

## Planning and Organizing: Determinants of Job Performance among Football Club Coaches in F.C.T. Abuja

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### Abstract:

*The study focused on planning and organizing as determinants of job performance among football club coaches in F.C.T. Abuja. The study ascertained the extent to which planning and organizing functioned as determinants of job performance among football club coaches in Abuja as perceived by coaches and sports administrators in the area. The sample for this study was made up of one hundred and thirty (131) coaches and sports administrators. The instrument for data collection is the researcher-designed questionnaire on administrative tasks determinants otherwise called (QATD). The questionnaire is divided into two sections, A&B. Section A, consists of one item, demanding the personal data of the respondents. Section B, composed of planning and organizing as the determinants job performance. The data collected was subjected to descriptive statistics of mean and standard deviation and inferential statistic of student t-test. The analysis showed that both Coaches and Sports Administrators agreed that planning and organizing to a high extent determine the job performance of Coaches in FCT, Abuja.*

**Key words:** job performance, planning, organizing, football club coaches, Abuja.

## **Introduction**

Planning and organizing are central to the performance of any given task within an establishment. Management of any organization has to recognize the problems, identify the opportunities, make the right decisions and take the appropriate actions to operate a successful business (Anderson 1988; Black & Porter 2000). This is carried out by performing these basic management functions of planning and organizing, effectively. The emphasis placed on each function of the management process depends on the managerial level (Anderson 1988; Schermerhorn 1999). At the higher managerial level, planning plays an important role and it is exercised more often. In comparison, at the lower managerial level, directing and coordinating are emphasized (Anderson 1988). However, at whichever level, planning is the process that sets the objectives and determines what should be done to accomplish the objectives. In organizing, tasks are assigned, resources are allocated and activities are arranged to implement plans which are managerial functions that needs to be coordinated.

Anthony and Govindarajan (1995) define management coordinating as a process by which managers influence other members of the organization to implement the organization's strategies. Anderson (1988) had this to say, that besides being responsible for setting goals and making decisions about how these goals are reached; managers also influence employees to focus their attention on achieving the goals. This plays a part in the feedback loop that alerts the manager to adjust activities to meet the objectives (Schermerhorn 1999). From another perspective, managerial control process is depicted as deciding what the organization should be doing and comparing actual accomplishments with these plans. Managerial control process, therefore, is an important part in strategic management, which involves a long-range planning and strategy development that affects today's operation, which determines tomorrow's success

of an organization. Thus, the management control process involves both planning and controlling (Anderson 1988; Anthony & Govindarajan 1995; Black & Porter 2000; Lorange & Scott-Morton 1974). For example, if profitability is the goal of an organization, management needs to take appropriate measures or to control those measures that could possibly influence future outcome. In doing so, management is able to make adjustments in their plan before it gets out of control (Wheelen & Hunger 2000).

Planning and coordinating though separate tasks, are closely linked through employees, especially when employees participate in the formulation of the plan from its inception (Anderson 1988). This is one of the advantages of involving the participation of employees since this allows them to get involved in planning; as a result, coaches are more likely to keep their own activities in line with the intentions of the plan. For example, a coach could meet, negotiate and agree on a schedule for training. All things being equal, this should lead to a more regular and prompt training and reporting than a directive from the sport administrator who may not know what the coach is passing through. As mentioned, management control requires both planning and coordinating activities. Planning involves setting goals and performance standards, and taking action to implement them. Planning what the organization should do, controlling the activities of several parts of organization, communicating information, evaluating information, deciding what action should be taken, and influencing employees to change their behavior (Anthony & Govindarajan 1995).

However, the presence of management coordinating does not necessarily mean that results should always correspond to a plan, such as a budget. The stated plans were formulated based on circumstances prevailing at that time. In the meantime, external and internal environments of the organization keep on changing. It is unlikely that management would be able to

anticipate all the conditions that are going to happen in the future. Therefore, sports administrators should not be prohibited from implementing ways not originally planned to make the indigenous coaches achieve the goals. Sports Administrators need to use these tasks to enhance performance of the indigenous coaches in FCT Abuja. One of these tasks is planning and it simply means looking ahead and chalking out future courses of action to be followed. It is a preparatory step or it is a systematic activity which determines when, how and who is going to perform a specific job. Planning is a detailed programme regarding future courses of action. This implies that if the sports administrators and the coaches would come together with a well detailed plan to work with the Football clubs in FCT, the coaches would perform better in their league matches. Armstrong (2004) rightly said, Well plan is half done. Therefore planning takes into consideration available and prospective human and physical resources of the organization so as to get effective co-ordination, contribution and perfect adjustment. It is the basic management function which includes formulation of one or more detailed plans to achieve optimum balance of needs or demands with the available resources. The sports administrator has to plan well with the coaches in any programme they are carrying on in the clubs to make it perform. For the purpose of this study, planning is a detailed plan to or a systematic activity which determines when, how and who is going to perform a specific job.

