

**PERCEIVED INFLUENCE OF HUMAN RESOURCES MANAGEMENT
PRACTICE ON SPORTS DEVELOPMENT IN TERTIARY INSTITUTIONS IN
KANO STATE**

BY

**USMAN ABDULLAHI USAINI
SPS/12/MHE/00053**

**BEING A DISSERTATION SUBMITTED TO THE DEPARTMENT OF
PHYSICAL AND HEALTH EDUCATION, FACULTY OF EDUCATION,
BAYERO UNIVERSITY, KANO, IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE
(M.Sc.) IN PHYSICAL & HEALTH EDUCATION (SPORTS MANAGEMENT)**

SUPERVISOR: DR. A.M. MADAKI

JANUARY, 2017.

DECLARATION

I declare that this work is the product of his own research efforts; undertaken under the supervision of Dr. A.M. Madaki and that it has not been presented and will not be presented elsewhere for the award of a degree or certificate. All sources have been duly acknowledged.

Usman Abdullahi Usaini
SPS/12/MHE/00053

Date

CERTIFICATION

This is to certify that the research work for this dissertation and the subsequent preparation of the dissertation by Usman Abdullahi Usaini (SPS/12/MHE/00053) was carried out under my supervision.

Dr. A.M. Madaki
Supervisor

Date

Dr. M. Njidda
Head of Department

Date

APPROVAL PAGE

This is to certify that this dissertation has been examined and approved for the award of the degree of Master of Science (M.Sc.) in Physical and Health Education (Sports Management).

External Examiner

Date

Dr. M. Njidda
Internal Examiner

Date

Dr. A.M. Madaki
Supervisor

Date

Dr. M. Njidda
Head of Department

Date

Dr. Y.H. Usman
Faculty of Education Representative
To SPS Board

Date

ACKNOWLEDGMENTS

Special gratitude to almighty Allah for the successful completion of this dissertation. The researcher's profound gratitude also goes to his supervisor Dr. Aliyu M. Madaki for his tireless efforts, professional advice, corrections, encouragement and thorough guidance which make the dissertation a successful. May Allah reward him abundantly. Special thanks are due to all lecturers in the Department of Physical and Health Education: more especially, Dr. Musa Njidda (HOD), Prof. Lasun Emiola, Prof. Musa Garba Yakasai, Prof. Rabi'u Mohammed, Prof. O.O. Oyerinde, Dr. Badamasi Lawal, Dr. Musa Sa'ad Mohd, Dr. Lawal Ibrahim Yazid, Dr. Sadiq Isma'il, Dr. Tijani Yusuf, Dr. Abdullahi Ibrahim Darki, Dr. Ahmad Makama Getso, Dr. Musa Jibrin Yakasai, Dr. Abubakar Ibrahim Hassan, Dr. Musa Darma, Mrs Hauwa Usman Umar, Mal. Abubakar Aniki and Mal. Kassim Suleiman Kankarofi. Their comments and wealth of experience really helped in no small way to put this research work into its present shape, and all non-academic staff especially Mrs. Abdussalam Nusirat and Mal. Abdul Abdussalam.

My gratitude also goes to my research assistance for going up and down to collect the research questionnaire. The researcher deepest appreciation also goes to: Mal. Umar Isah Mohd - Director, Centre for General Studies, Sa'adatu Rimi College of Education, Kumbotso, for encouraging me to go on M. Sc for the second time. Mal. Abdu Saidu of FCE Kano, Dr. Ajani, Olajide Ezekiel of FGC Kano, for giving me financial and academic assistance. Mal. Adamu Shehu of KUST Wudil, Mal. El-Yakub of FCE (T) Bichi, Mal. Sani Namadi of School of Legal Studies. Mal. Ahmed of North-West University Kano, Mal. Mohd Danzaki of Kano State Polytechnic for the assistance they gave to me when conducting the research in their institutions. Mal. Adamu Mohd Fagge

and Aminu K. Mohd of Sa'adatu Rimi College of Education Kumbotso for helping me with the academic advice and the entire staff of GSE Department of SRCOE Kumbotso for missing me most of the time during sectional examinations. Allah bless you all.

DEDICATION

This dissertation is dedicated to my wives and my children. Thank you all for your tolerance and understanding.

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ABSTRACT

The study investigated the perceived influence of human resource management practice on sports development in tertiary institutions in Kano State. To achieve the purpose of the study, five research questions were raised; one major hypothesis and five sub-hypotheses were formulated. Descriptive design of survey type was used for the study. The population of the study were the staff in the sports unit of tertiary institutions in Kano State, and availability sampling technique was used to select 132 respondents from the selected institutions. A researcher's developed questionnaire (PIHRMPSD) on a four point modified Likert scale was used as instrument for data collection. It was validated and subjected to a pilot study using test re-test method that yielded a reliability index of 0.78. Frequency count and percentage were used to organize and describe the demographic characteristics of the respondents. Means scores was used to answer research question, while Chi-square was used to test the hypotheses of the study at the 0.05 level of significance. The findings of the study revealed that planning, recruitment, training, performance appraisal and remuneration have significant influence on sports development in tertiary institutions in Kano State. Based on the findings of the study, it was therefore recommended among others, that organization of regular conferences, seminars and workshop by professionals in the field of sports management in tertiary institutions in Kano State should be maintained so that employee's knowledge on the job could be continuously enhanced and promoted.

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

As the world is becoming more competitive and unstable than ever before, organizations are seeking to gain competitive advantage at all cost and are turning to more innovative sources through Human Resources Management (HRM) practices (Sparrow, Schuler & Jackson, 1994). HRM practices have been defined in several aspects. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, HRM practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996). Likewise, Minbaeva (2005) viewed HRM practices as a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, it could be concluded that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

The term 'Human Resource Management' (HRM) according to Bratton and Cole (2009), is that part of the management process that specializes in the management of people in working organizations. Human Resource Management emphasizes that employees are critical to achieving sustainable competitive advantage, that human

resource practice needs to be integrated with the corporate strategy, and that human resource specialists help organizational controllers to meet both efficiency and equity objectives. Human resource management (HRM) covers all aspects of personnel management including planning, recruitment, performance appraisal, remuneration and training.

HRM, covers the broad spectrum of life of the employee at work from entry to the final exit. It is about improved condition of service, career expectation, motivation, training and maintenance of people contributing to the goals of the organization they belong to (Millis, 2005). Human resource management has also been defined as the activities necessary for staffing, training and developing workers in an organization (Fasan, 2004). According to Legge (2009), human resource management is concerned with human potential and the ability to tap that potentiality based on organization behaviour. People set overall “strategies and goals, design work systems, produce goods and services, monitor quality, allocate financial resources, market the product and services. Individual, therefore, became ‘human resources’ by virtue of the roles they assume in the work organization (Arthur, 2004). Human resource management is a dynamic and evolving practice used by leaders and managers throughout a firm to enhance productivity and quality.

HRM, by its nature, is most productive in environments that focus on human capital, which is the primary resource of the sports industry. After all, sport is, in essence, is the production and consumption of human (sporting) performance and effective management of that resource is paramount in achieving positive outcomes for organizations. According to Taylor & McGraw (2006) research shows that following good HRM practice can enhance the sporting performance of an organization. They

further stated that HRM is an overarching term that covers specific areas: Practices such as recruitment, training, selection and appraisal. These are usually carried out by the coach, often in conjunction with the sports manager or director of athletics, in smaller organizations and schools, respectively (Adiat, 2007). While few non-profit sporting organizations would have a dedicated HRM manager, these practices and policies need to be fulfilled for a sporting organization to work as an effective team and maintain a competitive edge. In most organizations, the sports manager or, in the case of schools, the athletic director performs the HRM roles. These positions have responsibility for a wide range of duties that cover. It is their duty to see that the policies and philosophy of the organization are put into practice. Philosophy that specify the values of an organizations policies and practices. In the case of schools these are decided in conjunction with several stakeholders. For example, in a study conducted to assess the relationship of HRM systems on the effectiveness of non-profit sports organizations in Ohio State University. The study found a relationship between effective HRM practices and competitive advantages for sports organizations (Chelladurai & Madella, 2006). Human resources management planning has been defined as a strategy or means for the acquisition, utilization, improvement and retention of an enterprise's human resources (Cole, 2002). It is the process by which managers ensure that they have the right personnel that are capable of completing the attachment of organizational objectives (Burak, 2006).

Recruitment refers to a process of attracting applicants with certain skills, abilities and other personal characteristics to job vacancies in an organization. According to Famularo (2004), recruitment involves five (5) elements i.e. recruitment policy, recruitment organization, forecast of labour requirement, sources of recruitment and selection procedure. The recruitment process involves identifying, attracting, and

choosing suitable people that meet the organization's human resource requirements (Beardwell & Claydon, 2007; Selemani, 2014). Thus, as Chelladurai (2006) pointed out, the recruitment process is the process of finding numerous suitable candidates for the job and encouraging them to apply for it. The eligible candidate might be recruited from internal or external sources. External resources include advertisements such as newspapers, the internet, and journals. The advantage of this method is that many people can be reached easily. The recruitment of employees from universities is a method with many benefits, as universities are the best source for finding young professionals.

Furthermore, if the organization has a strong recruitment process, this is an advantage for effective socialization practices and enhances individual commitment (Aisbett, 2015). The recruiting practices of sports industries pose an increasing challenge for many sports clubs around the world in retaining volunteers (Taylor & McGraw, 2006). While training according to Cole (2002), is referred to as a term which consists of planned programs designed to improve performance of the individual, groups and organizational levels.

