

ADMINISTRATIVE BEHAVIOUR AND SPORT TOURISM DEVELOPMENT FOR POVERTY REDUCTION AS A SUSTAINABLE DEVELOPMENT STRATEGY IN CROSS RIVER STATE, NIGERIA

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Abstract

This study determines the relationship between administrative behaviour and sports tourism development as correlate for poverty reduction under sustainable development goal in Cross River State, Nigeria. Three hypotheses were formulated to guide the study. Survey research design was adopted for the study. A total of 288 respondents were selected using purposive and stratified random sampling techniques. A self-designed questionnaire was used for data collection. One-way Analysis of Variance (ANOVA), Pearson product moment correlation analysis and Independent t-test were employed to test the hypotheses of the study at .05 level of significance. Findings revealed that decision-making behaviour, funding, behaviour, and leadership style in managing the development of sport tourism, significantly relate individually with poverty reduction in Cross River State. It was recommended that tourism industries should organize seminars, symposia and workshops to educate leaders on workable leadership styles.

Keywords: Administrative Behaviour, Sport Tourism, Poverty Reduction, Sustainable Development



Introduction

Poverty remains a major developmental problem in Africa. Unlike most other economies, the region has not yet succeeded in solving the basic livelihood problem. Akah, (2012) opined that poor persons lack adequate food and shelter, education and health; deprivations that keep them from leading the kind of life that everyone values. They also face life-threatening exposure to ill-health, economic dislocation, and natural disasters.

Akah further mentioned that they are often prone to ill treatment by institutions of the state and society, are defenseless, and lack capacity to influence key decisions affecting their lives. These are all dimensions of poverty. Robison (2019) opined that poverty is a highly contentious issue attracting different shades of opinion as to its possible cause or causes. Conservatives or bogus oriented scholars attribute it to laziness, and improper family planning. Left wing scholars see it more from

the social justice point of view. It is a complex issue that needs carefulness in its analysis.

Poverty is a state of marginalization and deprivation in the conditions needed to make life meaningful for individuals as members of distinct social groups. (Health Reform Foundation of Nigeria-HERFON, 2016). World Bank (1998) in her World Development Report redefined poverty as a condition of life characterized by malnutrition, illiteracy, and disease as to be beneath any reasonable definition of human decency. This definition which does not spotlight lack of income as a characteristic of poverty is often referred to as social deficiency, as opposed to revenue poverty. The human poverty definition focused on what it means to be in a state of poverty, lack of food, education, and access to basic healthcare facilities. Indications of poverty here include healthcare services, good roads, water supply, access to job opportunities, literacy levels, maternal mortality among others (Rowson, 2016). Akah (2012) noted that poverty in all its shapes and forms remains the fundamental health problem of Africa, Europe, and indeed the world. He further noted that poverty at national and international levels is not just children in rags or tramps drinking raw alcohol. Poverty is the product of the way a society is administered. He further opined that poverty is endemic and the biggest cause of ill-health.

The Nigerian government has launched different poverty alleviation programmes at different times by different regimes, yet the outcome has not met the yearnings and expectations of the populace. Unemployment fuels the fire of poverty more than any other variable and this may hinder national development if not checked. One of the federal government programmes targeted at alleviating poverty is the National Poverty Eradication Programme (NAPEP). Its objective was to reduce unemployment among Nigerians. However, tourism has not been fully explored for national economic advancement in Nigeria. In Nigeria, the concept of tourism especially as a means of tackling unemployment and poverty would sound alien especially when considered

from the background of commerce. (Aboh & Onabe, 2007).

Egbaji (2017) asserted that tourism was never seen as a means of generating revenue for the economy; rather a mere means of relaxation. It was widely ascribed as a way of life of the developed world and a western synthetic culture spread by the whirlwind of globalization. Nigerians have in times past held tenaciously to certain cultural practices that have had an undertone of tourism and such practices have been transferred from generation to generation. The development of the tourism industry in Nigeria took its course in 1962, two years after the nation's independence from imperial rule in 1960. In Ukpanah (1991) a group of Nigerians with interest in the development and promotion of tourism in Nigeria set up a body then known as the Nigeria Tourist Association (NTA). The body received finances from the then government and subsequently earned membership of the International Union of Official Travel Organization (IUOTO) in 1964. In Cross River State and most parts of Nigeria, it is estimated that a large portion of the population is living below subsistence level but some adhoc programmes are established to help eradicate poverty, which include tourism.

