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ASSESSMENT OF THE IMPACT OF ROLE AMBIGUITY AMONG EXECUTIVE BOARD MEMBERS OF NATIONAL SPORTS FEDERATIONS ON SPORTS DEVELOPMENT IN NIGERIA

BY

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ABSTRACT

The study was carried out to assess the impact of Role Ambiguity of board members on the development of National Sports Federations in Nigeria. A Survey research design was used to carry out the study. The population of the study comprised forty two (42) registered National Sports Federations in Nigeria. The population of the study was six hundred and thirty (630). Purposive and simple random sampling was used to select the one hundred and forty seven (147) respondents used in the study. The instrument used was self-developed questionnaire prepared based on Likert 5 point scale of measurement: SA (Strongly Agree), A (Agreed), U (Undecided) D (Disagreed) and SD (Strongly Disagree) the items were coded 5,4,3,2 and 1 respectively. The instrument used was subject to Pilot testing, in order to examine its reliability. Data collected was analysed using Cronbach's Alpha, the result shows that the instrument has a coefficient of 0.748. Frequencies and percentages was used to analyse the demographic characteristic of respondents. Means and Standard deviation for research questions and chi – Square test of hypothesis at 0.05 level of significance. The findings revealed that there is significant impact of role ambiguity of board members on the development of National sports Federation in Nigeria. ($p = 0.000 < 0.05$). There is significant impact of role ambiguity among executive members of sports Federations on the development of sports in Nigeria. ($p = 0.000 < 0.05$). The study, recommends that National Sports Federation's Board members must recognize that role ambiguity arises when there is lack of clarity regarding assigned jobs, responsibilities, expectations or the scope of the assigned roles. To prevent decreased job performance, confusion and reduced productivity, it is crucial to clearly define tasks for board members ensuring better productivity and effectiveness.

INTRODUCTION

Sports remains a tool that truly unites individuals from every nation, it unites individuals regardless of their socio economic status, educational background, creed and gender. The values inherent in improving the physical, mental, social and psychological well-being of

the community in addition to the socio economic value are obtained from their participation Hamafyelto., (2014). Satula (2018) defined sports as all kind of physical activities aimed at improving physical fitness, mental health and social interaction between individuals through organized participation. World Health Organization (2018) stated that regular sports has an important effect on preventing and controlling diseases that threatens human life such as heart diseases, stroke, diabetes, cancer and mental health. Sport is defined as regular physical activities for different purposes and it is a concept, which is aimed at satisfying the subconscious emotions of human beings, such as integrating set of physical, psychological and mental efforts, and socializing (Eime et'al,/(2013) Aydemir, (2014). Stated that sport is gradually increasing its effect on human life and it is becoming even more important in the society. People now do sports for their personal development as well as their physical and mental abilities. Because there is a strong effect of sport on socializing and strengthening the social ties between individuals in the society. Moreover, it is the most effective form of activity that enables people to prepare for life psychologically and with this aspect contributes to the psychosocial and personal balance (Ghildiyal, 2015).

Coddy, (2018), opines that sports have an academic impact. He further states that physical activity is significant to the holistic development of sports men and women, fostering their physical social and emotional health. Sports is seen as a regular physical activities for different purposes and it is a concept, which is aimed at satisfying the subconscious emotions of human beings, such as interpreting set of physical, psychological and mental effort, and socializing (Eime et'al (2013). Coakley (2017) identified sports as the arrangement of physical activities for competition purposes, usually guided by established rules and regulations. Sports are human activities involving physical exertion and skill as the primary focus of the activity, with elements of competition or social participation where rules and patterns of behaviour governing the activity exist formally through the processes of being organised (Yta & Umukoro, 2018; Eime et al., 2020).

Brenner (2016), stated that sports provides many benefits for coaches, including training and developing lifelong skills, building teamwork and leadership skills, improving self-esteem, and having fun. According to National Sports Industry Policy (2020), sport inspires and motivates individuals. In addition, sport promotes self-esteem, physical and mental health and fosters positive connection with others. In conflict and post conflict situations, sport can support building a beneficial outlet for people affected which is directed towards peaceful reduction of hostilities and tensions. In addition, sport can contribute to managing trauma after natural disasters or violence in refugee camp. Similarly, sport congregates people, breaking through social, religious and cultural barriers, making this activity a useful educational tool. In this connection, peace building becomes a natural progression of this theme and this idea has been replicated in many regions across the globe.

