

The Impact of Corporate Strategies on Effective Management of Recreational Centres in Lagos State

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Abstract

This study determined the impact of corporate strategies on effective management of recreational sports centres in Lagos State. The variables studied in this research were strategies planning, business level strategy, functional level strategy, knowledge based strategies of managers. Four hypotheses were postulated and tested in the study. The descriptive research method was adopted for this study. The population for this study comprised all recreation centre managers, directors, technical staff, medical staff clients and stakeholders. Three (3) recreational centres in Lagos State were selected for the study and the stratified sampling technique was used in the selection of a sample size of Three hundred (300) respondents. A self-developed questionnaire tagged "CSRCMQ" corporate strategy recreation centre management questionnaire with reliability co-efficient of 0.86 established through a test-rest method was used in collecting data for the study. The frequency counts, percentages and bar chart were used in the description of the demographic variables of respondents. While inferential statistics of Multivariate Regression Analysis was used for the testing of hypotheses at 0.05 level of significance. The findings from this study showed that strategic planning have a significant impact on effective management of recreational centres in Lagos State, business level strategy have a significant impact on effective management of recreational centres in Lagos State, functional level strategies have a significant impact on effective management of recreational centres in Lagos State and knowledge based strategies have a significant impact on effective management of recreational centres in Lagos State. The study recommended that the recreational centres must ensure that they remain functional in their roles and programmes designed for clients and community residents and to remain afloat and for sustainability of effect the business level strategy must be adopted for profit drive and relevance. The management of recreation centres must be administered by professionals that are knowledgeable in the field of recreation, leisure and park with scientific understanding of the business this 21st Century.

Keyword: Corporate strategy, Effectiveness Management, Organisational, Recreational

Introduction

Organizational success is determined by the managerial competencies and abilities, harnessing of adequate human, material, physical and financial resources of the organization towards predetermined goals. Recreational sports organization and management in the country deserves a corporate outlook in terms of competitive advantage and edge over other market forces. The need to see sports as business where a lot of revenue can be generated based on the social and entertainment values should not be overlooked. Sports products should be strategically manned to meet the needs and aspirations of millions of Nigerians that place high premium value on recreation. The recreation sports centre should be an avenue where clients, people, both young and old, can visit to spend their leisure hour wisely. Recreational centres should look beyond the rhetoric of few sports and build a corporate entity that can fully satisfy the populace and place a bait for a need to call for more patronage (Adeleke, Ogundele&Oyenuga, 2008).

Organizations are seeking to create much competition between them, taking more market, more customers, more sales etc. Rapid changes stemming from globalization, advancement of information systems and other factors have caused higher competition. Many organizations are driven by the market to set their goals in their performance. Some of the goals are: cost reduction, achieving sales levels, increasing the number of customers, increasing the market percentage, improving productivity and quality, innovative products. The realization of these goals will be achieved through the human resources management in organizations workforce, as the key to success, will

enable the achievement of organizational performance.

Corporate strategy is about adding value to the existing nature and structure of management effort. Corporate ideals are therefore simply to set and enforce performance target. The recreational market in Nigeria is big, the leisure park exists to create relaxation centres where families and friends can come together to enjoy their stay during public holidays, free periods and leave periods from work. Many recreational centres have followed a rigid way of operational management which does not add value to clients' patronage, increase in profit margin and the actualization of predetermined goals of these centres. Corporate strategies in modern management application is set up to influence the competitive strategies of the operating units in the establishment for effective performance (Thompson, 2001). The need to harness the inter-divisional strategies of the recreational centres to bring about management effectiveness creates sustainability of these centres.

Recreation sports centres in Lagos metropolis has been a lucrative business in a megacity. Individuals, families and friends, foreign nationals do visit these centres/organizations to catch fun, enjoy and spend their leisure hours wisely. Recreational sports centres are organizations that provide leisure hour services to customers. Recreation is an activity of leisure, leisure being discretionary time. The need to do something for recreation is an essential element of human biology and psychology. Recreational activities are often done for enjoyment, amusement, or pleasure and are fun. Humans spend their time in activities of daily living, work, sleep, social duties, and

leisure, the latter time being free from prior commitments to physiologic or social needs, a prerequisite of recreation. Leisure has increased with increased longevity and, for many, with decreased hours spent for physical and economic survival, yet others argue that time pressure has increased for modern people, as they are committed to too many tasks. Other factors that account for an increased role of recreation are affluence, population trends, and increased commercialization of recreational offerings (Akingbade, 2007).

