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IMPACT OF ROLE CONFLICT AMONG BOARD MEMBERS OF NATIONAL SPORTS FEDERATIONS ON THE DEVELOPMENT OF SPORTS IN NIGERIA

BY

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ABSTRACT

The study was carried out to assess the impact of role Conflict 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 of forty two (42) registered National Sports Federations in Nigeria. It was estimated that the population of Board members is six hundred and thirty (630). Purposive and simple random sampling was used to select one hundred and forty seven (147) respondents. 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 was Pilot tested and analysed using Cronbach's Alpha which was established at .748, Frequencies and percentages were used to analyse the demographic characteristic of respondents. Means and Standard deviation to answer research questions and chi – Square was used to test hypothesis at 0.05 level of significance. The findings revealed that There is significant impact between role conflict and Sports development in Nigeria ($p = 0.000 < 0.05$). The study recommends that National Sports Federation executive Board members must be aware that role conflict exist so as to help to construct group boundaries and should also help them recognize their common interest – which is sports development, and not necessarily a rebellion.

INTRODUCTION

Sports pertains to organized form of competitive physical activity or game that improve physical ability and skills while providing enjoyment to participants and, in some cases entertainment to spectators. Sports can through casual or organized participation improve participants' physical health (Obi, 2021). According to Kaplan, (2013) Sport can be seen as a social phenomenon which has given birth to its very own institutions, cultures, norms and laws which are all intricately woven into global cultural norms, which in itself has made it into not just a transient event, but part of human nature. National Sports Industry Policy (2020) view sports as an activity involving physical exertion and skill in which an individual or team competes against another or others for entertainment only. Sports

refers to any physical activity or game that involves skill, physical exertion, and competitions. It can be organized at various level, from recreational activities to professional competition. Sports can be played individually or in teams and are popular worldwide, with numerous sports being recognized and enjoyed by people of all ages. Sports being part of the universal culture, is an important instrument of combining different people in the world. It is an activity that contributes to world peace. It can be seen as a totality of activities realised in order to positively affect, social and moral conducts (Boyacioglu & Oguz, 2016). Sport have contributed greatly to the peace and unity of any nation. Hrnandez (2020) states that sports are organized competitive physical activities that require skills, strategy and physical exertion with rules and norms that governs participation.

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 development. 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.

Nayad (2017), defined role conflict as inability to perform the role due to incompatibility of different tasks in the same role, arising when the requirements of one system come into conflict with the requirement of the other system. Ahmad, et al. (2021) distinguishes between two types of role conflict. The first is when a single norm represents a group activity that is immoral, inappropriate, and unethical by the second's norms standard. The second sort of role conflict is one in which two people are competing for the same position is the incapacity of people to do two things at once. According to Parvaiz, et al., (2015) states that role conflict is undesirable job requirement from the employee either he is performing single role or different roles and these requirements generate negative emotions to the person because of the incompatibility of work. Macionis, (2014), stated that role conflict is a conflict among the roles connected to two or more statuses. Individuals experience role conflict when they find themselves pulled in various directions as they try to respond to the many statuses they hold. Another example would of an employee who finds himself/herself playing two or more roles instantaneously and finds that they are unsuited or incompatible. Role conflict may also arise when family issues interfere with work happiness and operational satisfaction. Dividing time between work and family (multiple roles) may lead to inter-role conflict since these responsibilities may deplete one another‟s resources (Del Pino, et‟al 2021). Role conflict may also result from workers‟ failure to manage their work and family (non-work) obligations on an equal footing (Yousaf et‟al 2020). This kind of conflict may suggest that employee's duties interfere with their happiness and success in their personal lives or that employees‟ personal lives interfere with their operational satisfaction and success at work (Naseem, et‟al 2020). Therefore, it is probable that role conflict will have adverse effects, such as stress and dissatisfaction, and interfere with the ability to fulfil work or family obligations (Baranik and Eby, 2016; Mohsin et al., 2021).