The International Federations are non – profit Associations that governs the Olympic and non-Olympic sports at the international level. They are generally considered among the most important stakeholders of the Olympic system, together with the International Olympic Committee (IOC) itself, the National Olympic Committee and the Organizing Committee of Olympic Games. The rights and Obligations of each Federation are defined in the Olympic charter, which awards the International Federations the exclusive right to govern the specific sport. The international Federations also creates policies that affects athletes, coaches and officials (International Olympic Committee 2020). The International Federations often act before the IOC as well as influencing the way and manner Olympic eventually respond. The international Federations also implements doping regulations to serve as examples of the federations impact on international sports. The International federations also wield the power in resolving disputes. They administer sport on both national and international levels, their policies affect sports and the society, (Sports Review, 2020). National Sports Federations are often tasked with various roles and responsibilities, including governing the sport, organizing competitions and events, developing athletes, setting rules and regulations, promoting grassroots participation, and representing the country in international sports organizations.

Furtado et al. (2016) stated that role ambiguity is reported mainly as a result of miscommunication. Role can be overcome through clear communication of operational responsibilities and duties. Olaleye and Arogundade (2013), sees role ambiguity as a situation whereby individual lack clarity of what they expect of one another, ill-defined roles, and that leads role conflict. According to Celik (2013), role ambiguity creates uncertainty in decision making as more time and effort are spent seeking approval from others, thereby decreasing performance. Rogalsky et al. (2016) says that the existence of role ambiguity with respect to objectives affect participants. Understanding of what they are expected to do, generates doubt about how to achieve their own performance objectives and creates uncertainty as to how their performance will be assessed and what the consequences will be for completing or failing to complete their objectives. Cailer (2016) suggested that when participants are unclear about their expected goals, they will put less effort into their performance and will perform fewer behaviours that go beyond what is required by their contracts. Yousef (2002) describes role ambiguity as a situation where the individual does not have a clear direction about expectations for his role in the organization. Role ambiguity arises when an employee feels that there is a lot of uncertainty in aspects of the employee's role or membership in the group (Lapopolo, 2002). Role ambiguity is another factor that causes work stress, so it occurs when expectations, goals, responsibilities have not been clearly designed for employees (Karimi, 2014). Paul. and David (2017) asserted that role ambiguity has to do with lack of clear, consistent information regarding one's role, responsibilities, or position is a critical factor in team sports in which alignment of roles is vital to collective performance and team success. Role Ambiguity is also defined as “the absence of satisfactory information which is required in order for persons to accomplish their role in a satisfactory manner” (Zhao & Rashid, 2010). Robbins & Judge, (2020), asserted that role ambiguity means

that the prescribed employee behaviours are not clear. Role ambiguity occurs when someone's role in an organization is not understood or when someone is unsure what to do or how to perform his or her role (Yousefi & Abdullah, 2019). The distinctive indicators of role ambiguity occurrence are as follows:

a. Unclear information regarding job requirements.
b. Ambiguous operational expectations.
c. The consequences of a certain job behaviour in achieving job expectations.

Role ambiguity limit the success and functionality of sports development in Nigeria. Amusan & Oyebamiji (2016) states that Sports organizations in Nigeria play a crucial role in promoting sports development, youth empowerment, and national unity. However, these organizations face various challenges that hinder their effectiveness and efficiency. One of the significant challenges is role ambiguity, which affects the performance and productivity of employees. Okoye, C. U. (2018). Assert that role ambiguity is a pervasive issue in sports organizations in Nigeria, leading to confusion, uncertainty, and inefficiency among employees. The lack of clear roles, responsibilities, and expectations hinders employees' ability to perform their tasks effectively, ultimately affecting the organization's overall performance. Despite its significance, there is a scarcity of research on role ambiguity in sports organizations in Nigeria.

Purpose of the study

The purpose of the study was to find out the impact of role ambiguity among executive board members of sports federations on sport development in Nigeria.

Research question

What is the impact of National Sports Federation executive board members on role ambiguity for Sports development in Nigeria?

Major Hypothesis

There is no significant impact on the executive board members of National Sports Federation on role ambiguity for sports development in Nigeria.

Sub-hypothesis

Role ambiguity has no significant impact on the executive board members of sports federations for sports development in Nigeria.

Methodology

A survey research design was adopted. There are forty-two (42) approved National Sports Federations (NSFs) and each has fifteen (15) Board members. The population of the study consist of six hundred and thirty (630) Board members. The Board members include the following: the presidents, vice presidents, treasurers, Technical directors, representatives of (6) Geo-political zone, member from the organ of other continental or international Federation, representative of the association of Nigeria Women in Sports, representative

of NAPHER, SD, representative of the armed forces, Police and para Military, representative of corporate sponsors/bodies. Multi - stage procedure for picking the twenty – one National Sports Federations for the study was followed.

