0.05$) between effective budgeting planning practices and sports development in the universities studied. The authors recommended regular training workshops on budgeting planning principles for sports personnel and emphasised the importance of preparing annual budgets to optimize resource allocation and sports development in higher education institutions.

Udokanma and Onwunaka (2017) in a work titled "Challenges and Prospects in budget planning of Sports in colleges of Education in Awka South Educational Zone, Nigeria," investigated the factors affecting sports development at colleges of Education level. The researchers utilized a qualitative approach, conducting in-depth interviews with 50 respondents, including provosts, physical education teachers, and sports coordinators. Thematic analysis of the data revealed significant challenges such as inadequate budget planning, lack of government support, and mismanagement of allocated funds. Unlike the positive outcomes associated with involving sports units in budget planning in tertiary institutions, these findings highlighted systemic issues at the secondary school level. The study recommended increased government budget, proper allocation of resources, and the establishment of transparent accountability mechanisms to address these challenges effectively.

Methodology

Survey research design was used for this study. According to Sunusi (2016), survey research design is a kind of survey design in which a person is able to find out the feelings of others. This design is suitable for this study since it attempts to find out the opinions of the respondents on the impact of sport unit in promoting the status of sport in tertiary institutions in North-East zone of Nigeria. Specifically, Ex-post Facto research design was used in this study. The population of this study comprised of Twenty-Five (25) tertiary institutions in North-East Geo-Political Zone of Nigeria which comprised of students, Deans of students' affairs, coaches, Sports Personnel, members of sports committees and sports clubs in Universities, Polytechnics, Colleges of Education, Monotechnics and Colleges of Agriculture with a population of One Thousand Six Hundred and Seventy-Nine (1,679) respondents (Field Survey, 2023). Three hundred and six (306) respondents were used as sample for this study. The sample of the study was guided by research Advisors, (2006) which opined that for a population of One Thousand Six Hundred and Seven-Nine (1,679), Three Hundred and Six (306) is an adequate sample based on the confidence level of 95% with a marginal error of 0.05. The researcher used multistage sampling procedure to select the sample for the study. According to Njodi and Bwala (2014), multistage sampling is a procedure carried out in phases and usually involves more than one sampling method. They further stated that in a very large and diverse study population, sampling may be done in two or more stages.

The instrument used in this study was a self-developed questionnaire. The instrument comprised of 16 items (8 items each for organization of intramural and extramural sports, and 8 items on budget Planning). The items were based on five-point Likert rating scale that allows respondents to indicate the existence or non-existence of the items on the questionnaire. The scoring

of the responses was as follows (Strongly Agree (SA) 5 points; Agree (A) 4 points; Undecided (U) 3 points; Disagree (D) 2 points; and Strongly Disagree (SD) 1 point. A pilot study was carried out with the College of Agriculture Jalingo, Taraba State. This State was selected as it has similar attributes to that of other States in the Zone. Therefore, eighteen (18) copies of the questionnaire were distributed to the respondents in this College. The data gathered from the pilot study was analysed to determine the reliability coefficient of the instrument using Guttmann split-half, Cronbach alpha and spearman-Brown statistics. The reliability coefficient obtained from the data revealed that the instrument is reliable as the Cronbachs Alpha is 0.851, Spearman Brown Coefficient was .849 while the Guttman Split-Half was also .862. This result was in line with the position of Kerlinger (2016) posited that, an instrument is reliable if it lies between 0 and 1 hence the closer the calculated value of the reliability co-efficient is to zero, the less reliable the instrument, and the closer the value is to 1, the more reliable. Since the three values of 0.851, .849 and .862 are closer to 1 they are adjudged to be reliable and therefore fit for the study.

Prior to the collection of data, the researcher collected a letter of introduction from the Head of Department, Human Kinetics and Health Education, Ahmadu Bello University, Zaria, which was duly signed by the researcher's major supervisor. A total of 306 copies of the questionnaire were administered by the researcher and seven (6) research assistants to all the respondents in the respective Universities, Polytechnics, Colleges of Education, Monotechnics and College of Agriculture in the North-East Geo-Political Zone of Nigeria. The instrument was retrieved after one week by the researcher and used for analysis. For the purpose of analysing the data, the Statistical Package for Social Science (SPSS) version 20 was used for the analysis of the data collected. Mean and standard deviation was used for analyses of the responses to the research questions while inferential statistics of Chi-square was used to test all the null hypotheses at 0.05 level of significance.

Results and Discussion

A total of three hundred and six (306) copies of the questionnaire were distributed to the respondents, while a total of three hundred (300) copies of the questionnaire were retrieved with six (6) copies of the questionnaire rendered invalid because the questions were not filled bringing it to the total of 300 representing 98.0%.

Responses to Research Questions

Research Questions One: Would organization of intramural and extramural sport programmes by sport units have any significant impact on the status of sports in tertiary institutions?