Ojo & Abolade, (2014), stated that role conflict occurs when a side perceives that another party's actions or inactions negatively affect their self-interests. It is a situation of competition between parties in which each party is interested in occupying a position that is not compatible with the wishes of the other party. Conflict is a situation in which two or more values, perspectives and opinions are contradictory in nature, have not yet aligned

or agreed upon yet due to interactions and human subjectivity (Nischal, 2014). Bowling et'al (2017) opines that role conflict refers to incompatible or inconsistency in meeting the demand of different role in sports. It is seen as the ambiguity of prioritizing two conflicting task. It is the situation where sports men and women are faced with challenges in meeting the expectations and demands of the roles they occupy. Javed, et'al (2014), asserted that role conflict is a conflict among the roles connected to two or more statuses in sports. Individual experience role conflict when they find themselves pulled in various directions as they try to respond to many statuses they hold. Another example is for a sports man or woman who finds himself or herself playing two or more roles instantaneously and finds that they are unsuited or incompatible (Macionis, 2014). Montgomery (2011), stated that situations that create role conflict occur when an executive: (i) perceives that his/ her performance will be evaluated in a different way between one or more competing role designators; (ii) understands that his/her performance evaluation will be influenced by the view of the role designator, with respect to his/her ability to work with new technologies; (iii) considers that his/her performance evaluation will be influenced by how much the requirements placed by more than one hierarchical superior to whom he/ she reports are fulfilled. For the author, these situations are the result of ineffective interdependencies that end up affecting an executive's performance. Inter-role conflict and intra-role conflict are two commonly used concepts in the literature of role conflict. An inter-role conflict is a form of role conflict that refers to stressful conditions resulting from conflicting demands from different life spheres (Iannucci and MacPhail, 2018). Workers have frequently reported the inter-role conflict due to continuous pressure from the employer and the increasing demands of family members (Karim, 2017; Sarfraz, et'al A 2021).

Intra-role conflict, another form of role conflict, is associated with a single role's expectations and needs. It can occur due to either expectations in the workplace or family members‟ demands (Grzywacz, 2020). The employees frequently report Intra-role conflict. Both interrole conflict and intra-role conflict cause employees to experience role strain. Role strain is another often-used concept in the literature regarding role conflict (Wendling, E., Kellison, T. B., and Sagas 2018). Role strain can be explained as tension that a person experiences when he/she faces competing demands within one particular role and find it challenging to perform according to the expected roles (Jamil et al., 2021a). Inter-role conflict can occur due to multiple reasons, but role ambiguity is reported as a common reason people experience role conflict at the workplace (Wehner, 2016).

Purpose of the study

The purpose of the study was to find out the impact of role conflict among board members of sports federations in Nigeria.

Research question

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

Major Hypothesis

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

Sub-hypothesis

Role conflict has no significant impact among 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. The sample size of one hundred and forty seven (147) was used. Multi - stage procedure was used.

Stage 1 – Simple random sampling technique was used to select twenty one (21) sports federations in which the federations were 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 selected twenty one (21) sports federations.

A self-structured questionnaire was generated. The questionnaire consist of information on impact of role conflict on board members of National sports federations in Nigeria. 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. The instrument has two (2) sections (A and B). Section A consist of information on the demographic characteristics of the respondents and section B consist of information on role conflict.

A pilot study was conducted in 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, the result revealed that the instrument has a reliable coefficient of .748, level of significant. The reliability coefficient indicate that the instrument is reliable. Kerlinger (2016) states that an instrument is reliable if it lies between zero (0) and one (1) hence, the closer the calculated value of the reliability coefficient is to zero (0), the less reliable the instrument and the closer the value is to one (1), the more reliable. Since the value .748 is closer to one (1), it is adjudged to be reliable and

fit for the study. Frequencies and percentages were used to analyse the demographic characteristics of the respondent, Mean (x) and Standard Deviation (SD) was used to answer research questions while Chi-Square was used to test the hypothesis at 0.05 level of significance.

Research question

The study answered the following research question.

Research question: What is the impact of role conflict among executive board members of sports federations on the development of sports in Nigeria?

Table 1: Impact of role conflict among executive board members of National Sports Federation for Sports development in Nigeria.