Fighting poverty is a major challenge in Cross River State, but tourism appears to have made a significant contribution. Smith (2014) asserted that "tourism is a part of the global process of change and development known as globalization which is no longer confined to the developed countries that traditionally provided the demand for world travel". He went further to explain that, understanding the pace of change in tourism is more complex as the forces of change are diverse and not homogeneous. Increasingly, the development of tourism throughout the world is a function of complex factors that coalesce to generate dynamic processes that one must understand in a local context. Among such dynamic processes include: how and why changes in tourism activities occur, what motivates people to travel and how their patterns of tourism affect tourism destinations, and how destination communities see the pervasive

challenges now facing tourism organizations. Increasingly, governments are recognizing the importance of tourism, in especially to state economies, but they are also recognizing the problems arising from tourism activities as a route to national economic development.

Sports tourism is associated with travel to various sporting events. The popularity of this type of tourism is growing. It allows participants to engage in selected sports (swimming, athletics, cycling, etc.). Sports tourism involves travel to sporting events in different countries and regions. It can be further divided into professional and amateur tourism. Broadly defined, sports tourism includes travel away from one's primary residence to participate in a sports activity for recreation or competition, travel to observe sports at the grassroots or elite level, and travel to visit a sports attraction such as a sports hall of fame or water park. Sport, in itself, is defined in various ways and from different perspectives. Sport and active recreation have become very large and successful industries worldwide. Given the trends emerging in both the tourism and sports sectors, it is not surprising that significant growth is also occurring in travel for sports related purposes. In fact, this growth is also linked to another trend: that of traveling for specific purposes, of which sporting activity is one.

Sports tourism development in Cross River State is a matter of necessity, given the enormous benefits derivable from it. Sports tourism therefore is an instrument of poverty alleviation and rural development through informal employment as an alternative to street trading. Tourism itself remains a critical option in the state's drive for wealth creation and an alternative to dependence on fluctuating oil revenue. It is working to leverage the contributions of the private sector to brand Cross River as a premier tourism destination for Nigerians and foreigners alike. The Cross River State Tourism Bureau is a key player in this effort and has succeeded in putting Calabar on the World map with its successful tourism activities that span the months of November and December each year.

Decision-making is the hallmark of an administration which is made up of men, money, materials and time to attain organizational goals. It is a process of choosing from amongst alternatives to achieve objectives or provide solutions to problems. Ejiogu (2010) asserted that decision-making is related to administration and it pervades all administrative functions. It provides essential means for control and co-ordination of activities within an organization. Essentially, decision-making is a deliberate choice from among a well-defined set of alternative data (or alternative probable action). It is the process by which members of an organization choose a specific course of action so as to respond to problems and opportunities (George & Jones, 2016). It is also a process by which decisions are made and executed. If decision-making is not turned into action, it remains only a well-intended plan. It can be declared that understanding the decision-making mechanism is imperative for all administrators given that the tourism sector, like all formal organizations, is basically a decision-making structure. A good decision makes staff to be comfortable at work and perform credibly well in office work and vice versa for a bad decision.

Leadership cuts across all spheres of establishment. There must be a person or group of persons to show the way so that the organizational goals can be achieved. It is evident that all human endeavours are dependent on leadership styles for the achievement of organizational set goals and objectives. Wherever people work together as a group for the attainment of a predetermined goal, there is a need for managerial leadership. Styles of leadership can vary depending on the organization and the situation. However, an overly dictatorial presence is usually inappropriate in the voluntary situation, where a team is trying to build. Each leadership style has to match the requirement of any particular organizational situation, and the best approach is the one appropriate at the point in time. Ogbiji (2016) opined that a leader is one who initiates, organizes and directs the action of

members of a group in specific situation towards the achievement of group objectives. Okonkwo (2018) postulated that leaders vary from one organization or society to another and no two leaders are alike in the way they administer an organization. Leadership simply means the process whereby one person can influence the behaviour of members of a group (Byars & Rue, 2017). The authors further contended that this influence is the result of interaction between people in which one person presents information in such a manner as to convince other members of the group that their situation would be improved if they behave as requested. Thus a leader is the person who takes the central role in his interaction and who influences the behaviour of other members of the group.

A research conducted by Apie (2013) on administrative variables and sports participation, on 227 teachers under the three education schools zones, using six null hypotheses formulated based on the leadership styles, academic qualification, level of funding, level of facilities, level of discipline and participation in sports respectively. Data collected was statistically analyzed and tested for significance using one-way analysis of variance (ANOVA), Fischer least significant difference multiple analytic procedures and independent t-test respectively. The result affirmed that there was a significant relationship between leadership behaviour and sports participation. The author confirmed that staff certainly preferred working with principals who made their policies clear and assigned work schedules to staff after the group had democratically approved of the schedule. Also, staff would participate better if they were able to recognize and accept principals' concern for their personal well-being and control. In a related study, Ataha (2006) conducted a research to show leadership effectiveness, in sports performance. The finding of the study indicates that to achieve good sports performance, the leader has to be upright and must have the ability to carry others along. A study by Tunde (2010) on leadership styles and sports participation revealed that a combination of the three styles

(Autocratic, Democratic and Laissez-faire styles) of leadership will enhance maximum sports participation rather than adopting a single style.