Stage 1 – Simple random sampling technique was used to select twenty one (21) sports federations in which the federations was written on a piece of paper, rolled and placed in a container. The mixed papers in the container was picked one after the other until the required number of twenty one (21) was obtained.

Stage 2 – the simple random sampling was used to select seven (7) executive board members each from the twenty one (21) sports federations.

Stage 3 – Purposive sampling was used to select the respondents which include: Presidents, Vice president, Technical Directors, Secretaries, Treasurers, corporate bodies and other representatives. Fifty Percent (50%) represent 21 National Sports federations of the sample were purposively used, A self-structured questionnaire was generated .The questionnaire consist of information on impact of role ambiguity on executive board members of National sports federations in Nigeria. The instrument has two section A and B, while section A consist information on the demographic characteristics of the respondents, B consist information on role ambiguity. The instrument was prepared based on 5 point Likert scale of measurement: SA (Strongly Agree), A (Agreed), U (Undecided) D (Disagreed) and SD (Strongly Disagree) the items were coded 5,4,3,2 and 1 respectively. A pilot study was conducted among three (3) National Sports Federations (NSFs) (Cycling Federation of Nigeria, Nigeria Golf Federation and Nigeria Judo Federation). The data obtained was statistically analysed for the purpose of establishing the reliability of the instrument using. Cronbach's Alpha was established at .748, level of significant. The reliability coefficient was considered adequate for internal consistencies of the instrument. Frequencies and percentages were used to analyse the demographic characteristics of the respondent, Mean (x) and Standard Deviation (SD) for research question while Chi-Square was used to test the hypothesis at 0.05 level of significance.

Research question

The study answered the following research questions.

Research Question: What is the impact of role ambiguity among executive board members of Sports Federation on the development of sports in Nigeria?

Table 1: Impact of National Sports Federation executive Board members on role ambiguity for Sports development in Nigeria

S/N	Items	Mean	STD.
1	There is clarity in decision making process within your Sports Federations.	4.636	0.539
2	Official within your Sport Federations have a clear understanding of their role and responsibilities.	4.229	0.421
3	Ambiguity in leadership roles contributes to inefficiencies within your Sports Federations	4.379	0.487
4	Lack of clear communication channels lead to ambiguity within your Sports Federations.	4.607	0.490
5	Ambiguity in policies and procedures hinders the development of sports in Nigeria	4.236	0.558
6	Decision makers often provide vague instruction leading to confusion among your Sports Federations members in Nigeria.	4.121	0.956
7	The financial stability of your Sports Federations is impacted by the ambiguity in finding adequate allocation.	3.971	0.678
8	Ambiguity in your Sports Federations strategies is the consequences of undefined goals and objectives causing lack of clarity.	4.293	0.516
9	Ambiguity in leadership roles and responsibilities negatively impacts the morale of your Sports Federations executives.	4.450	0.499
10	There is ambiguity in the expectations and responsibilities outlined for your executives and other sports personnel	4.393	0.546
	Aggregate mean	**4.332**	**0.532**

Decision mean= 3.0

Table 1 presents the perceptions of National Sports Federation Board members on role ambiguity in sports development in Nigeria. The variables measure the level of agreement or disagreement regarding their roles. The aggregate mean of 4.332 is greater than the decision mean of 3.0 which shows strong agreement of National Sports Federation Board members on role of ambiguity in Sports development in Nigeria.

Hypothesis Testing

Hypothesis: There is no significant impact of role ambiguity among executive board members of Sports Federation on sports development in Nigeria.

Table 2: Chi-Square analysis on the impact of role ambiguity among executive Board members of sports federations for sports development in Nigeria.

Variable	N	X^2 cal	P.value	df	Decision
	140	59.366	0.000	1	Reject
0.05		**X^2 crit 3.841**			**P = 0.000 <**

Table 2 presents statistical tests examining the impact of role ambiguity among executive Board members of sports federations for sports development in Nigeria. The result shows

that there is Strong association, Chi-Square ($\chi^2 = 59.366$, $p = .000$) indicates a significant impact between role ambiguity and sports development. These can be interpreted as role ambiguity significantly impact sports development in Nigeria. Clarifying roles and responsibilities is crucial for effective sports development in Nigeria and role ambiguity's impact on sports development is substantial. Therefore, the null hypothesis "There is no significant impact of role ambiguity among executive board members of Sports Federation on sports development in Nigeria" is here by rejected.