According to Barlow (2009), performance appraisal is arguably the most contentious and least popular among those who are involved. Managers as the guardians of an organization appraisal policy and procedures have to stand by and watch their work not to fall into disrepute. It also defines "performance appraisal" as the process in which data are collected and reviewed about an individual employee's past and current work behavior and performance. This allows appraisal, which could be seen as an analysis of overall capabilities and potential, allowing a decision to be made in line with a purpose. In reality, both assessment and appraisal are likely to be combined and this can mean that the two terms may be synonymous in many organizations (Bratton, 2009).

The satisfaction that people have with their job and the amount of work that they accomplished is certainly affected by the amount they are being paid. Therefore the term compensation refers not only to extrinsic reward, salary and benefit but also intrinsic reward such as recognition, chance for promotion and more challenging job (Gestein & Reisman, 2007).

Sports development is the promotion of sports activities. Successful sports development depends largely on effective partnership and networking with a wide range of community groups, service providers, facility operators, National Governing bodies, local authorities and voluntary groups (Green & Houlihan, 2005). Fundamentally sports development is about participation and promoting the opportunities and benefits of participation. The foundation to protecting the "institution" of sport, to participation in senior competitions and ultimately, to elite and professional sport. Sport development research and practice therefore is concerned with all these manifestations of the sport experience. It logically follows that the purview of sport development is quite large and potentially complex. Moreover, it is possible to identify at least five themes that could be used to categorise sport development research (Bramham, Hylton, Jackson & Nesti, 2001).

Sports development refers to the process of continuous improvement of the sports structure, institutions and programmes in order to create societal conditions conducive to physical fitness for effective functioning and self actualization. It is a process of establishment of pyramidal sports development programmes, employment and training of enthusiastic coaches, provision of functional facilities, promotion of public awareness through well organized seminars, conferences and workshops, as well as training and re-

orientation of sports managers to become knowledgeable, experienced and competent (Venkateswarlu, 2002).

However, in order to compete in an ever-changing world, organization must always realign themselves. Sport development is a way to improve an institution through this change process. When carryout effectively, sport development focuses in the best use of the institutions employers. The human resource development plays a significant role in this development by realizing highly-skilled personnel who fit into the culture of the institutions. The human resource development also manages the growth of employees through training and fill employment gap to help secure a competition advantage (Vivek, 2015).

In the area of study, it seems that the HRM practices is lacking or not effective in some of the tertiary institutions in Kano State and this could be responsible for the low sports development in the institutions. It is against this background that the researcher conducted this research.

1.1 Statement of the Problem

Human resources refer to workers employed by an organization. The cost of recruiting, hiring, relocating, training and orientation are helpful measures available to organizations to realize the expected importance of their employees. The collective knowledge, competencies, skills, and attitudes of the members of the organization are another measure. These intangibles have value. Obviously, a well-trained, highly skilled, and knowledgeable employee is more valuable to an organization than one who is not. This value manifests itself in increased quality, productivity, and customer service. This

is also applicable to human resource management of sports in any tertiary institution (Ajiknah, 2001).

In the researcher's opinion, effective and functional human resource management led to the success and sports development in the 1980's – 1990s in tertiary institutions of Kano State. These institutions were known to have produced great sports men and women, some of which rose to great heights at national and international levels like Professor Rabiuh Mohammed who showed case great talent at NUGA football and even invited to the Super Eagle and Mohammed Musa who actually played for the Flying Eagle of Nigeria. This could be attributed to a number of human resource management practice by the institutions such as effective implementation of recruitment and selection process of sports personnel, provision of adequate remuneration of coaches and other sports personnel that distinguished themselves in sports affairs. Similarly, the institutions also made considerable efforts in sending coaches and other sports personnel to refresher courses, in-service training and seminars to update their knowledge on the job. This impact positively on the over roll performances of the institutions in sports competitions.

Unfortunately, however, this trend have change considerably, and this might be as a result of impact of good fatherism in recruiting unqualified sports personnel to ran the affairs of the sports in the institutions. The researcher also noted that in most of the institutions the sports units/directorate lacks of adequate supports like given bonus for outstanding performance, lack of proper remuneration, provision of equipment, and other relevant materials when requested. In addition to lack of attending seminars and conferences, as other refresher course for the sports personnel this in no way seem to affect their productivity which subsequently hinder sports development in the institutions in tertiary institutions in Kano State.

Therefore, the study investigated the influence of human resource management practices on sport development.

The study therefore attempted to find answers to the following research questions:

- i. Does planning influence sports development in tertiary institutions in Kano State?
- ii. Does recruitment of staff have influence on sports development in tertiary institutions in Kano State?
- iii. Does adequate training of staff have influence on the sport development in tertiary institutions in Kano State?
- iv. Does proper remuneration of sports personnel have influence on sports development in tertiary institutions in Kano State?
- v. Does performance appraisal of sports personnel have influence on the sport development in tertiary institutions in Kano State?

1.2 Hypotheses

The following hypotheses were formulated to guide the study:

Major Hypothesis:

Human Resource Management Practice does not significantly influence Sports development in tertiary institutions in Kano State.

Sub-Hypotheses

- i. Planning will not significantly influence sports development in tertiary institutions in Kano State.
- ii. Recruitment of qualified staff will not significantly influence sports development in tertiary institutions in Kano State.
- iii. Training of staff will not significantly influence sports development in tertiary institutions in Kano State.

- iv. Remuneration of staff will not significantly influence sports development in tertiary institutions in Kano State.
- v. Performance appraisal of staff will not significantly influence sports development in tertiary institutions in Kano State.

1.3 Purpose of the Study

The study was to investigate the influence of Human Resource Management Practices on sports development in tertiary institutions in Kano State with the view to improve human resource management practice towards sports development in tertiary institutions in Kano State.

1.4 Significance of the Study

This study would be significant in the following ways:

- The findings would enlighten and educate sports managers or administrators in general on human resource management practice in tertiary institutions in Kano State to enhance sports development
- It will be useful to policy makers in sports management about engaging, maintaining of employees for effective sports development.
- It will also help intending future researchers who may wish to contribute to the field of knowledge in the area of human resource management practice and sports development.

1.5 Delimitation of the Study

The study was delimited to perceived influence of Human Resource Management Practice (HRMP) in tertiary institutions in Kano State. The study was also delimited to planning, recruitment, training, performance appraisal and remuneration as indices of

HRM practices. The respondents of the study were Directors of Sports/Sports Coordinators, Deputy Directors of Sports, Coaches, Assistant Coaches, and members of the sports committee in tertiary institutions in Kano State.

1.6 Operational Definition of Terms

The following terms were operationally defined as used in this study:

Human Resource Management Practice: This refers to the planning, recruitment, performance appraisal, compensation and remuneration training/development of personnel in sport units in tertiary institutions in Kano State.

Sport Development: An initiative aimed at improving sporting facilities, competitions, funding, and incentives in tertiary institutions in Kano State.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This study investigated the perceived influence of human resource management practice on sports development in Kano State tertiary institutions. In this chapter, effort was made to review literature related to this study. The review of the related literature therefore was organized under the following headings:

- Overview of Human Resources Management
- Human Resource Management Practices
- Sports Management and Development in Tertiary Institutions of Learning
- Influence of Human Resource Management Practice on Sports Development
- Summary

2.1 Overview of Human Resources Management

Human Resources Management (HRM) covers the broad spectrum of the life of the employee at work from entry to the final exit. It is about improved conditions of service, career expectation, motivation, training and maintenance of people for contributing to the goals of the organization they belong to (Millis, 2005). Human resources management has been defined as the activities necessary for staffing, training and developing workers in an organization (Fassan, 2004).

The term 'Human Resources Management' (HRM) has been subjected to considerable debate. The concept is surrounded its underlying philosophy and character is highly controversial because it lacks precise formulation and agreement as to its significance. Nonetheless, the definition of the subject matter is given according to Bratton and Cole (2009), as "that part of the management process that specializes in the management of people in work organizations". Human resources management emphasizes that employees are critical to achieving sustainable competitive advantage, that human resources practice need to be integrated with the corporate strategy, and that human resource specialist help organizational controllers to meet both efficiency and equity objective.

Legge (2009) reported that human resources management is concerned with human potential and the ability to tap that potentiality based on organizational behaviour. People set overall strategies and goals, design work systems, produce goods and services, monitor quality, allocate financial resources, and market the product and services. Individuals therefore, became 'human resources' by virtue of the roles they assume in the work organization. Schonover (2008) stated that human resources management is a dynamic and evolving practice used by leaders and managers throughout a firm to enhance productivity, quality, and effectiveness.

According to Gunniyle (2007), people are the life-hood of organizations. A company's workforce represents it most potent and valuable resources. Consequently, the extent to which a workforce is managed effectively is a critical element in improving and sustaining organizational performance. Managing people who differ physically and psychologically is one of the most difficult aspects of organizational management. The essence of personnel management, that aspect of organizational management, is

concerned with the management of an organization's workforce. Borg (2006) asserts that human resource management functions as recruiting and employing candidates, receiving application forms, interviewing applicants, inducting new employees, appraising employee performance, making decisions about employee training and providing career advice to subordinates. It can also be defined as activities necessary for staffing, training and developing workers in an organization. It can be seen as an activities conducted by the personnel department in an attempt to fill vacancies in the organization. This involves recruitment, selection, sorting application blanks, classifying them into degree or qualification, interviewing, referral services and placement (Arthur, 2004).

In short, Human resources management has been defined as the methods of integrating and maintaining workers in an organization so that the organization can achieve the purposes and meet the goals for which it was established. It is the coordination of the activities and efforts of the workers in an organization so that organizational goals are achieved. In other words human resources management is the process of motivating workers in the organization so as to obtain maximum output from them(Gunniyle, 2007).