Objective of the study

This study was conducted to examine:

- 1 Access administrators' decision-making behaviour and participants' poverty reduction among participants in the tourism sector.
- 2 Determine whether administrators' funding behaviour has any relationship with poverty reduction among participants in the tourism sector.
- 3 Determine whether administrators' leadership styles have any relationship on poverty reduction among participants in the tourism sector.

Method Design

The research design adopted for this study was the survey research design.

Participants

The population of the study consisted of all those working, in the tourism sector as heads of units or departments in the various sectors involved in sports activities in Cross River State. The number of administrative staff in the sector stood at 412 as at the time of this study. Purposive and stratified techniques were used in selecting the sample for the study. The sample for this study was made up of 288 administrators in the sports sector selected from a population of 412. This number represents 70% of the population; of this number, 168 representing 58% of the sample were male administrators while 120 of the sample representing 42% of the sample were female administrators.

Instrument

The instrument used for data collection was self-designed questionnaire. The instrument was trial-tested in Lagos State to determine its reliability.

Method of data analysis

Data collected were analysed using

independent t-test, ANOVA and Fishers Least square Difference

Results

Hypothesis 1: Administrators' decision-

making behaviour does not significantly relate with poverty reduction among participants in the tourism sector of Cross River State.

Table 1 and participation in sports respectively.

Pearson product moment correlation analysis of administrators' decision making behaviour and sports tourism development for poverty reduction in the tourism industry of Cross River State (N=288)

VARIABLES	$\sum X$	$\sum X^2$	$\sum XY$	Cal-r	Sig.
Decision-making behaviour	6389	149309			
Poverty reduction	5523	113883	263192	0.322*	.000

Significant at 0.05 level; df = 286; r=0.322; critical r=.113

The result of the analysis is presented in Table 1. The result of the Pearson product moment correlation analysis as shown in table 1 revealed that the calculated r – value of 0.322 was higher than the critical r – value of 0.113 required for significance with 286 degree of freedom. With this result, the null hypothesis was rejected. This means that there is a significant relationship between administrators'

decision-making behaviour of management staff in the tourism and sports industry and poverty reduction in Cross River State.

Hypothesis 2: Administrators' funding behaviour does not significantly influence the poverty reduction among participants in the tourism sector of Cross River State.

Table 2:

Independent t-tests analysis of the influence in funding and development of sport tourism for poverty reduction in the tourism industry in Cross River State

	Level of funding	N	Mean	Std. Deviation	Df	T	p-level
Poverty Reduction	Adequate	154	19.5000	5.37393	286	1.12	.266
	Inadequate	134	18.8060	5.14084			

Not significant at 0.05;df=286; critical t-1.96

The result of the Independent t-test analysis in table 2 indicates that the calculated t–value of 1.12 was lower than the critical t – value of 1.96 required for significance at .05 level, with 286 degree of freedom. With this result the null hypothesis was upheld. This means that there was no significant influence of administrators' funding behaviour management of staff in the

tourism and sports industry on poverty reduction in Cross River State.

Hypothesis 3: Administrators' leadership styles do not significantly relate with poverty reduction among participants in the tourism sector of Cross River State.

Table 3

Analysis of variance of the differences in leadership styles and poverty reduction in the tourism industry in Cross River State.

Categories	N	Means	Standard deviation		
Laissez-faire	39	20.9744	5.75595		
Autocratic	92	20.0870	5.59170		
Democratic	157	18.0833	4.53795		
	288	19.1185	5.18334		
Sources of variation	sum of squares	Df	Mean square	F	Sig
Between Groups	387.777	2	193.888	7.547*	.001
Within Groups	7296.195	284	25.691		
Total	7683.972	286			

*Significant at 05level;df 2, 284; critical F=3.04

The result in Table 3 reveals that the calculated f-value of 7.547 was higher than the critical f-value of 3.04 required for significance at .05 level, with 284 degrees of freedom. With this result the null hypothesis was rejected. This means that there was a significant difference between administrators' leadership styles of

management staff in the tourism industry and poverty reduction in Cross River State. In order to probe the results among the three leadership styles, Fishers' LSD was used to probe the effect among the styles. The result of the analysis is presented in table 4.

Table 4

Fishers Least square difference of the interactive effect of leadership styles and poverty reduction in Cross River State.

	N ₁ =39	N ₂ =92	N ₃ =156
Laissez-faire	20.97 ^a	0.887 ^b	2.89
Democratic	2.89 ^{c*}	20.09	2.00
Autocratic	-2.00*	1.72	18.08

P < .05; df = 129; 193, and 246.

(a)= Group means are along the principal diagonal

(b)= Difference between group means are above the principal diagonal

(c)= Fishers' LSD t-values are below the diagonal.