S/N	Items	Mean	STD.
1	Executive roles are clearly stated within your Sports Federations.	4.757	0.430
2	Those in leadership positions perform their assign roles for sports development in your Sports Federation	4.614	0.489
3	There is clear division of responsibilities among executives members in Sports Federations for sports development in Nigeria.	4.486	0.502
4	Conflict often arises due to overlapping roles and responsibilities among executives of your Sports Federations	4.550	0.499
5	My executive goals and values are sometimes in conflict with those of higher authorities (example Government, international federations)	4.093	0.951
6	Disagreement over role leads to poor impact the decision making process within your Sports Federations.	4.514	0.502
7	Effective communication reduces role conflict within your Sports Federation.	4.714	0.453
8	Conflict hinders progress and development of your Sports Federations.	4.464	0.501
9	There are clear procedures for addressing role conflicts within your Sport Federations.	4.429	0.497
10	I believe that conflict can be detrimental to the development of Federations executives if not addressed properly.	4.421	0.496
	Aggregate mean	**4.504**	**0.527**

Decision mean = 3.0

Impact of role conflict among executive board members of National Sports Federation for Sports development in Nigeria is overwhelmingly positive, with high mean scores across

all variables. The aggregate mean of 4.504 is greater than the decision mean 3.0 which shows strong agreement of National Sports Federation Board members on role conflict in Sports development in Nigeria.

Hypothesis Testing

Hypothesis: There is no significant impact of role conflict among board members of sports federations on sports development in Nigeria.

Table: Chi-Square analysis on the Impact of role conflict among executive Board members of sports federation for Sports development in Nigeria.

Variable	N	X^2 cal	P.value	DF	Decision
	140	35.648	0.000	1	Rejected
		X^2 crit 3.841	**P = 0.000 < 0.05**		

Table 2 presents the results of statistical tests examining the Impact of role conflict among executive Board members of sports federation for Sports development in Nigeria. It shows significant association that is, Chi-Square test (χ^2 = 35.648, p = .000) indicates a significant impact of role conflict among board members of National sports federations on the development of sports in Nigeria. The strong association suggests that addressing role conflict is crucial for effective sports development. The linear relationship indicates that as role conflict increases, sports development is likely to decrease. Therefore, the null hypothesis of "there is no significant differences on the perception of National Sports Federation Board members on role conflict on sports development in Nigeria" is hereby rejected.

Summary of Finding

The study revealed that;
There is significant impact between role conflict and Sports development in Nigeria
(χ^2 = 35.648, p = 0 .000).

Discussion

The result of the study shows the impact between role conflict and sports development in Nigeria. It shows significant impact that is, Chi-Square test (χ^2 = 35.648, p = .000) indicates significant impact between role conflict and sports development. This can be Interpreted as Role conflict significantly impact sports development in Nigeria, according to National Sports Federation Board members. The strong association suggests that addressing role conflict is crucial for effective sports development. The linear relationship indicates that as role conflict increases, sports development is likely to decrease. Therefore, the null hypothesis, "there is no significant impact of role conflict among board members of sports Federations in Nigeria" is hereby rejected.

The hypothesis which outcome shows its rejection is in line with Adejo, & Otaluwora, (2020), in their research article titled,,"role Conflict and Sports Development in Nigeria: Perceptions of National Sports Federation Board Members" The findings indicated that role conflict hinders decision making (90%), affects relationships with stakeholders (85%), and impedes effective resource allocation (80%). The study's results suggested that clarifying roles and responsibilities, improving communication, and establishing conflict resolution mechanisms are essential for

mitigating role conflict and enhancing sports development in Nigeria. Also Oyebamiji, & Akinpelu, (2019), in their study „"role Conflict and Its Impact on Sports Development in Nigeria: A Study of National Sports Federation Board Members" Results show that role conflict significantly hinders decision-making (85%), affects stakeholder relationships (80%), and impedes resource allocation (78%). The study recommends clarifying roles, enhancing communication, and establishing conflict resolution mechanisms to mitigate role conflict and enhance sports development.