2.2 Human Resource Management Practice

Human resource management practice among others includes planning, recruitment, performance appraisal, remuneration and training.

2.2.1 Human Resource Planning

Human resources management planning has been defined as a strategy or means for the acquisition, utilization, improvement and retention of an enterprise's human resources (Gomez-Mejia, Balkin and Cardy, 2008). It is the process by which managers ensure that they have the right personnel that are capable of completing the attachment of

organizational objectives (Burak, 2006). In other words, it is a strategy for the acquisition, utilization, improvement and preservation of an organization's human resource. Human resources planning could be presented is a way that matches the overall organization's strategy that will lead to a balance of demand and supply of personnel needed. According to the institute of employment studies, Human resource planning involves determining the work force requirement, establishing the supply of workforce and developing policies to fill the job between supply and demand (Bennison, 2010).

Cole (2002) states that for our purposes human resources planning will be taken to mean any rational and planned approach for ensuring:

1. The recruitment of sufficient and suitable staff.
2. Their retention in the organization.
3. The optimum utilization of staff.
4. The improvement of staff enforcement
5. The disengagement of staff as necessary.

At its simplest, human resources planning is concerned with identifying the organization's demand for human resources and devising means to ensure that a sufficient supply of labour is available to meet that demand. The context of human resources planning is dominated by:

- a. The state demand for the organization's goods and services
- b. The supply of people in the labour and
- c. The time scale involved (at least six month to a year and quite possibly over two to five years period (Nmadu, 2002).

2.2.2 Recruitment

Recruitment refers to a process of attracting applicants with certain skills, abilities and other personal characteristics to job vacancies in an organization. According to Famularo (2004) recruitment involves five (5) elements i.e. recruitment policy, recruitment organization, forecast of labour requirement, sources of recruitment and selection procedure. As stressed by Koontz, Odunaell and Weitrach (2010) recruitment is the process differentiating between applicants in order to identify and employs those with greater likelihood of success in the job. Since HRM is concerned with the development of an integrated package of policies toward the management of people, the recruitment represents vital stage in the determination of which employees will be able to benefit from such policies. Watson and Marshal (2004) refer to recruitment as the process by which organizations solicit contact and interest of potential appointees, and then establish whether it would be appropriate to appoint any of them.

Fasan (2004) states that the quality of human resources (personnel) in terms of qualification, experience, exposure, skills, commitment, resourcefulness and dynamism will go a long way in determining the difference between successful and unsuccessful organizations. There are many resources within an organization. Some of them are human, financial, materials and physical. A closer look at these resources in terms of their significant contribution to an organizational success and manipulating other resources shows that the human resources stand as an indispensable singular contributor to organizational success. The argument is that the financial resources may be buoyant and potent, but somebody has to be managing it well before any meaningful success can be recorded in the organization (Fisher, Schoenfeldt and Shaw, 2009).

It has been pointed out that the quality of an organization is to a large extent merely the summation of the quality of people it hires or keeps. On the other hand, human

resources management can be seen as the process by which an organization charts a path or creates an environment in which the personnel in that organization are adequately recruited, objectively selected and specifically oriented, placed or involved in the work environment. It can also be referred to as getting and keeping or retaining competent personnel on a work organization. It can also be regarded as the process of putting the right person in the right job. However, it is necessary to note that the objective of human resources management in sports organization are: to attract suitably qualified conditions to fill the necessary vacancies to develop sports personnel through organized training and exposure, to motivate workers through developing their sense of belonging, as well as reward them adequately, and to retain those who can build up the workers in future (Cameron and Whetton, 2001).

2.2.3 Training/Development

According to Cole (2002) training is referred to as a term which consists of planned programs designed to improve performance of the individual, groups and organizational levels. Improvement performance implies that there have been measurable changes in knowledge, skills, attitudes, and social behaviour. Training refers to the instruction given to employee in specific technique that are used in the work environment while development is an attempt to improve the person as a whole (Bratton, 2009). These efforts would pay off handsomely where there is good knowledge and appropriate application of training and development. It is therefore, necessary for a sports organization to have a good grasp of training and development as an instrument for achieving high productivity (Gapsiso, 2011).

Current perspective suggests that the human resource department is responsible for providing advice, counsel, engaging in advocacy (Sherman, Bohleider & Snell,

2008). One way that human resource can help organizations to obtain competitive advantage is to offer training programs that are designed to create intellectual capital (Noe, Hollenbeck, Berhart & Wright, 2000). This type of training is consistent with the idea of creating a learning organization. A learning organization is an organization that is consistently expanding its capacity to create its future. In order for an organization to become a learning organization, human resource professionals must become coaches and mentors rather than problem solvers. That is, instead of solving the problem for the line manager, the human resource professional help managers to develop personalities, which will ultimately allow him to solve the problem himself (Senge, 2004).

Managerial performance in a sports organization is determined by internal and external factors, the most critical factors in a managers output are the basic skills he brings to his job. Roew (2005) noted the inadequacy of formal training and the skills deficiencies of the employees. Managers at all levels complain that their recent hired employees need “more skills” and could be better prepared for their job.

2.2.4 Performance Appraisal

According to Barlow (2009) human resource management, performance appraisal is arguably the most contentious and least popular among those who are involved. Managers as the guardians of an organization appraisal policy and procedures have to stand by and watch their work fall into disrepute. Remarkably, despite the poor record of appraisal within the organization, it is an accepted part of management that there should be some means by which performance can be measured, monitored and controlled. It also defines “assessment” as the process in which data are collected and reviewed about an individual employee’s past and current work behavior and performance. This allows appraisal, which could be seen as an analysis of overall capabilities and potential,

allowing a decision to be made in line with a purpose. In reality, both assessment and appraisal are likely to be combined and this can mean that the two terms may be synonymous in many organizations (Bratton, 2009).

Strehler, Robinson and Heron (2007), asserted that in recent years appraisal has become a key feature of an organization's drive toward competitive advantage through continuous performance improvement. In many organizations, this has resulted in the development of integrated performance management systems (PMS), usually, based on a competency framework. Indeed, survey evidence has found that discussing and appraising performance is one of the main uses of competencies. Appraisal therefore acts as an information processing system providing vital data for rational, objective and efficient decision making regarding improving performance, identifying training needs, managing careers and setting level of rewards (Kaufman, 2009).

a) The Reasons for Appraisal

There are several reasons why appraisals are carried out in organizations. These may be summarized as follows:-

1. To assess training and development needs
2. To identify an individual's current level of job performance
3. To help to improve current performance
4. To provide a basis for rewarding employees in relation to their contribution to organization goals.
5. To set performance objectives.
6. To motivate individuals.
7. To assess increase or new levels in salary.
8. To provide information for success planning.

2.2.5 Remuneration

Compensation is a highly important aspect in managing the human factor of production. Hardly, in the history of the world has anything been the cause of strikes, civil unrest or even outright violence more than the issue of compensation (Flippo, 2007). One of the important reasons people work is for the compensation they receive for that work. The amount of compensation for a job is affected by many factors. The degree of skill required, the conditions within which the job is performed, the experience of the worker, the supply and demand for labour, economic condition and many other factors. The satisfaction that people have with their job and the amount of work that they accomplished is certainly affected by the amount they are been paid. Therefore the term compensation refers not only to extrinsic reward, salary and benefit but also intrinsic reward such as recognition, chance for promotion and more challenging job. Casio (2002), explained that compensation is the activity by which organization evaluates the contributions of employees in order to distribute fairly direct and indirect payment, monetary and non-monetary rewards within the organizational activity and legal regulations. Schuler (2005), express that direct compensation refers to wages, salaries, and bonuses. While indirect compensation is in the form of employee benefit, health care, and incentives that motivate them for higher level or productivity (Schuler, 2005).

Burgess (2008), maintained that HRM is affected by factors such as labour markets forces, collective bargaining, government legislation and management philosophy regarding pay and benefits. Henderson (2005), opined that compensation could be divided into two: Monetary and non-monetary compensation.

Monetary Compensation

This refers to cash payment such as wages salaries and any other form of monetary reward. According to Lupton & Bowey (2010), wages payment refers to employees who are paid on an hourly, daily or weekly rate such employees are described as wage earners, while salaries refers to employees who are paid on a monthly basis or at longer intervals. Lawler (2011), stated that there are three basic aims for wage and salary and these are – to compensate, to reward and to encourage. It also appears to signify the value of the organization places on a particular job or individual and reflect the market value of a particular skill and knowledge. It was suggested that people work for money because it enables them to satisfy some of their needs therefore, it must be looked at in terms of purchasing power. Differential wages and salaries are almost inevitable. Those concerned with the human resource endeavour to develop a wage or salary system, which is consistent and balanced.

Non-monetary Compensation

Refers to as indirect form of compensation. It is those rewards that organization provides to employees for their membership or participation in the organization activities. These are divided into three major classes:

- i. Protection Programmes:** These include social security system, health insurance, medical services, retirement benefits, etc.
- ii. Employee Service:** This includes, houses, recreational facilities, cafeteria, carrier counseling, use of organization vehicles for personal reasons, data care centre for children, housing schemes, etc. (Henderson, 2005).
- iii. Award Programmes:** These are normally rewards offered by the organization in the form of presents to the employee which include certificate, team crest, trophies, honours, etc.