Organising is the next important function of management after the planning. You know that in case of planning a manager decides what is to be done in future. In case of organising, he decides on ways and means through which it will be easier to achieve what has been planned. Suppose, it is planned to start a new season, the immediate task for the sports administrator is to identify and assign the various tasks involved, and devise structure of duties and responsibilities so that things move smoothly and the objective

is achieved. All these tasks form part of organising function. Thus, organising refers to the process of identifying and grouping the work to be performed, defining and determining responsibility and authority for each job position, establishing relationship among various job positions, determining detailed rules and regulations of working for coaches and the supporting staff in the club.

The purpose of this study is to ascertain the extent to which planning and organizing functions as determinants of job performance among football club coaches in Abuja as perceived by coaches and sports administrators in the area

## **Research Questions**

The following research questions are posed to guide the study:

1. What is the extent to which planning determines the job performance of indigenous coaches in FCT, Abuja?
2. What is the extent to which organizing determines the job performance of indigenous coaches in FCT, Abuja?

## **Hypotheses**

The following hypotheses are postulated to be tested using t-test at .05 alpha level of significance:

1. There is no significant difference in the mean response of coaches and sports administrators on planning as determinants of job performance of indigenous coaches in FCT, Abuja.
2. There is no significant difference in the mean response of coaches and sports administrators on organizing as determinants of job performance of indigenous coaches in FCT, Abuja.

## **Methods**

Survey research design will be employed in this study. The choice of this design is based on the assertion of Gay (1981), Babbie (1986) and Nworgu (1991) who described the design as one of the best available design to the researcher who is interested in collecting original data for the purpose of describing a population that is fairly large. In similar vein Ali (1996) and Wilson, (1998) pointed out that the design permits the description of conditions as they exist in their natural settings. Osuala (2005) described survey as a research design that is about people, fact about people, their beliefs, opinions, attitudes, motivation and behaviours. Somefun (1998) and Nsude (1999) had successfully used the design in similar studies like Strategies for improving organizational effectiveness among Nigerian firms and Strategies for improving the management of theological institutions in Umuahia respectively. For the above reasons the cross-sectional survey research design is therefore considered appropriate for examining the administrative and socio-economic determinants affecting the job performance of indigenous coaches in FCT, Abuja.

The sample for this study was made up of one hundred and thirty (131) coaches and sports administrators. The decision to include the entire population as respondents is based on the assertion of Gay (1981) and Nwana (1990) that where the number of the target population is small, it is preferable to utilize all the subjects in order to ensure representativeness and generalizability of findings. Moreover the population is of a manageable size. Consequently, there was no sampling in the study.

The instrument for data collection is the researcher-designed questionnaire on administrative tasks determinants otherwise called (QATD). The questionnaire is divided into two sections, A&B. Section A, consists of item, demanding the personal data of the respondents. Section B, composed of thirty four (9) statements on planning and organizing as determinants

of job performance among coaches. The respondents were required to indicate the degree of agreement or disagreement as follows: High extent(H.E), moderate Extent (M.E), Low Extent (L.E), No Extent (L.E)and Not Applicable (N.A) with assigned values of 5, 4, 3, 2 and 1 for positive items and 1, 2, 3 4and 5 for negative items respectively. The data collected was subjected to descriptive statistics of mean and standard deviation and inferential statistic of student t-test

## Results

The results of the analysed data are presented and interpreted. The presentation and interpretation were done in line with the research questions and hypotheses that guided the study.

### Research Question 1

What is the extent to which planning determines the job performance of Indigenous Coaches in FCT, Abuja?