Table 1: Mean scores and Standard Deviation on the impact of organization of Intramural and Extramural Sport Competitions by the Sport Units on the promotion of sport status in Tertiary Institutions in the North-East Zone, Nigeria

S/N	Statements	Mean	Std. Dev.	Remark
1.	My institution organizes intramural and extramural sports programme to promote Sport in Tertiary Institutions in Nigeria	3.86	1.33	Agree
2.	My institution organizes intramural and extramural sports programme once a year to promote Sport.	3.55	1.32	Agree
3.	My institution has never organized intramural and extramural sports programme to promote Sport.	3.90	1.26	Agree
4.	My institution organizes intramural and extramural sports programme regularly to promote Sport.	3.85	1.20	Agree
5.	My institution organizes intramural and extramural sports programme twice a year to promote Sport.	3.09	1.11	Agree
6.	The sports unit in my institution does not have a calendar of events in organizing intramural and extramural sports	3.42	1.19	Agree
7.	The sports unit does have a calendar for intramural and extramural sports but does not use it	3.20	1.28	Agree
8.	My institution has never organized extramural sports with other institutions	3.73	1.47	Agree
	Aggregate mean	**3.58**	**1.27**	

(Benchmark: Mean ≥ 3.00 = Agreed; Mean < 3.00 = Disagree)

Table 1 shows the analysis of the mean scores and standard deviation of the responses by the respondents on the impact of organization of intramural and extramural sport programmes by the sport units in Tertiary Institutions in the North-East Zone, Nigeria. The analysis reveals a mean aggregate of 3.58 which is greater than the benchmark of 3.00. This analysis implies that the organization of intermural and extramural sports by the sport units has significant impact on the promotion of sport status in Tertiary institutions in the North-East of Nigeria.

Research Questions Two: Would the involvement of the sport units in budget planning for sports programmes have any significant impact on the status of sports in tertiary institutions?

Table 2: Mean scores and Standard Deviation on the impact of Budget planning for sport programmes by the Sport Units on promotion of the status of sport in Tertiary Institutions in the North-East Zone, Nigeria

S/N	Statements	Mean	Std. Dev.	Remark
1.	There is no proper budget planning of sports programme in my institutions sport unit	3.65	1.07	Agree
2.	There is inadequate budget planning of sports programme in my institutions sport unit	3.66	1.12	Agree
3.	There is proper budget planning for sports programme in my institutions sports unit.	3.36	1.56	Agree
4.	Sports Directors in the sport units restrict their budget planning to favour some selected sports	3.60	1.37	Agree
5.	Sports Directors in my institution does not involve coaches in budget planning	3.50	1.29	Agree
6.	The Sports committee in my institution plans the budget for the Sports unit	3.84	1.22	Agree
7.	The student's union of my institution are involved in the planning of the sports unit budget	3.55	1.23	Agree
8.	There is proper budget planning for sports programme in my institutions sports unit but not adequately followed	3.94	1.56	Agree
	Aggregate mean	**3.64**	**1.30**	

(Benchmark: Mean ≥ 3.00 = Agreed; Mean < 3.00 = Disagree)

Table 2 shows the analysis of the mean scores and standard derviation of the responses by the respondents on the impact of budget planning for sport programmes by the sport units in Tertiary Institutions in the North-East Zone, Nigeria. The analysis reveals a mean aggregate of 3.64 which is greater than the benchmark of 3.00. this analysis implies that budget planning for sports by the sport units has significant impact on the promotion of sport status in Tertiary institutions in the North-East of Nigeria.

Testing of hypotheses

Hypothesis One: Organization of intramural and extramural sport programmes by sport units has no significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria

Table 3: Chi-square Analysis on the impact of organization of intramural and extramural sport programmes by sport units have impact on the promotion of sport status in Tertiary institutions in North-East Zone, Nigeria

Variable	N	χ2 Cal	df	P value	Decision
Organization of intramural and extramural sports	300	158.553	28	0.000	Rejected

X^2 Crit (41.3**), P < 0.05**

Results in table 3 showed that Organization of intramural and extramural sport programmes by sport units had significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria. Reasons being that the P-value of 0.000 is less than 0.05 level of significance while the chi- square (χ^2) Cal. value of 158.553 is greater than the chi -square critical value of 41.3 (**X^2 Cal (**158.553**) > X^2 Crit (**41.3**)** at df 28. Therefore, the null hypothesis which states that Organization of intramural and extramural sport programmes by sport units has no significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria is hereby rejected. The result revealed that Organization of intramural and extramural sport programmes by sport units had significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria.

Hypothesis Two: Involvement of the sport units in budget planning for sports programmes has no significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria.

Table 4: Chi-square Analysis on the impact of Budget planning for sports programmes by sport units on the promotion of the sport status in Tertiary Institutions in North-East Zone, Nigeria.

Variable	N	χ2 Cal	df	P value	Decision
Budget planning for Sports Programmes	300	133.440	28	0.000	Rejected

X^2 Crit (41.3**), P < 0.05**

Results in table 4 showed that involvement of the sport units in budget planning for sports programmes had significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria. Reasons being that the P-value of 0.000 is less than 0.05 level of significance while the chi- square (χ^2) Cal. value of 133.440 is greater than the chi -square critical value of 41.3 (X^2 Cal **(**133.440**)** > X^2 Crit **(**41.3**)** at df 28. Therefore, the null hypothesis which states that "Involvement of the sport units in budget planning for sports programmes has no significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria" is hereby rejected. The result revealed that Involvement of the sport units in budget planning for sports programmes had significant impact on the status of sports in tertiary institutions in North-East zone of Nigeria.