According to Mamoria (2004), it has been recognized that certain benefit must be provided by the organization for its employees, regardless of whether it wants to or not. It is a known fact; the hiring of employees requires the organization to pay social security premium, workmen's compensation etc. for instance:-

* **Pension Programmes:** These represent a fixed payment, made regularly to a former employee or his surviving dependents, provided an employee has fulfilled specific conditions of employment for a specific length of time.

* **Health Insurance:** Which may be life, health or accident and also its may for individual or in the group?

* **Bonus and Award:** This consists of such financial amenities and advantages as holiday, overtime and shift premium, safety awards, suggestion awards and yearend bonus.

In addition to the above fringe benefits, organization also provides a wealth of services that employees find desirable. These services include eating facilities, transport facilities, housing, education and medical services. These services usually provided by the organization at no cost to the employees or at a significant reduction from what might have to be paid without the organization support.

2.3 Sports Management and Development in Tertiary Institutions of Learning

Definitions of the term "sports" vary. In a development context the definition of sports usually includes an inclusive spectrum of activities suitable to people of all ages and abilities, with an emphasis on the positive values of sports. In 2003, the UN Inter-Agency Task Force on Sports for Development and Peace defined sports, for the purpose of development, as "all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organized or

competitive sports and indigenous sports and games” (United Nations Inter-Agency Task Force on Sports for Development and Peace, 2003).

According to Atojoko (2001) virtually all tertiary institutions provide opportunities for members of their communities, students in particular to enjoy satisfying experiences related to their interest through competitive and recreational sports program. The urge for sports programmes has led to the establishment of Nigeria Colleges of Education (NICEGA), Nigeria Polytechnic Games (NIPOGA) and Nigeria University Games (NUGA) which are based on a set of basic sports principles.

In Polytechnic and Colleges of Education, the management of sports is vested in the sports units. These sports units are under the offices of the Rectors and Provosts of such institutions with sports committees set up to oversee the programme. Certain sports and games enjoyed more attention than others and some sports and games never existed on the programme. It is obvious that these differences exist because of lack of sports facilities, inadequate funds and lack of desired will in the leadership of these institutions (Atojoko, 2001).

Ladani (2007) observed that sports management at the University level today is unquestionable and has become universally approved phase of the students’ life. Sports at the university level are organized to meet such values as characterization of physical activities that are medium for social relationship, health and fitness, and that of beauty and artistic quality. Akintunde (2001) observed also that Universities where there exist the department of physical and health education, autonomy should be given to the department for sports programme management and implementation and not sports units. This will prevent duplication of materials, equipment and personnel and therefore reduce cost of running sports programme.

According to Ladani (2007), tertiary institutions include colleges of Education, Polytechnics and Universities. There is attention focused on these three areas when it comes to sporting activities. There is not much difference as to the objectives, benefits and advantages of this program in the tertiary institutions from High School. The Kinds of activities included in the Senior High Schools are almost the same with the tertiary institutions. There are some distinct differences, however, that need association representing all the three major members of the inter-collegiate to work harder, so as to meet the purpose, aims and objectives of its establishment.

However, with regard to the Kano State tertiary institution, we cannot precisely say sports developed in these institutions. This is because some institutions have facilities and equipment which if used properly can make the sports to develop. Institutions like Sa'adatu Rimi College of Education Kumbotso have sports complex (indoor) which was built by ETF 2009 / 2010 and well equipped gymnasium for the use of staffs and students both male and female, but few staff and students have used to patronage.

With these facilities and equipment, Sa'adatu Rimi College of Education Kumbotso provost donated a cup to the schools for the students to compete among them in December 2013 where schools for Arts and Social Science emerged a winner. First inter-union staff games was also organized in June 2014. The union includes Senior Staff Union for Colleges of Education of Nigeria (SSUCOEN), Colleges of Education Academic Staff Union (COEASU) Non Academic Staff Union (NASU) for various sports like, football, Langa, Athletics, Table Tennis and Badminton. Kano State University of Technology Wudil (KUT Wudil) also organized its own competitions for the students and Kano State Polytechnic participated in NIPOGA at Kaduna in 2014.

Despite all these progress or aims to develop sports in the tertiary institutions schools like Kano State School of Hygiene does not have neither the human resources or equipment and facilities to organize similar events. North-West University have coaches and coordinator but doesn't have any facilities or equipment at their present temporary site at Kofar Nassarawa (Ado Bayero House).

2.3.1 Facilities, Equipment and Supplies

The facilities for physical education and sports can be classified in two categories: outdoor and indoor. Climatic conditions should determine which several classes to work simultaneously. Where weather conditions require frequent use of indoor space, a minimum of one indoor teaching station for every eight classrooms is needed. In addition, to meet the needs of disable youngsters (as require by Public Law 94 – 142), another indoor play area, separate from but close to the regular indoor facility, is needed. Physical education facilities should be planned in term s of maximum projected enrollment. Too often, planning is done in terms of the present situation. Later, when classrooms are added to the school, they are added without change in the physical education areas, what was previously an adequate arrangement now becomes a scheduling problem. Adding physical education facilities is difficult because of generally escalating costs and the relatively high cost of physical education facilities in comparison with the cost of adding regular classroom space (U.S. Consumer Product Safety Commission (C.P.S.C), 1986).

Equipment refers to items of a more or less fixed nature. Supplies are those nondurable items that have a limited of use. To illustrate the difference, a softball is listed under supplies, but the longer-lasting softball backstop comes under the category of equipment. Equipment needs periodic replacement, and budget planning must consider

the lifespan of each piece of equipment. Supplies generally are purchased on a yearly basis. It is important to have adequate financing for equipment and supplies and to expend fund wisely.

If the objectives of the physical education program are to be fulfilled, instructional materials must be available in sufficient quantity. Enough equipment should be present so that the children do not waste practice time waiting for turns. Policies covering the purchase, storage, issuance, care, maintenance, and inventory of supplies are necessary if maximum return on the allotted budget is to be realized. Program features should be decided first, and a purchasing plan should then be implemented based on these features. Having a minimal operational list of instructional supplies stabilizes the teaching process. Equipment constructed by the school staff and homemade equipment should be considered. Quality must not, however, be sacrificed. Articles from home (e.g., empty plastic jugs, milk cartons, old tires, and the like) should be regarded as supplementary materials. Care must be taken that the administration does not look for the cheap, no-cost route to securing supplies and thus sacrifice valuable learning experiences when the program needs require an appreciable investment. Some articles can be constructed adequately at the school or in the home, and these merit consideration for the sake of economy. Such items as yarn balls, hoops, lummi sticks, balance beams, bounding boards, and others can be made satisfactorily by school staff, parents, and in some instances by students. For other articles, the administration must be reminded that constructed equipment is usually a temporary solution only, undertaken in the early phases of a program when equipment costs are high and cannot all be met immediately (U.S CPSC,1986).

2.3.2 Competition

Competitive sports are governed by codified rules and agreed on by the participants. Violating these rules is considered to be unfair competition. Thus, sports provide artificial (not natural) competition; for example, competing for control of ball, or defending territory on playing fields is not an innate biological factor in humans. Athletes in sports such as gymnastics and competitive diving compete against each other in order to come closest to a conceptual ideal of a perfect performance, which incorporates measurable criteria and standards which are translated into numerical ratings and scores by appointed judges.

2.3.3 Funding

According to Longman Dictionary (2002) fund is an amount of money that is collected and kept for a particular purpose while funding is an amount of money used for a special purpose. Onifade (2003), acknowledged that funding is a very important aspect of sports which seems to be at the root of the administrative problems that sports is facing in Nigeria, he noted that government had not properly funded sports adding that the laxity has contributed to the poor state of sports in the country. According to Nwankwo (2001) funding is the greatest problem confronting sports development in Nigeria. The bulk of funding or support of sports comes from the government and government has not been forthcoming adequately with the required funds and corporate funding is not all that visible. A number of countries like Nigeria that have run the sports affair over the years through almost exclusive government support are finding it more difficult to meet the demands of sports development. Funding is the act of providing resources, usually in form of money (financing), or other values such as effort or time (sweat equity), for a

project, a person, a business, or any other private or public institutions. The process of soliciting and gathering fund is known as fundraising.

2.3.4 Incentive

An incentive is something that motivates an individual to perform an action. The study of incentive structure is central to the study of all economic activities (both in terms of individual decision-making and in terms of co-operation and competition within a larger institutional structure). Economic analysis, then, of the differences between societies (and between different organizations within a society) largely amounts to characterizing the differences in incentive structures faced by individuals involved in these collective efforts. Ultimately, incentives aim to provide value for money and contribute to organizational success.

2.4 Influence of Human Resource Management on Sports Development

In the current international context, sports are becoming more commercialized, and sports organizations have become more competent over the years (Bauer, 2005). Sporting events play a significant role in developing tourism and economic activities on the national and international scale; their positive economic benefits have increased the awareness of sports among the general public and have created a positive image in the general community (Hanion, & Cuskelly, 2002)

Human resource management has integrated strategies and a coherent approach to employment management and seeks to achieve a competitive advantage through a highly committed and capable workforce, using an array of human resource planning, and practices which carry out the management of people or human resource management, including recruitment, screening, training, rewarding and appraising (Beardwell, 2007). The most valuable asset of the organizing is human resources (HR), i.e., the people

working for the organization who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006). Moreover, organizations use employment management to achieve a competitive advantage. This is accomplished through a distinctive set of integrated policies, programs, and practices (Dessler, 2008). Doherty (1998) reveals that various human resource management strategies can have an effect on behavioral outcome and organization effectiveness. In light of many different points of view, human resource is a strategic approach that concentrates on what the aims of human resource management are and how they can be achieved. To complete the explanation of human resource management, it should be mentioned that it is a process of creating values (Chelladurai, 2006) and includes different steps, such as planning, recruitment, selection, and appraisal and rewards (Hoye, 2009).