Public space such as parks and beaches are essential venues for many recreational activities. Tourism has recognized that many visitors are specifically attracted by recreational offerings. In support of recreational activities government has taken an important role in their creation, maintenance, and organization, and whole industries have developed merchandise or services. Recreation-related business is an important factor in the economy; it has been estimated that the outdoor recreation sector alone contributes more money to the economy (Wald & Hostetler, 2010). It is in light of this that this research intends to determine whether corporate strategies will have impact on effective management of recreational sports centres in Lagos State.

Statement of the Problem

There are many recreational sports centres in the heart of urban Lagos that has prevailed over the years which has not been able to maintain high standard of performance in terms of management, client patronage, interesting and exciting recreational programmes. Most of these sports organization has not been able to

achieve the purpose for which they were established. The researcher has noticed with keen interest that there exists poor infrastructure, poor welfare package for workers, lack of marketing strategies, the need to understand that sports is a social service and also profit oriented business that should be approached from the business viewpoint has been eluding most recreational centres. There are recreational sports organizations that are no longer in existence due to lack of consistent client patronage which is as a result of ineffective management process exhibited by leadership of these organizations. Most Recreational Sports Centres in Lagos State lack corporate strategies that can be adopted to create interest and make these centres profitable, effective and business oriented. This research therefore looks at the perceived impact of corporate strategies adopted to enhance management effectiveness put infrastructures for sustainability.

Research Questions

The following research questions were raised in the study:

1. Will strategic planning have impact on management of recreational centres in Lagos State?
2. Will business level strategy have impact on management of recreational centres in Lagos State?
3. Will functional level strategy have impact on management of recreational centres in Lagos State?
4. Will knowledge based strategies have impact on management of recreational centres in Lagos State?

Research Hypotheses

These research hypotheses were tested in the study:

- ❖ Strategic planning will not have any significant impact on management of recreational centres in Lagos State.
- ❖ Business level strategy will not have any significant impact on management of recreational centres in Lagos State.
- ❖ Functional level strategy will not have any significant impact on management of recreational centres in Lagos State.
- ❖ Knowledge based strategies will not have any significant impact on management of recreational centres in Lagos State.

Methodology

The research method used for this study was a descriptive design. The method is considered most appropriate because of its merit in providing wide scope for obtaining information for the purpose of the study. The population for this study comprised Recreation Centre Managers, Leisure Parks Managers, Executive Directors, Assistant Directors, Technical Advisers, Coaches, Assistant Coaches, Medical Personnel, Trainers, Clients and other recreation sports centre workers and stakeholders. The stratified sampling technique was used to select the group of respondents from the management cadre, workers, clients and other stakeholders. Stratification of respondents was based on managerial status designation of the respondents. The sampled recreational sports centres are those were established on a well-structured administrative set up. The study was delimited to Ikoyi Sports Club, Ikoyi; Water Parks Limited, Ikeja; Lagos Country Club, Ikeja. A self-developed research questionnaire tagged

Corporate Strategy Recreation Centre Management Questionnaire (CSRCMQ) were used for this study. Descriptive statistics of bar chart and percentages were used and inferential statistics of Multiple Regression for data analysis

Results

Table 1: Distribution of respondents by gender

Gender	N	Percent (%)
Male	179	59.67
Female	121	40.33
Total	300	100.0

From Table 1, 59.67% (n = 179) were male while 40.33% (n = 121) were female.