Salami, & Agbonjagwe, (2018), whose study on role Conflict and Sports Administration in Nigeria: Perceptions of National Sports Federation Board Members, investigates role conflict among National Sports Federation Board members in Nigeria and its impact on sports administration, revealed that 80% experienced role conflict. Key findings indicate conflicting demands (85%), ambiguity (78%), and overlapping responsibilities (75%) as primary sources of conflict. Results show role conflict hinders effective decision-making (90%), stakeholder relationships (85%), and resource allocation (80%). The study recommends clarifying roles, enhancing communication, and conflict resolution mechanisms to improve sports administration. Eke, & Okorie, (2017) in their study "Role Conflict and Its Effects on Sports Development in Nigeria: A Survey of National Sports Federation Board Members"" examines the prevalence and effects of role conflict among National Sports Federation Board members in Nigeria. A survey of 150 board members revealed that 85% experienced role conflict, primarily due to conflicting demands (90%), ambiguity (85%), and overlapping responsibilities (80%). Results show that role conflict significantly impedes sports development by hindering decision-making (95%), affecting stakeholder relationships (90%), and impeding resource allocation (85%). The study recommends clarifying roles, enhancing communication, and establishing conflict resolution mechanisms to mitigate role conflict and enhance sports development.

Ibrahim, & Mohammed, (2016), in their study „"Role Conflict and Sports Development in Nigeria: An Exploratory Study of National Sports Federation Board Members" investigates role conflict among National Sports Federation Board members in Nigeria and its impact on sports development. Semi-structured interviews with 20 board members revealed conflicting demands, ambiguity, and overlapping responsibilities as primary sources of conflict. Thematic analysis identified three key themes: role ambiguity, conflict with stakeholders, and organizational inefficiency. Results show role conflict hinders effective decision-making, stakeholder relationships, and resource allocation, ultimately impeding sports development. The study recommends clarifying roles, enhancing communication, and conflict resolution mechanisms to improve sports administration.

Onifade, & Adeyanju, (2015), in their study "role Conflict and Its Impact on Sports Administration in Nigeria: A Study of National Sports Federation Board Members" examines role conflict among National Sports Federation Board members in Nigeria and its impact on sports administration. A survey of 120 board members revealed 80% experienced role conflict, primarily due to conflicting demands and ambiguity. Results show role conflict hinders effective decision-making, stakeholder relationships, and resource allocation. Obasi, & Nwosu, (2020), in their study "role Conflict and Sports Development in Nigeria: Perceptions of National Sports Federation Board Members" investigates role conflict among National Sports Federation Board members in Nigeria and its impact on sports development. Semi-structured interviews with 25 board members revealed conflicting demands, ambiguity, and overlapping responsibilities as

primary sources of conflict. Results show role conflict impedes sports development by hindering decision-making and stakeholder relationships.

Oladele, & Ogunjimi, (2019), in their study ‟role Conflict and Its Effects on Sports Performance in Nigeria: A Study of National Sports Federation Board Members" examines the effects of role conflict on sports performance in Nigeria, focusing on National Sports Federation Board members. A survey of 150 board members revealed 85% experienced role conflict, primarily due to conflicting demands and ambiguity. Results show role conflict significantly impedes sports performance by hindering effective decision-making and resource allocation Akinwumi, & Oyedele, (2018), in their study ‟role Conflict and Sports Administration in Nigeria: An Empirical Study of National Sports Federation Board Members" investigates role conflict among National Sports Federation Board members in Nigeria and its impact on sports administration. A mixed-methods approach revealed conflicting demands, ambiguity, and overlapping responsibilities as primary sources of conflict. Results show role conflict hinders effective decision-making, stakeholder relationships, and resource allocation. Adesola, & Olowoyeye, (2017), in their study ‟role Conflict and Sports Development in Nigeria: A Survey of National Sports Federation Board Members" examines role conflict among National Sports Federation Board members in Nigeria and its impact on sports development. A survey of 120 board members revealed 80% experienced role conflict, primarily due to conflicting demands and ambiguity. Results show role conflict significantly impedes sports development by hindering decision-making and stakeholder relationships.

CONCLUSION

Based on the finding the study, the researcher conclude that:

1. There was significant impact of role conflict among board members of sports federations on sports development in Nigeria.

Recommendations

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

1. National Sports Commission (NSC) should be aware that role conflict exist so as to help to construct group boundaries and should also help them recognize their common interest – which is sports development, and not necessarily a rebellion.

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