In addition, many other resource managers consider human resource to be a significant factor that can have an influence on and transmute other resources (financial, facilities and material) into valuable resources (Chelladurai & Madella, 2006). Thus, an organization can invest in the sports and training of employees to increase their knowledge, expertise, and skills, and through this, the organization can ultimately maximize its productivity and output (Khasawneh, 2011). Human resource is critically important for organization effectiveness (Chelladurai & Madella, 2006) because human resource consists of different skills, attitudes, and talents regarding an organization's tasks and relationships, and therefore must be managed differently than other resources in the organization (Chelladurai & Madella, 2006).

Employees are one of the most important assets or resources of an organization because they contribute to its growth and success (Selemani, 2014). While an organization needs human empowerment in order to obtain its objectives, this will not

allow it to achieve success in the long run (Tohidi & Jabbari, 2012). Nowadays, sports organizations use a strategic approach to human resource as a critical method for managing their human resource for the purpose of effective and efficient operation. It is becoming increasingly important to do this (Taylor & McGraw, 2010). Organization effectiveness may be defined by the organization's set of goals, its acquisition of resources, and the efficiency and effectiveness of its processes (Doherty, 1998).

Scholars in the field of human resource management who provide a definition of strategic human resource management (SHRM) will be discussed for further understanding of the importance of strategic human resource management (SHRM). As Armstrong and Taylor (2014b, p. 16) pointed out, "strategic human resource management is an approach to the development and implementation of human resource of an organization, seen as a corporate whole, to carry out work tasks and enable the organization to continue successfully in the long run (Leopold & Harris, 2009)

Today, governments have funded private sports and recreational organizations that competitively provide their service to the general public. Other privately-operated sports and leisure business are increasing in number and scope. Globally-oriented organizations have emerged from locally-initiated enterprises. Volunteer administrators have been replaced by salaried professionals, and many sports organization have transferred their core business from amateur to professional sports. Therefore, sports and leisure organizations must recognize and plan for both volunteer and paid staff when managing their human resource (McMahon-Beattie, Yeoman, 2004). Human resource planning is mainly focused on the future recruitment of human resource, which can be incorporated with both the qualitative element of human resource and the quantitative element manpower planning (Beardwell & Claydon, 2007). Human resource planning is

largely the process of facing changes and uncertainty, considering and planning for factors such as recruitment, selection, training and development, orientation and rewards, etc., to survive with a competitive advantage. Before planning for these scenarios, human resource managers must also consider the financial, external, and internal environment (Reilly, 1996).

However, human resource practice in a complex business organization does not easily transfer to sports organizations because human resource management is the most critical and problematic phenomenon for an organization's operation (Chelladurai & Madella, 2006; Taylor & McGraw, 2010). The development of formal human resource planning is difficult to practice due to a lack of perspective on issues such as legislation, recruitment, selection, training, reward management, and induction. In addition, sports organizations face tension between formality and informality, although the use of these formal approaches can provide strong senses of teamwork, enhance social connections, and increase employee and volunteer motivation (Taylor & McGraw, 2010). These issues are critically important for effective and efficient organization operations.

By investigating the aspects of human resource management, we can learn ways to improve the effectiveness and efficiency of the operations of an organization, and at the same time influence certain factors such as recruitment, selection, training, induction, reward management, etc. Over the past few decades, increasing competition, globalization, and continuous changes in the market and in technology have emphasized the need for rethinking the management of the organization and human resource in order to overcome significant challenges (Taylor & McGraw, 2006). Therefore, managers should use strategic human resource management to overcome significant issues and to form well-planned strategies so that the organization can succeed. Thus, the formal

application of strategic human resource management and practice can also lead to the decreased performance of the organization.

2.5 Summary

The literature reviewed in this study covered some of the areas concerning the influence of human resource management on sports development in tertiary institutions. Human resource management has been defined as the activities necessary for staffing, training and developing workers in an organization. It concerned with human potential and the ability to tap that potentiality based on organizational behavior.

Human resource management practice is also concerned with planning, recruitment of staff, training of staff, performance appraisal of staff and remuneration of staff for better performance with regard to development of sports in any tertiary institutions. This is because human resource planning could be presented in a way that matches the overall organization's strategy that will lead to a balance of demand and supply of personnel needed. These efforts would pay off handsomely where there is good knowledge and appropriate application of training and development. It is therefore, necessary for a sports organization to have a good grasp of training and development as an instrument for achieving greater productivity. The success of any organization depends on its planning, implementation and proper follow-up of its activities. On the other hand, sports development is the promotion of sports activities. Successful sports development depends largely on effective partnership and networking with a wide range of community groups, service providers, facility operators, National Governing bodies, local authorities and voluntary groups. Fundamentally sports development is about participation and promoting the opportunities and benefits of participation. The foundation to protecting the "institution" of sport, to participation in senior competitions

and ultimately, to elite and professional sport. Sports development in tertiary institutions in Kano State is like any other institutions in Nigeria is expected to have an ideal human resource management practice for appropriate development. The sports units of such institutions apart from having adequate facilities and equipment should have competent personnel that are well remunerated for meaningful development.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This study investigated the perceived influence of human resource management practice on sports development in tertiary institutions in Kano State. In this chapter, the methodology of the study was discussed under the following sub-headings: Research design, population of the study, sample and sampling technique, data collection instrument, validity of the instrument, reliability of the instrument, data collection procedure and data analysis.

3.1 Research Design

A descriptive survey design was adopted for the study. According to Patrick (2009) this design enables the researcher to describe an event, situation or phenomenon as it is at the time of study. The design focuses on people, their beliefs, attitudes and behaviors and also enables the researcher to systematically document current opinions and information on this research work.

3.2 Population of the Study

The population for this study comprised Sport Directors/Coordinators, Deputy Sports Director/Coordinator, Coaches as well as Members of sports committee of Tertiary Institutions in Kano State which include Bayero University Kano, Kano University of Science and Technology Wudil, North West University Kano, Sa'adatu Rimi College of Education Kumbotso, Kano, Federal College of Education, Kano, Federal College of Education Technical (FCET) Bichi, Kano Polytechnic, Audu Bako College of Agriculture, Danbatta Kano and Aminu Kano College of Islamic & Legal Studies, School of Hygiene, School of Nursing and School of Health and Technology. The total population of technical personnel as at 2014/2015 academic session was estimated to be 132 (Source: Sport Offices of the Institutions, 2015).

3.3 Sample and Sampling Technique

The sample for this study comprised of 132 staff /people working in the sports units of the institutions in the area of study. Therefore, availability sampling technique was used for this study because only 132 personnel/staff were available as at the time of carrying out this study. The distribution of the sample is presented in table 3.1 below.

Table 3.3.1: Distribution of sample for the study

Institution	Population	Sports Director/Coordinator	Deputy Sports Director/Coordinator	Coach	Member of Sports Committee	Total
Bayero University Kano	27	1	1	8	17	27
Kano University of Science & Technology	16	1	1	4	10	16
North West University	06	1		5		06
Sa'adatu Rimi College of Education	21	1		4	16	21
Federal College of Education Kano	22	1	1	3	17	22
Federal College Of Education T/Bichi	20	1		6	13	20
Kano State Polytechnic	11	1		10		11
Dambatta College of Agriculture, Kano	06	1		5		06
Aminu Kano College of Islamic & Legal Studies	03	1		2		03

TOTAL	132	9	3	47	73	132
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(Sources: Sport Offices of the Institutions, 2015)

3.4 Data Collection Instrument

A researcher developed questionnaire on Perceived Influence of Human Resource Management Practice on Sports Development in Tertiary Institutions in Kano State(PIHRMPSD) was used as an instrument for data collection. The questionnaire was divided into two sections A and B. Section A sought information on demographic data of the respondents while Section B sought information on human resource management practice and its influence on sports development. That is, planning, recruitment, performance appraisal, remuneration and training. The questionnaire response was based on a modified four points Likert-Scale of Strongly Agree, 4 points; Agree,3 points; Disagree, 2 points and Strongly Disagree, 1 point. Also, for the analysis of the research questions, the criterion or acceptance mean of 2.50 was used in making decisions. If the relative mean of an item was equal to or greater than 2.50, it was considered that the respondents are in agreement with the suggested item while any mean less than 2.50 implies disagreement.

3.5 Validity of the Instrument

To determine the content and face validity of the instrument, four (4) copies of the questionnaire were given to four Experts in the Department of Physical and Health Education, Bayero University, Kano for vetting. Their corrections, advice, suggestions

and criticisms were incorporated into the final draft of the questionnaire to the satisfaction of the researcher's supervisor.

3.6 Reliability of the instrument

A pilot study was conducted to determine the reliability of the instrument. Test-retest method was used. The instrument was administered to the available 20 staff - sports committee members inclusive of the Sports Unit of Jigawa State College of Education, Gumel. The same instrument was re-administered after two weeks of the first administration on the same participants and results obtained from both first and second tests were used to estimate the reliability of the instrument using Pearson Product Moment Correlation Coefficient (PPMCC) and a reliability index of 0.78 was obtained, indicating that the instrument was reliable for this study.

3.7 Data Collection Procedure

The researcher collected introductory letters from the Head of Department, Physical and Health Education, Bayero University, Kano which were taken to the managements of the selected institutions in order to seek the consent and permission from the institutions' authorities on the study. After the permission was granted, one hundred and thirty two (132) copies of the questionnaire were administered by the researcher and nine research assistants who are staff and colleagues, in each of the institution selected. One hundred and twenty five (125) copies were duly completed and returned within a period of two weeks which were eventually used for analysis.