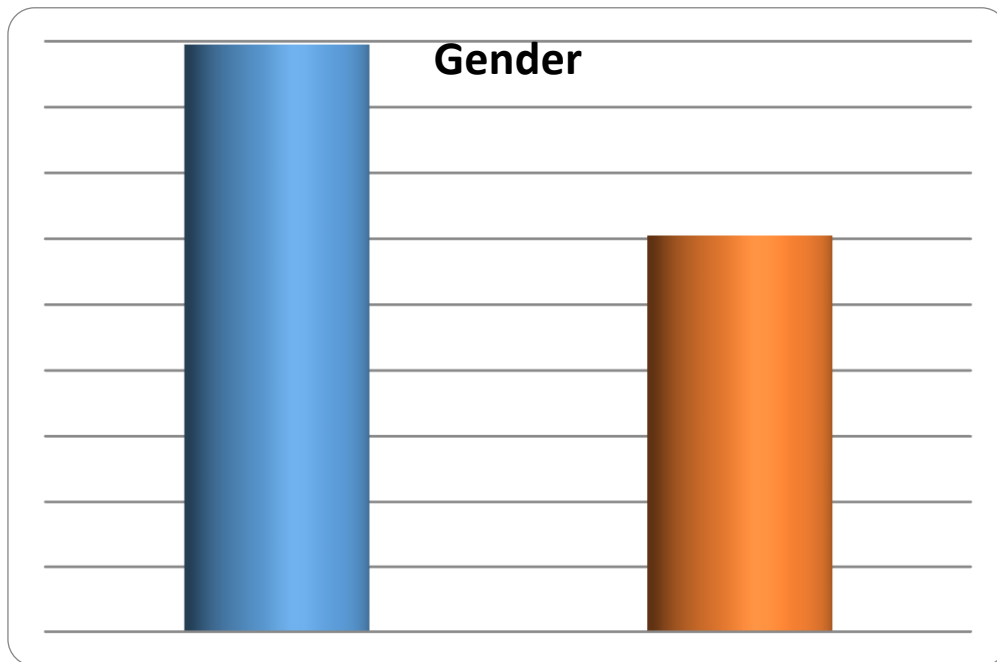


Figure 1: Bar chart representation of respondents by gender

Table 2: Distribution of respondents by age

Age	N	Percent (%)
18-25 years	51	17.0
26-35 years	56	18.67
36-45 years	82	27.33
Above 45 years	111	37.0
Total	300	100.0

From Table 2, 17.0% (n = 51) of the respondents were 18-25 years old, 18.67% (n = 56) were 16-35 years old, 27.33% (n = 82) were 36-45 years old and 37.0% (n = 111) are above 45 years old.