Discussion

Hypothesis One reveal that the organization of intramural and extramural sports programs by sports units had a significant impact on the status of sports in tertiary institutions. This is supported by the statistical evidence (p-value < 0.05 and chi-square

value exceeding the critical value). This finding is consistent with Aina (2022) who found out that well-coordinated sports programs not only improve student engagement in physical activities but also contribute to the overall development of sports culture in educational institutions. The presence of dedicated sport units plays a critical role in ensuring that these programs are effectively managed and promoted, leading to greater visibility and resource allocation for sports (Nwankwo & Udeh, 2022). Conversely, some studies suggest that the mere organization of sports programs is insufficient without adequate support structures, such as funding and facilities. For instance, Osho et al. (2018) argue that while organization is essential, it must be supplemented by investment in infrastructure to achieve meaningful impacts on sports status. Thus, while the current findings affirm the significance of organized sports programs, they also highlight the need for a multifaceted approach that includes resources and community support to maximize the benefits of such initiatives in tertiary institutions.

Hypothesis Two reveal that the involvement of sport units in budget planning for sports programs had a significant impact on the status of sports in tertiary institutions in the North-East zone of Nigeria. The statistical analysis showed a p-value of 0.000, which is less than the 0.05 alpha level of significance, and the calculated chi-square value of 133.440 was greater than the critical value of 41.3. This led to the rejection of the null hypothesis, indicating that the involvement of sport units in budget planning had a significant impact. This finding aligns with the study by Kayode and Tunrayo (2022), which found that bureaucratic processes, zero-based budgeting, and bottom-up budgeting had a significant impact on sports facility maintenance in the Kwara State Sports Council, Nigeria. The researchers recommended that sports budgeting should be prepared on a zero-budget basis to improve the effective management of sports facilities. Similarly, the study by Edenedo, Akarah, and Tayire (2022) on sports development in universities in South-South Nigeria revealed that budgeting is a panacea to sports development in these institutions. The researchers recommended training on budgeting principles and the advantages of preparing annual budgets for sports personnel in the universities. However, the findings from the study by Udokanma, and Onwunaka (2017) on the challenges and prospects in the promotion and development of sports in secondary schools in Awka South Educational Zone, Nigeria, suggest that secondary schools in the area face challenges such as inadequate sports facilities, insufficient support from the government, and mismanagement of funds. These findings contrast with the positive impact of involving sport units in budget planning on the status of sports in tertiary institutions.

Conclusion

Based on the findings, it is concluded that the organization of intramural and extramural sport programs and the involvement of sport units in budget planning all had significant impacts on the status of sports in tertiary institutions in the North-East zone of Nigeria. These factors collectively demonstrate the crucial role that sport units play in promoting and enhancing the status of sports within these institutions, highlighting the importance of strong sport unit involvement and effective sports management for the overall development and recognition of sports in the region.

Recommendations

Based on the findings of this study, the researcher put forward the following recommendations:

1. Sport Units in Tertiary institutions in North-East zone of Nigeria should maintain comprehensive intramural and extramural sports programmes with adequate funding and support.
2. Sport units in the North-East zone of Nigeria should have greater involvement in budget planning processes with dedicated annual allocations for sports programmes.

References

Edenedo, E.O., Akarah, E.E., & Tayire, F.O. (2022). Budgeting as a panacea to sports development in Universities in South-South Nigeria. *International Journal of Educational Science and Research (IJESR)* 8 (3), 71-76.

Kayode, F. E. & Tunrayo, A. M. (2022). Management of Sports Budgeting on Maintenance of Facilities in Kwara State Sports Council, Nigeria. Indonesian Journal of Sport Management, 2(1), 7-15. https://doi.org/10.31949/ijsm.v2i1.1581

Research Advisors (2006). Sample size table. https://www.research-advisors.com/tools/SampleSize.htm

Sullivan, P. A. (2017). Communication skills training for interactive sports. *The Sport Psychologist*, 7, 79-91.

Torre, J. (2019). Joe Torre's ground rules for winners: 12 keys to managing team players, tough bosses, setbacks, and success. New York, NY: Hyperion.

Udokanma, E. E. & Onwunaka, C. C. (2017). The Challenges and Prospects to the Promotion and Development of Sports in Secondary Schools in Awka-South Educational Zone. *Nigerian Journal of Health Promotion, 10*, 106-114.

Vink, K., Raudsepp, L., & Kais, K. (2015). Intrinsic motivation and individual deliberate practice are reciprocally related: Evidence from a longitudinal study of adolescent team sport athletes. Psychology of Sport and Exercise, 16(3), 1–6.

Williams, K. C. (2018). Marketing to the Generations. *Journal of Behavioral Studies in Business*, 3.