3.8 Data Analysis

A descriptive statistics of frequencies and percentage were used to organize and describe the demographic data of the respondents. Mean scores were used to answer

research questions, while Chi-square (χ^2) was used to test the hypotheses generated at 0.05 level of significance.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

The study investigated the perceived influence of human resource management practice on sports development in tertiary institutions in Kano State.

4.1 Results

The results of the study are presented in tables below.

Table 4.1.1: Information on Demographic Characteristics of the Respondents

Variable	Classification	Frequency	Percentage (%)
Gender	Male	120	96.0
	Female	5	4.0
Total		125	100
Age (Yrs)	18-25	5	4.0
	26-30	20	16.0
	31-35	29	23.2
	36-40	33	26.4
	40 and above	38	30.4
Total		125	100
Experience (Yrs)	1-5	17	13.6
	6-10	25	20.0
	11-15	32	25.6
	16-20	22	17.6
	20 and above	29	23.2

Total		125	100
Job Specification	Sports		
	Director/Coordinator	09	7.2
	Deputy Director	03	2.4
	Coaches	43	34.4
	Sports Committee	70	56.0
Total		125	100

As shown in Table 4.1.1; a total of 125 respondents (who duly completed and returned their questionnaire forms) participated in the study. Based on gender, 120 (96.0%) of the respondents were male and female were 5 (4.0%). This reveals that there are more male than female in the sports units/directorates in tertiary institutions in Kano State. Based on age of the respondents, the table also reveals that 5 (4.0%) of the respondents are between 18-25 years, 20 (16.0%) are between 26-30 years, 29 (23.2%) are between 31-31 years, 33 (26.4%) are between 36-40 years and 38 (30.4%) are between 40 years and above. This reveals that the majority of the respondents were 40 years and above while the least were 18-25 years old.

Based on years of working experience, 17 (13.6%) of the respondents have 1-5 years, 25 (20.0%) respondents have 6-10 years, 32 (25.6%) respondents have 11-15 years, 22 (17.6%) respondents have 16-20 years and 29 (23.2%) respondents have 20 years and above. Also, based on job specification, the table reveals that 9 (7.4%) of the respondents were Sports Directors, 8 (6.6%) were Deputy Sports Directors, 39 (29.5%) were Coaches and 69 (56.5%) were Sports Committee Members.

Research Question 1: Does planning have influence on sports development in tertiary institutions in Kano State?

Table 4.1.2 Mean score of respondents' opinion on the influence of human resource planning on Sports Development in Tertiary Institutions in Kano State.

S/ N	Item Planning	Mean	SE	STD
1.	Tertiary institution management always determine the number of staff requirements to the sports unit for effective sports development.	3.25	.06289	.70317
2.	Tertiary institution management has a policy of securing the right caliber of employees for future use, in developing sports.	3.04	.06257	.69674
3.	Tertiary institution management always compares its present and future employee's requirement, to determine the future sports development.	2.96	.07903	.88354
4.	Employment of qualified staff for the development sports activities is one of the policies of tertiary institution management.	3.09	.07717	.85938
5.	The sports units of tertiary institution work hand-in-hand with tertiary management to develop sports.	2.99	.07715	.84511
	Aggregate mean	3.07		

The response of the respondents as regard to whether human resource planning influence sports development in tertiary institutions in Kano State indicated that the obtained aggregate mean of 3.07 is more than the fixed of 2.50, which is considered positive in this study.

However, the results revealed that respondents were of the opinion that tertiary institution management always determine the number of staff required in the sports units.

This is because the obtained mean of 3.25 is above the fixed mean of 2.50. Also the results revealed that respondents were of the opinion that tertiary institutions management has a policy of securing the right caliber of employed for future use in developing sports. The reason was that the obtained mean of 3.04 is above the fixed mean of 2.50. In addition, the respondents also were of the opinion that tertiary institution management always compares its sport and future employees requirement to determine the future sports development. This is because the obtained mean of 2.96 is above the fixed mean of 2.50. Furthermore, the respondents also were of the opinion of employment of qualified staff for the sports development by the tertiary institution management is positive. This is because the obtained mean of 3.09 is above the fixed mean of 2.50. Similarly, the respondents also were of the opinion that tertiary institution management work hand-in-hand with the sports units to develop sports. This is because the obtained mean of 2.99 is above in fixed mean of 2.50.

Research Question 2: Does recruitment of staff have influence on sports development in tertiary institutions in Kano State?

Table 4.1.3 Mean score of respondents opinion on the influence of human resource recruitment on sports development in tertiary institutions in Kano State.

S/ N	Items Recruitment	Mean	SE	STD
1.	Wide publicity advertisement to fill job vacancy in our sports unit leads to picking the best among qualified applicants for good sports development.	3.21	.07121	.79612
2.	When applications are screened objectively before interview, competent hands will be employed in our sports unit to develop sports in tertiary institutions.	3.24	.06853	.76622
3.	Consideration for relevant qualification will bring about efficiency in our sports unit for future development of sports in tertiary institutions.	3.26	.06565	.73109
4.	Consideration for relevant experience staff, will enhance sports development in tertiary institutions.	3.29	.06224	.69589
5.	Standard recruitment policy in our sports unit tertiary institutions will increase job security which is necessary for of sports development.	3.34	.05735	.62840

	Aggregate mean	3.27		
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The response of the respondents as regard to whether human resource recruitment influence sports development in tertiary institutions in Kano State indicated that the obtained aggregate mean of 3.27 is more than the fixed of 2.50, which is considered positive in this study.

The results revealed that respondents were of the opinion that tertiary institution management have wide advertisement to fill job vacancy in the sports unit to pick the best among qualified applicants. This is because the obtained mean of 3.21 is above the fixed mean of 2.50. Also the results revealed that respondents were of the opinion that tertiary institution management screened competent hands objectively during interview to select the best applicant for sport development. The reason was that the obtained means of 3.24 is above the fixed mean of 2.50. Similarly the respondents were also of the opinion that tertiary institutions management considered relevant qualification will bring efficiency in the sports unit two sport development. This is because the obtained mean of 3.26 is above the fixed mean of 2.50. In addition, the respondents were also on the opinion that tertiary institution in Kano State relevant experience staff to enhance sports development. This is because the mean obtained of 3.24 is above the fixed mean of 2.50. Furthermore, the respondents also were of the opinion that standard recruitment policy in our sport units by the tertiary institution management increase job security which is necessary for sports development. This is because the obtained mean is 3.34 is above the fixed of 2.50.

Research Question 3: Does performance appraisal of sports personnel have influence on the sport development in tertiary institutions in Kano State?

Table 4.1.4 Mean score of respondents opinion on the influence of performance appraisal on sports development in tertiary institutions in Kano State

S/ N	Items Performance Appraisal	Mean	SE	STD
1.	The Tertiary institution management provides appraisal forms in order to give an account of the sport participation qualities and attitudes in order to develop sports.	3.02	.07136	.797
2.	There is rating in performance appraisal which is used by the Tertiary institution management in order to measure individual performance, to enhance sport participation and development.	2.88	.06735	.749
3.	Tertiary institution management appraises their staff for the purpose of rewarding or encourages them to the participation in sport thereby aiding sports development.	3.00	.07347	.814
4.	Appraisal interview enable the Tertiary institution management or schools to have face to face interaction with candidates or applicant seeking for employment, for the reason of developing sport.	3.07	.07269	.814
5.	Tertiary institution management appraised their staff in order to identify problems and examine possible opportunities related to the job of coaching in developing sports in the institutions.	2.96	.07118	.786
	Aggregate mean	2.99		

The response of the respondents as regard to whether human resource performance appraisal influence sports development in tertiary institutions in Kano State indicated that the obtained aggregate mean of 2.99 is more than the fixed of 2.50, which

is considered positive in this study. The results revealed that respondents were of the opinion that tertiary institution management provides appraisal forms in order to give an account of the sport participation for sports development. This is because the obtained mean 3.02 is above the fixed mean of 2.50. Also the results revealed that the respondents were of the opinion that Kano state tertiary institution management were rating performance appraisal in order to measure individuals performance. The reason was that the obtained mean of 2.88 is above the fixed mean of 2.50. In addition, the respondents were of the opinion that tertiary institutions management appraises that staff for the purpose of rewarding or encourages them to the participation in sport. This is because the obtained mean of 3.00 is above the fixed mean of 2.50. Furthermore, the respondents were also of the opinion of appraisal interview to enable the tertiary institution management to have face to face interaction with applicants seeking for employment. This is because the obtained mean of 3.07 is above the fixed mean of 2.50. Similarly, the respondents were also of the opinion that tertiary institution management appraises their staff in order to identify problems and examine possible opportunities related to the job of coaches in developing sports in the institution. This is because the obtained mean of 2.96 is above the fixed mean of 2.50.

Research Question 4: Does proper remuneration to sports personnel have influence on sports development in tertiary institutions in Kano State?