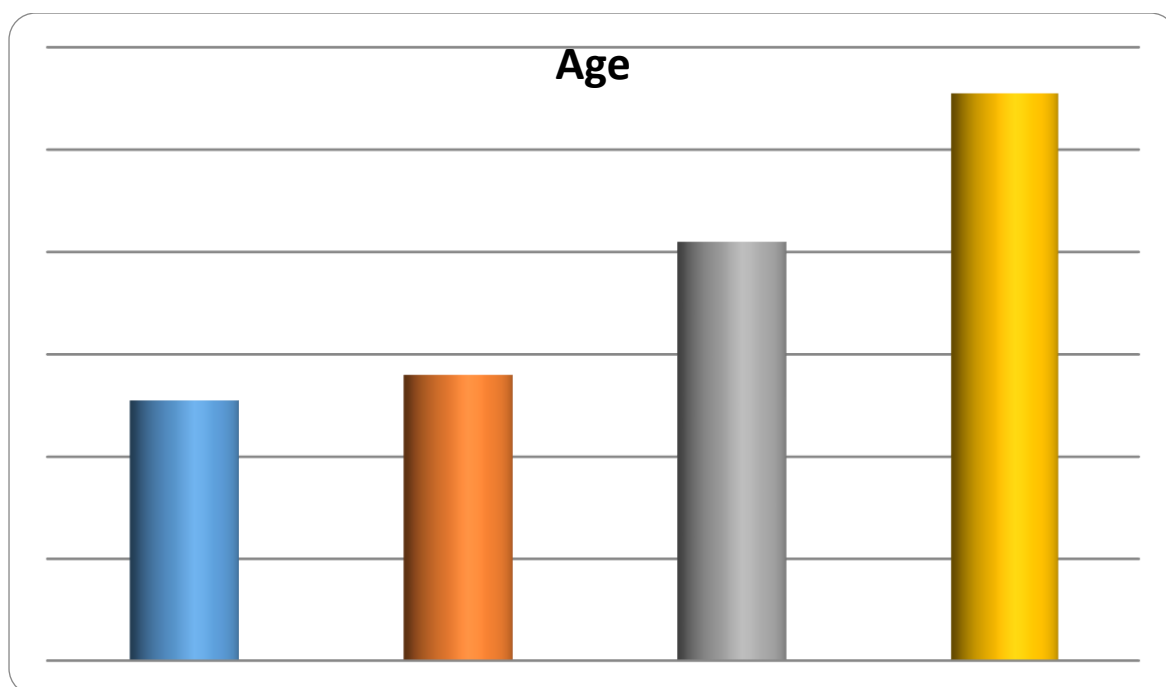


Figure 2: Bar Chart representation of respondents by age

Table 3: Distribution of respondents by recreational centre

Recreational Centres	N	Percent (%)
Ikoyi Sport Club, Ikoyi	123	41.0
Water Parks Limited, Ikeja	60	20.0
Lagos Country Club, Ikeja	117	39.0
Total	300	100.00

Table 3 shows that 41.0% (n = 123) of the respondents sampled were from Ikoyi Sports Club, Ikoyi, 20.0% (n = 60) were from Water Parks Limited, Ikeja and 39.0% (n = 117) were from Lagos Country Club, Ikeja.

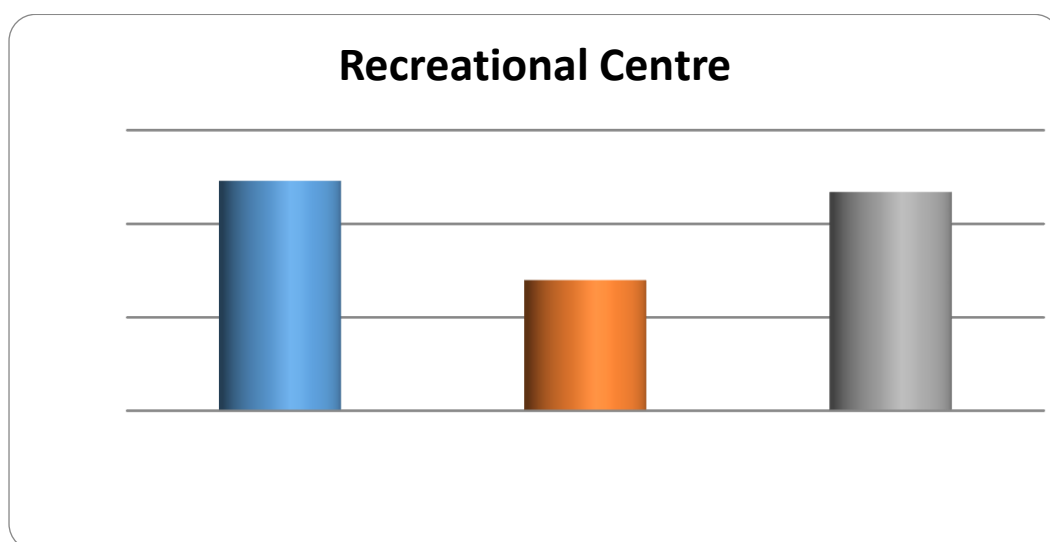


Figure 3: Bar chart representation of respondents recreational centre

Testing of Hypotheses

Hypothesis 1: Strategic planning will not have any significant impact on management of recreational centres in Lagos state.

Table 4: Multivariate Regression Coefficients for Strategic Planning Impact on Effective Management of Recreational Centres.

	Sum of Squares	Df	Mean Squares	F	Sig
Regression	6.781	3	1.130	7.91	0.00
Residual	34.720	297	0.143		
Total	41.501	300			

P<0.05

Table 4 shows that the F-Value (7.91) was significant at a degree of freedom 3 and hence the stated null hypothesis is rejected. This implies that strategic planning will have a significant impact on management of

recreational centres in Lagos state at a 0.05 alpha level.

Hypothesis 2: Business level strategy will not have any significant impact on management of recreational centres in Lagos state.

Table 5: Multivariate Regression Coefficients for Business Level Strategy Impact on Effective Management of Recreational Centres.