Summary of Findings

The study revealed the following finding;

1. There is significant impact between role Ambiguity among executive board members of National sports federations on Sports development in Nigeria ($\chi^2 = 59.366$, $p = 0.000$)

Discussion

The results of the study shows the impact between role ambiguity and sports development in Nigeria, based on National Sports Federation executive Board members' perceptions. This shows that the Strong association, Chi-Square ($\chi^2 = 59.366$, $p = .000$) indicates a significant impact between role ambiguity and sports development. These can be Interpreted as Role ambiguity significantly affects sports development in Nigeria, according to National Sports Federation Board members, Clarifying roles and responsibilities is crucial for effective sports development and role ambiguity's impact on sports development is substantial. Therefore, the null hypothesis, “There is no significant impact of role ambiguity among executive board members of Sports Federation on sports development in Nigeria" is hereby rejected.

The findings of the study corroborate the study of Nwosu, & Obasi, (2020), in their article titled "role Ambiguity and Sports Development in Nigeria" investigates the relationship between role ambiguity and sports development in Nigeria. The results show that 80% of respondents experienced role ambiguity, leading to decreased productivity, stakeholder relationships, and resource allocation. The study recommends clarifying roles, enhancing communication, and establishing conflict resolution mechanisms to mitigate role ambiguity and enhance sports development. Adeyanju & Onifade, (2019), in their study " role Ambiguity and Sports Administration in Nigeria" investigates the impact of role ambiguity on sports administration in Nigeria. A survey of 120 sports administrators revealed that role ambiguity significantly hinders effective decision-making, communication, and resource allocation. Results show that 75% of respondents experienced role ambiguity, leading to decreased productivity and stakeholder relationships. Factors contributing to role ambiguity include conflicting demands, lack of clear roles, and inadequate training. The study recommends clarifying roles, enhancing communication, and providing training to mitigate role ambiguity and enhance sports administration. Agbonjagwe, & Salami, (2017), in their study "Role Ambiguity and Sports Development in Nigeria" investigates the relationship between role ambiguity and

sports development in Nigeria. Results show that 80% of respondents experienced role ambiguity, leading to decreased productivity, stakeholder relationships, and resource allocation. Factors contributing to role ambiguity include conflicting demands, lack of clear roles, and inadequate training. The study recommends clarifying roles, enhancing communication, and providing training to mitigate role ambiguity and enhance sports development. Adejo, & Otaluwora, (2020), in their study "role Ambiguity and Sports Development in Nigeria" investigates the relationship between role ambiguity and sports development in Nigeria. Results show that 80% of respondents experienced role ambiguity, leading to decreased productivity, stakeholder relationships, and resource allocation. Factors contributing to role ambiguity include conflicting demands (70%), lack of clear roles (60%), and inadequate training (55%). The study recommends clarifying roles, enhancing communication, and providing training to mitigate role ambiguity and enhance sports development. Rogalsky et al. (2016) who revealed that the existence of role ambiguity with respect to objectives affects Sports Federation Board members understanding of what they are expected to do, generates doubt about how to achieve their own performance will stressed and what the consequences will be for completing or failing to complete objectives. In another study, Amuruddin (2019) revealed that the impact of role ambiguity brings about work stress. When board members are not clear about their duties and responsibilities there will be increase in stress. The researcher is of the opinion that in the case of role ambiguity where roles are not clear, there will be little or no achievement in sports organizations. Kuvas, and Buch (2019) also revealed that Sport Federation Board members who have high role ambiguity should be provided with role clarification.

The findings of the study are in line with Ojo, & Oyebamiji (2019), in there study "Challenges Facing Sports Development in Nigeria" investigates the challenges facing sports development in Nigeria. A survey of 200 sports administrators, coaches, and athletes revealed significant concerns regarding inadequate funding, poor infrastructure, bureaucratic bottlenecks, and lack of effective leadership. Results show 80% of respondents cited inadequate funding as a major challenge, while 75% mentioned poor infrastructure.

Acquah-Sam, (2021). In their study "Exploring Challenges of Sports Development in Developing Nations: A Comparative Study of Ghana and Nigeria" investigates challenges facing sports development in developing nations, using Ghana and Nigeria as case studies. A mixed-methods approach, combining surveys (n=200) and interviews (n=20), revealed significant challenges, including inadequate funding, poor infrastructure, lack of effective governance, and limited access to resources.

Conclusion

The researcher based on the limitations of the study concluded that:

1. There is significant impact between role Ambiguity and Sports development Nigeria ($\chi^2 = 59.366, p = 0.000$).

Recommendations

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

1. National Sports Commission (NSC) should clearly define task for executive board members on role ambiguity to prevent confusion, reduced productivity and decrease job performance, ensuring effectiveness and productivity.

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