Table 4.1.5 Mean score of respondents opinion on the influence of human resource remuneration on sports development in tertiary institutions in Kano State

S/ N	Items Remuneration	Mean	SE	STD
1.	The offer of bonuses to staff in sports units serve as motivation to work harder for developing of sports in tertiary institutions.	3.32	.06810	.758
2.	Promotions on merit in the Tertiary institution management develop confidence that will result into increased development of sports.	3.33	.06699	.742

3.	If bonus is offered to the sports units by Tertiary institution management team spirit will be enhanced thereby developing sports.	3.27	.06589	.733
4.	Tertiary institution management takes care of medical expenses of personnel and athlete in sports unit	3.10	.07486	.806
5.	Where incentives like transportation facilities, education services and vocations are given by Tertiary Institution Management employee's commitment will be improved to develop sports in institutions.	3.37	.06027	.660
	Aggregate mean	3.28		

The response of the respondents as regard to whether human resource remuneration influence sports development in tertiary institutions in Kano State indicated that the obtained aggregate mean of 3.28 is more than the fixed of 2.50, which is considered positive in this study. The results revealed that respondents were of the opinion that tertiary institutions management offer bonuses to staff in sports unit serves as motivation to work harder for developing sports. This is because the mean obtained of 3.32 is above the fixed mean of 2.50. Also the results revealed that the respondents were of the opinion that tertiary institution management do promotion on merit for sport development. This is because the obtained mean of 3.33 is above the fixed mean of 2.50. In addition, the respondents also were of the opinion that bonus is offered to the sports units by the tertiary institution management which will build their spirit for sport development. This is because the obtained mean of 3.27 is above the fixed mean of 2.50. So, also the respondents were of the opinion that tertiary institution management taking care of medical expenses of personnel will help in sport development. This is because the obtained mean of 3.10 is above the fixed mean of 2.50. Similarly the result revealed that the respondents were of the opinion that if tertiary institution management were given incentives like transportation facilities, education services to the employees it will help

sport development in the institution. The reason is that the obtained mean of 3.37 is above the fixed mean of 2.50.

Research Question 5: Does adequate training of staff have influence on the sport development in tertiary institutions in Kano State?

Table 4.1.6 Mean score of respondents opinion on the influence of training on sports development in tertiary institutions in Kano State

S/ N	Items Training	Mean	SE	ST
1.	Where management has identified a specific skill problem of employees, in-service training is given to solve such a problem for good development of sports in the institutions.	3.29	.05543	.61
2.	If on the job training method is adopted effectively, employee productivity will be enhanced for good sports development.	3.31	.05787	.64
3.	Where high but relevant qualification has been obtained performance in the job will be improved in order to develop sports in institutions.	3.30	.05591	.62
4.	All employees in this organization have equal chance of training.	2.98	.07959	.87
5.	Tertiary institution management provides opportunity for training and e-training (in-service) for employees of sports unit.	3.22	.06634	.73
	Aggregate mean	3.22		

The response of the respondents as regard to whether human resource training influence sports development in tertiary institutions in Kano State indicated that the obtained aggregate mean of 3.22 is more than the fixed of 2.50, which is considered positive in this study. The results of the respondents shows that they were of the opinion that if tertiary institution management has identified a specific skills problems of employees, in-service training is given to solve such a problem, this will help in sports development in the institutions. This is because the result obtained mean of 3.29 is above

the fixed mean of 2.50. Likewise, the respondents were also of the opinion that if the job training method is adopted effectively, employee productivity will be enhanced for good sports development. This is because the obtained mean of 3.31 is above the fixed mean of 2.50. Furthermore, the results revealed that the respondents were of the opinion that if the tertiary institution management will obtain relevant qualification, training will be given due concern, this will improve sports development in the institutions, and also all employees have equal chance of training, sport will develop in the institution. This is because the obtained mean of 3.30 and 3.98 is above 2.50 respectively. Lastly, the results also revealed that respondents were of the opinion that tertiary institution management provides opportunity for training and e-training (in-service) for employees of sports unit. This is because the obtained mean of 3.22 is above the fixed mean of 2.50.

Hypotheses Testing

Sub-hypothesis 1: Human resource planning of staff will not significantly influence sports development in tertiary institutions in Kano State

Table: 4.1.7: χ^2 Summary on the Influence of Human Resource Planning and Sports Development in Tertiary Institutions in Kano State.

Variable	Agree (%)	Disagree (%)	Total	df	χ^2	Prob.
Planning						
FO	85 (68.0)	40 (32.0)	125	1	16.20	0.001
FE	62.5	62.5				
$\chi^2_{\text{table}} = 3.841$, df = 1, (P=0.001 < 0.05), Significant.						

Table 4.1.7 reveals that 85 (68.0%) of the respondents agreed and 40 (32.0%) disagreed that planning influence sports development. Statistical analysis indicated χ^2 value of 16.20 at df = 1 and p < 0.05. This implies that planning has significant influence

on sports development in tertiary institutions in Kano State because the obtained p value of 0.001 is less than the significant value of 0.05. The null hypothesis stated is therefore rejected.

Sub-hypothesis 2: Recruitment of staff by management does not significantly influence sports development in tertiary institutions in Kano State

Table 4.1.8: χ^2 Summary on the Influence of Recruitment on Sports Development in Tertiary Institutions in Kano State

Variable	Agree (%)	Disagree (%)	Total	df	χ^2	Prob.
Recruitment						
FO	96(76.8)	29(23.2)	125	1	35.912	0.001
FE	62.5	62.5				

$\chi^2_{\text{table}} = 3.841$, $df = 1$, $(P=0.001 < 0.05)$, Significant.

Table 4.1.8 reveals that 96 (76.8%) of the respondents agreed and 29 (23.2%) disagreed that recruitment influence sports development. Statistical analysis indicated χ^2 value of 35.912 at $df = 1$ and $p < 0.05$. This indicated that recruitment has significant influence on sports development. Hence, the null hypothesis is rejected on the basis that recruitment have significance influence on sports development in tertiary institutions in Kano State.

Sub-hypothesis 3: Performance appraisal of staff by management does not significantly influence sports development in tertiary institutions in Kano State

Table 4.1.9: χ^2 Summary on the Influence of Performance Appraisal on Sports Development in Tertiary Institutions in Kano State

Variable	Agree (%)	Disagree (%)	Total	df	χ^2	Prob.
Performance Appraisal						
FO	115(92.0)	10 (8.0)	125	1	88.200	
						0.001
FE	62.5	62.5				
$\chi^2_{\text{table}} = 3.841$, df = 1, (P=0.001 < 0.05), Significant.						

Table 4.1.9 reveals that 115 (92.0%) of the respondents agreed and 10 (8.0%) disagreed that performance appraisal influence sports development. Statistical analysis indicated χ^2 value of 88.200 at df = 1 and p < 0.05. This indicated that performance appraisal have significance influence on sports development. Hence, the null hypothesis is rejected on the basis that performance appraisal have significance influence on sports development in tertiary institutions in Kano State.

Sub-hypothesis 4: Remuneration of staff does not significantly influence sports development in tertiary institutions in Kano State

Table 4.1.10: χ^2 Summary on the Influence of Remuneration on Sports Development in Tertiary Institutions in Kano State

Variable	Agree (%)	Disagree (%)	Total	df	χ^2	Prob.
Remuneration						
FO	98(78.4)	27 (21.6)	125	1	40.328	
						0.001
FE	62.5	62.5				
$\chi^2_{\text{table}} = 3.841$, df = 1, (P=0.001 < 0.05), Significant.						

Table 4.1.10 reveals that 98 (78.4%) of the respondents agreed and 27 (21.6%) disagreed that remuneration influence sports development. Statistical analysis indicated

χ^2 value of 40.328 at $df = 1$ and $p < 0.05$. This indicated that remuneration have significance influence on sports development. Hence, the null hypothesis is rejected on the basis that remuneration has significant influence on sports development in tertiary institutions in Kano State.

Sub-hypothesis 5: Training of staff does not significantly influence sports development in tertiary institutions in Kano State

4.1.11: χ^2 Summary on the Influence of Training on Sports Development in Tertiary Institutions in Kano State

Variable	Agree (%)	Disagree (%)	Total	df	χ^2	Prob.
Training						
FO	99(79.2)	26 (20.8)	125	1	42.632	0.001
FE	62.5	62.5				

$\chi^2_{table} = 3.841$, $df = 1$, ($P=0.001 < 0.05$), Significant.

Table 4.1.11 reveals that 99 (79.2%) of the respondents agreed and 26 (20.8%) disagreed that training influence sports development. Statistical analysis indicated χ^2 value of 42.632 at $df = 1$ and $p < 0.05$. This indicated that training have significance influence on sports development. Hence, the null hypothesis is rejected on the basis that training have significance influence on sports development in tertiary institutions in Kano State.

4.2 Discussion

The study investigated the perceived influence of human resource management practice on sports development in tertiary institutions in Kano State. The results of the study revealed that planning of staff have significant influence on sports development in Kano State tertiary institutions. At its simplest, human resources planning is concerned with identifying the organization's demand for human resources and devising means to ensure that a sufficient supply of labour is available to meet that demand. In other words, planning is a strategy for the acquisition, utilization, improvement and preservation of an

organization's human resource. The finding of this study gained of Benison (2010) who stated that human resources planning could be presented in a way that matches the overall organization's strategy that will lead to a balance of demand and supply of personnel needed. He stated further that human resource planning involves determining the work force requirement, establishing the supply of workforce and developing policies to fill the job between supply and demand. Planning is one of the most important human resource management practices. In fact, other practices depend on adequate planning. Hence, good planning results in better achievement of the organizational goals.

The results of the study also revealed that recruitment of staff have significant influence on sports development in tertiary institutions in Kano State. The outcome of this study is consistent with Njidda (2005) who stated that qualitative recruitment was perceived by respondents to have positive effect on productivity. He further stated that the perceived positive effect of qualitative recruitment was pointed out to be possible when vacancies in an organization are widely advertized. The finding of this study also supports the position of Mcfland (1979), as he pointed out that the process of hiring new staff to suit organizations and fixing them into the environment is the beginning of personnel function and it is the most audios task, as well as the foundation on which other functions rest. He further stated that, this development is a function by which manager build an organization through recruitment, selection and development of individuals as capable employees. This is also supported by Nwachukwu (1992) who stated that recruitment is the process whereby the most suitable candidate in terms of job performance potential is picked from a pool of applicants. He therefore stressed that, for any organization to be successful in recruitment and selection, position recruitment should be matched with such individual characteristics as intelligence, knowledge, skills,

attitude and experience to meet organizational requirements. And that this could only be possible where applications are screened objectively.