	Sum of Squares	Df	Mean Squares	F	Sig
Regression	3.009	3	0.501	4.12	0.001
Residual	29.612	297	0.122		
Total	32.621	300			

P<0.05

Table 5 shows that the F-Value (4.12) was significant at a degree of freedom 3 and hence the stated null hypothesis is rejected. This implies that business level strategy will have a significant impact on management of

recreational centres in Lagos state at a 0.05 alpha level.

Hypothesis 3: Functional level strategy will not have any significant impact on management of recreational centres in Lagos state.

Table 6: Multivariate Regression Coefficients for Functional Level Strategy Impact on Effective Management of s.

	Sum of Squares	Df	Mean Squares	s	Sig
Regression	4.823	3	0.630	6.24	0.00
Residual	32.119	297	0.143		
Total	36.942	300			

P<0.05

Table 6 shows that the F-Value (6.24) was significant at a degree of

freedom 3 and hence the stated null hypothesis is rejected. This implies

that functional level strategy will have a significant impact on management of recreational centres in Lagos state at a 0.05 alpha level.

Hypothesis 4: Knowledge based strategies will not have any significant impact on management of recreational centres in Lagos state.

Table 7: Multivariate Regression Coefficients for Knowledge Based Strategies Impact on Effective Management of Recreational Centres.

	Sum of Squares	Df	Mean Squares	F	Sig
Regression	3.047	3	0.763	5.38	0.00
Residual	38.229	297	0.237		
Total	41.276	300			

P<0.05

Table 7 shows that the F-Value (5.38) was significant at a degree of freedom 3 and hence the stated null hypothesis is rejected. This implies that knowledge based strategies will have a significant impact on management of recreational centres in Lagos state at a 0.05 alpha level.

Discussion of findings

The first finding of this study is that strategic planning has a significant impact on management of recreational centres in Lagos state. The result of this finding is consistent with the submission of Thompson and Strickland (2006) who posited that strategic planning is a process of defining its strategy and making decisions on allocation of resources to make impact on the management of recreation centres. Thompson and Strickland (2006) further supported the finding that strategic planning is a control mechanism for guiding the management of organisations to organisations effective workings through the setting of goals, determining actions to achieve goals.

The second finding of this study is that business level strategy has a significant impact on management of recreational centres in Lagos state. This finding supports the submission of Thomas (2002) that business level

strategy determines the attractiveness of organizations products to the consumers. The higher the business level strategy the more effort is put in to ensure money invested. The impact of business level strategy indicates that it ensures innovation of programmes in the recreational centres that will attract customers and clients and create a competitive advantage over others as posited by Booth (2002).

The third finding of this study is that functional level strategy has a significant impact on management of recreational centres in Lagos state. This finding is in line with the study of Aremu (2000), that for an organization to attract clients it must be functional and level of functionality must be very high for clients to trust. This well further create confidence in the clients and they will see and portray the organization as a serious type that will not fail its clients. He further reiterated that the functional level strategy creates a developing and nurturing a distinctive competence in the organization which further enhances the image of the corporation.

The fourth finding of this study is that knowledge based strategies has a significant impact on management of recreational centres in Lagos state. This finding is in line with the submission of Crook et al. (2008) that

for an organization to thrive in the economic market and to attract clients for effective management the managers and administrators must possess the knowledge and expertise on managing the recreation and leisure park in order to succeed and manage effectively. This assertion was supported by Awoyinfa (2006), who opined that knowledge acquisition on relevant field of endeavour will help stabilized the functions of human, financial, material and physical resources of the organization

Conclusion

Based on the findings on this study it is hereby concluded that strategic planning, business level strategy, functional level strategy, knowledge based strategies of the managers had a significant impact on the effective management and sustenance of the recreational centres in Lagos State.

Recommendations

Based on the findings and the conclusion reached, the study recommended that

1. Strategic Planning technique must be adopted by recreation clubs and centres for effective management of the enterprise
2. The recreational centres must ensure that they remain functional in their roles and programmes designed for clients and community residents.
3. To remain afloat and for sustainability of effect the business level strategy must be adopted for profit drive and relevance.
4. The management of recreation centres must be administered by professionals that are knowledgeable in the field of recreation leisure and park with scientific understanding of the business this 21st Century.

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