The results as shown in Table 4 reveals that the calculated LSD= t-values are; Poverty reduction

(i) Laissez-faire/democratic leadership style, t=2.89*, df=129; P<0.05

(ii) Laissez-faire and autocratic leadership style, t=0-2.00*, df=193; P<0.05

(iii) Democratic/autocratic leadership style, t=1.72; df=246; P>0.05

Discussion

The result of the first hypothesis revealed that there is a significant relationship between leadership decision-making behaviour and

poverty reduction in the tourism industry. Cross (2010) corroborated this finding. She noted that to minimize waste and use resources productively, organizations must come to grips

with the fact that employee involvement is not just necessary but topmost. It supports initiatives which help in tapping existing labour resources and promotes effective cooperation among staff. He further noted that an ideal job is one which allows the job holder to participate in setting personal and team objectives, requires a healthy level of physical and mental activities with an allowance for personal adjustment and provides fair pay status and security. It is noteworthy that employees' participation in goal-setting or decision-making tops the list on traits of an ideal job. This implies that staff opinions should be sampled, before certain decisions are made.

The result of the second hypothesis revealed that there is a significant relationship between availability of funds in managing the tourism industry and poverty reduction in Cross River State. The finding of this hypothesis is in line with the view of Ekanem (2014) opined that finance is a basic and limiting factor for the fortune of an establishment, and the tourism industry and not an exception. Regrettably, he noted that enough efforts have not been made to encourage the inflow of funds from the public, private sector and corporate bodies that are participating in funding tourism. Amuchie (2011) also confirmed that the resources allocated to Cross River State Tourism Bureau to organize tourism activities are seen as not enough thereby giving rise to ad-hoc budgets in the tourism board. In line with the above statement, Uche (2011) also opined that it is imperative for Cross River State Tourism Bureau to have a budgetary plan strictly for its tourism activities annually. This will help government to streamline monies meant for tourism and provide proper accountability. Presently, there is revenue collected under tourism from hotels, clubs, recreational centres, restaurants, tourism sports to mention but a few. However, these methods of generating funds may probably not raise adequate funds needed by the bureau to run its programmes and gain new ideas from within and outside the state or country and also provide for training and retraining of personnel and participation in

tourism activities. It may be important to note that even when revenue are realized they are not flowed back to boost the tourism sector, due to corruption or misdirection of such funds. This implies that finance plays a significant role in the tourism programme and especially life of the participants. Without enough funds, people cannot take part in activities and meet the demands of life.

The findings of the third hypothesis is contrary to the view of Meterland (2010) who observed that various leadership patterns vary widely among leaders and organizations, much depending on the individual leader's philosophy and personality, his or her experiences and values, and the organization's atmosphere and character. This suggested that the pattern or style of leadership adopted by a leader depends on the character of the organization he leads. The way he perceives himself and his job, and his responsibilities towards the group, and his roles in the group, as well as how he relates with his subordinates also goes to determine his style. Black and Mouton (2014) described multiple leadership behaviour patterns in organization and they discerned three basic leadership styles which have received attention by early researchers. Edem (2014) identified these three leadership styles to be authoritarian, democratic and laissez-faire. These have various characteristics.

Knont (2012) also pointed out that a number of researches have concentrated primarily on the behaviour of leaders on the assumption that ability to lead and willingness to follow are based on leadership style and that the nature and style of most effective leadership depends upon the situation. Houguton (2019) saw leadership styles as the different approaches to and the various ways of exercising leadership roles. The finding shows that there was a significant relationship between certain leadership styles and staff attitude towards work.

Conclusion

There was a significant relationship between administrators' decision-making behaviour and poverty reduction of participants in the tourism

industry. The findings also showed that more effectively the staff opinions are sampled, the better the role performance of staff. There was no significant relationship between administrators' funding behaviour and poverty reduction of participants in the tourism industry; signifying that the more effective the funding, the better the economic effect of the activities of the tourism sector on its participants' role performance of staff. There was a significant relationship between administrators' leadership styles and poverty reduction of participants in the tourism industry, revealing that staff performance is effective when leadership style is democratic rather than autocratic or laissez-faire this can result to good economic yields for participants in the tourism sector.

Recommendations

Management of the tourism and sports industries should organize workshops, seminars and conferences for the administrators so that they can become versed with strategies for motivating their staff and other subordinates with the aim of improving their roles performance not only for the good of the organization, but also for the benefit of the administrators (departmental heads or units). Trained staff should be retrained to exchange ideas and acquaint one another with latest concepts and practices, in the profession and adequate facilities should be made available for the training of staff in the tourism and sports industries. Leaders should allow workers to participate in decision-making in the tourism industries. Leaders should ensure that those in the sports and tourism industries have regular period for staff meetings where every line of operation in the system should be decided together. An open channel of communication should be maintained between the leaders and the workers to avoid communication breakdown.

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