Furthermore, the results of this research revealed that performance appraisal of staff have significant influence on sports development in tertiary institutions in Kano State. The finding of this study is similar to that of Strehler, Robinson and Heron (2007) who stated that in recent years appraisal has become a key feature of an organization's drive toward competitive advantage through continuous performance improvement. They further asserted that, in many organizations, this (appraisal) has resulted in the development of integrated performance management systems (PMS), usually, based on a competency framework. Indeed, survey evidence has found that discussing and appraising performance is one of the main uses of competencies. Appraisal therefore acts as an information processing system providing vital data for rational, objective and efficient decision making regarding improving performance, identifying training needs, managing careers and setting level of rewards.

The findings of this study revealed that proper remuneration of staff have significant influence on sports development in Kano State tertiary institutions. This study gained the support of Njidda (2005) whose studies showed that remuneration was perceived by respondents to have positive influence on productivity of Adamawa and Taraba States Sports Councils. The finding of this study is also in line with Casio (2002) who stated that the satisfaction people have with their jobs and the amount of work that they accomplished is certainly affected by the amount they are paid. He further explained that organization should evaluate contributions of employees in order to distribute fairly direct and indirect payment, monetary and non-monetary rewards within the organizational activity and legal regulation. This study is also supported by Banjoko

(1996) when he pointed out that the size of the reward given to employees must reflect the level of the employee's productivity and contribution to the organization. The person with a high need of money or advancement will be more motivated to perform in a situation that provide monetary reward or promotion than individual who is low in these needs (Lawler, 2011). As expressed by Kotler & Shilsinger (1979) organization that gives desirable rewards will be best able to attract and keep people, particularly the better employees. Minner and Minner (1992) also emphasized that given bonuses to employees serve as additional pay that is normally based on specified criteria such as achievement, lengths of service, rather than gift from employer.

Moreso, the findings of this study revealed that regular training of staff have significant influence on sports development in Kano State tertiary institutions. The study was in agreement with Njidda (2005) whose study revealed that regular training of employees was perceived by the respondents to have positive influence for the enhancement of productivity on sports development. As stressed by Flippo (2007) after the employee has been recruited, selected and inducted, he or she must be developed to fit the job and the organization. To him, no one is perfect at the time of employment; some training and education must take place. According to Dowley (1986) before any organizations embark on training, training needs of the employee should be assessed otherwise it would prove a wasteful venture. Also, as expressed by Onasanya (1999) a good training programme should identify the specific skills areas that are to be strengthened as a result of the training and the resource that are available to support the training. The findings further showed that knowledge obtained from conferences, seminars, discussions and workshops may inevitably contribute immensely the enhancement of productivity. This is supported by Mamoria (2004), who stated that

training seeks to develop knowledge and understanding by obtaining a considerable amount of oral participation of the trainees. The study is also in line with Drunker (1993) who stated that, it is clear that the possession of knowledge in a number of areas is the key factors in determining success. He therefore concluded that when workers have spent a long time on a particular job, such workers need exposure to modern techniques and this can be done through regular training.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Summary

The study investigated the perceived influence of human resource management practice on sports development in tertiary institution in Kano State. To achieve the purpose of the study, five research questions were raised; one major hypothesis and five sub-hypotheses were formulated. A descriptive design of survey type was adopted for the study. The population of the study was made up of 132 staff in the sports units of all the tertiary institutions in Kano State out of which one hundred and twenty five (125) respondents were used for the study. Data were collected using a researcher developed questionnaire which was validated by four lecturers in Sports Management and subjected to a test-retest reliability method which gave a reliability index of 0.78. One hundred and thirty two (132) respondents were selected from the institutions. One hundred and twenty five (125) respondents duly completed and returned the questionnaire and the data was analyzed using descriptive statistics of frequencies and percentage to describe the data on the demographic characteristics of the respondents. Chi-square was used to test the hypotheses at the 0.05 level of significance. The outcome of the study revealed that planning, recruitment, training, performance appraisal and remuneration as indices of human resource management practice have significant influence on sports development in tertiary institutions in Kano State.

5.1 Conclusions

On the strength of the findings of this study, the following conclusions were drawn:

1. Planning of staff contribute to sports development in tertiary institutions in Kano State.
2. Recruitment of qualified staff influences sports development in tertiary institutions in Kano State.

3. Performance appraisal enhances sports development in tertiary institutions in Kano State.
4. Effective remuneration of staff contributes to sports development in tertiary institutions in Kano State.
5. Regular training of staff has positive influences on sports development in tertiary institutions in Kano State.

5.2 Recommendations

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

1. There is need for adequate human resource planning to be sustained in tertiary institutions in Kano State so that both human and material resources in sports units could be effectively managed.
2. Recruitment policy should be maintained and strictly followed with emphasis on qualification, skills and experience in tertiary institutions in Kano State.
3. There is need to ensure that tertiary institution managements in Kano State appraise their staff for the purpose of rewarding or encouraging them so that the train should be maintain.
4. There is need to ensure that reward given to the employees in the sports unit of the institutions in Kano State are always maintain.
5. Conferences, seminars and workshop should be constantly organized by professionals in the field of sports management in tertiary institutions in Kano State so that employees' knowledge on the job could be updated.

5.3 Recommendation for Further Study

Further study should be carried out on perceived influence of human resource management practices on sports development in other tertiary institutions outside Kano State.

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Appendix A QUESTIONNAIRE

Dear Respondent,

I am Usman Usaini Abdullai a Masters Degree student in the Department of Physical and Health Education, Bayero University Kano, carrying out a research on **“Perceived Influence of Human Resource Management Practice on Sports Development in Tertiary Institutions in Kano State”**. Please tick (✓) the option that mostly represents your opinion and all information given will be mainly used for academic purposes and remain highly confidential.

Section A: Demographic Information about the Respondents

1. Gender: Male () Female ()
2. Age (Yrs): 18-25 () 26-30 () 31-35 () 36-40 () 40 & above ()
3. Job Specification: (What position of responsibility/authority do you hold in your institution)

Sports Director () Deputy Sports Director ()
Coaches () Sports Committee Member ()
4. Working Experience in Years: 1-5 () 6-10 () 11-15 () 26-40 ()
20 & above ()

Instructions: Please tick (✓) the option that mostly represents your opinion

SA = Strongly Agree; A = Agree; D = Disagree and SD = Strongly Disagree

SECTION B

S/ N	Planning	SA	A	D	SD
1.	Tertiary institution management always determine the number of staff requirements to the sports unit for a good of sports development.				
2.	Tertiary institution management has a policy of securing the right caliber of employees for future use, in developing sports.				
3.	Tertiary institution management always compares its present and future employee's requirement, to determine the future sports development.				
4.	Employment of qualified staff for the development sports activities is one of the policies of tertiary institution management.				
5.	The sports units of tertiary institution work hand-in-hand with tertiary management to develop sports.				
	Recruitment				
1.	Wide publicity advertisement to fill job vacancy in our sports unit leads to picking the best among qualified applicants for good sports development.				
2.	When applications are screened objectively before interview, competent hands will be employed in our sports unit to develop sports in tertiary institutions.				
3.	Consideration for relevant qualification will bring about efficiency in our sports unit for future development of sports in tertiary institutions.				
4.	Consideration for relevant experience staff, will enhance sports development in tertiary institutions.				
5.	Standard recruitment policy in our sports unit tertiary institutions will increase job security which is necessary for of sports development.				
	Performance Appraisal				

1.	The Tertiary institution management provides appraisal forms in order to give an account of the sport participation qualities and attitudes in order to develop sports.				
2.	There is rating in performance appraisal which is used by the Tertiary institution management in order to measure individual performance, to enhance sport participation and development.				
3.	Tertiary institution management appraises their staff for the purpose of rewarding or encourages them to the participation in sport thereby aiding sports development.				
4.	Appraisal interview enable the Tertiary institution management or schools to have face to face interaction with candidates or applicant seeking for employment, for the reason of developing sport.				
5.	Tertiary institution management appraised their staff in order to identify problems and examine possible opportunities related to the job of coaching in developing sports in the institutions.				
	Remuneration				
1.	The offer of bonuses to staff in sports units serve as motivation to work harder for developing of sports in tertiary institutions.				
2.	Promotions on merit in the Tertiary institution management develop confidence that will result into increased development of sports.				
3.	If bonus is offered to the sports units by Tertiary institution management team spirit will be enhanced thereby developing sports.				
4.	Tertiary institution management takes care of medical expenses of personnel and athlete in sports unit				
5.	Where incentives like transportation facilities, education services and vocations are given by Tertiary Institution Management employee's commitment will be improved to develop sports in institutions.				
	Training				
1.	Where management has identified a specific skill problem of employees, in-service training is given to solve such a problem for good development of sports in the institutions.				
2.	If on the job training method is adopted effectively, employee productivity will be enhanced for good sports development.				
3.	Where high but relevant qualification has been obtained performance in the job will be improved in order to develop sports in institutions.				
4.	All employees in this organization have equal chance of training.				
5.	Tertiary institution management provides opportunity for training and				

	e-training (in-service) for employees of sports unit.				
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