S/N	Item statement	N=67		Decision	N=64		Decision
		Coaches			Sports Administrators		
		Mean.	Std.Dev.		Mean	Std.Dev	
1	Assigning duties to coaches	3.43	.722	High Extent	4.34	.570	High Extent
2	Setting goals for coaches	3.51	.805	High Extent	4.41	.583	High Extent
3	Coordinating the activities of the Coaches	3.32	.725	High Extent	4.22	.603	High Extent
4	Adherence to budget policies and procedures	3.10	.699	High Extent	3.75	.713	High Extent
	Cluster mean	3.391	.574	High Extent	4.18	.459	High Extent

**Table 1: Mean and standard deviation responses of Coaches and Sports Administrators on how planning determines the job performance of indigenous Coaches.**

The summary of data presented in table 1 revealed that planning determines the job performance of Indigenous

Coaches in FCT, Abuja to a high extent since the cluster mean of 3.39 and 4.18 for Coaches and Sports Administrators respectively are above the weighted mean of 3.00. Although Sports Administrators had a higher mean score when compare with the Coaches. The analysis of item by item mean score showed that both Coaches and Sports Administrators had on all item high extent. However, the mean score ranged from 3.10 to 4.41 for Coaches and Sports Administrators. The result indicates that planning to some extent determines the job performance of Indigenous coaches in FCT, Abuja with a cluster mean of 3.391 for coaches and 4.18 for sports administrators which is on high extent.

### Research Question 2.

What is the extent to which organizing, determines the job performance of Indigenous Coaches in FCT, Abuja?

S/N	Item statement	Coaches			Sports Administrators		
		Mean	Std.Dev.	Decision	Mean	Std.Dev	Decision
1	Arranging for friendly matches to improve the club's performance	3.21	.664	High Extent	3.80	.739	High Extent
2	Planning for practical session to enhance team performance	3.58	.721	High Extent	4.16	.761	High Extent
3	Allowing the Coaching Staff a free hand to do their job.	3.07	.840	High Extent	3.72	.806	High Extent
4	Players selection in the squad that enhance understanding and better performance	3.75	.959	High Extent	4.20	.717	High Extent
5	Registration of matches and competitions	3.28	.562	High Extent	3.30	.647	High Extent
	Cluster mean	3.38	.562	High Extent	3.94	.452	High Extent

**Table2: Mean and standard deviation responses of Coaches and Sports Administrators on how Organising determines the job performance of Indigenous Coaches.**

Table 2 summarized the responses of Coaches and Sports



Administrators on how organizing determined the job performance of Indigenous Coaches. The analysis showed that both Coaches and Sports Administrators agreed to a high extent that organizing determined the job performance of Indigenous Coaches in FCT, Abuja since their cluster mean of 3.38 and 3.94 are between the range of weighted mean of 3.00 and above for Coaches and Sports Administrators respectively. The items mean range from 3.07 to 4.20. Comparatively, Sports Administrators have a higher mean score than the Coach. This showed that there is difference in the mean response of Coaches and Sports administrators. The result showed that organizing to some extent determined the job performance of Indigenous Coaches in FCT, Abuja.

**Hypothesis One:**

There is no significant difference in the mean responses of coaches and sports administrators on planning as determinants of job performance of indigenous coaches in FCT, Abuja.

Status	N	Mean	Std. dev	Df	t-cal	significance	decision
Coaches	67	3.39	.574	129	-8.671	.000	Not significant
Sports Administrators	64	4.18	.460				

**Table 3: T- test analysis of Coaches and Sports Administrators on planning as determinants of job performance of Indigenous Coaches.**

Table 3 showed that t-cal value at 129 degrees of freedom is -8.671 and significant value is 0.000. Since the significant value of 0.000 is less than 0.05 level of significant. The result further revealed that there is significant difference in the mean rating response of Coaches and Sports Administrators on planning as determinants of job performance of Indigenous Coaches in FCT, Abuja. Therefore, the hypothesis of no significant difference is rejected.

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### Hypothesis two:

There is no significant difference in the mean responses of coaches and sports administrators on organizing as determinants of job performance of indigenous coaches in FCT, Abuja.

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Status	N	Mean	Std. dev	Df	t-cal	significance	decision
Coaches	67	3.38	.562	129	-6.265	.000	Not
Sports Administrators	64	3.94	.452				significant

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**Table 4:T-test analysis of response of Coaches and Sports Administrators to organizing as determinants of job performance of Indigenous Coaches.**

The result in table 4 showed that the significant value of 0.000 is less than the level of significance of 0.05. This means that there is significant difference in the mean ratings of Coaches and Sports Administrators with regards to organizing as determinants of job performance of Indigenous Coaches.

### Discussion of the Findings

Indigenous Coaches in FCT, Abuja would perform based on the level of planning as both Coaches and Sports Administrators agreed that planning to a high extent determined the performance of Indigenous Coaches. This agreed with what Zachary, Jemimah and Linet (2010.) who conducted a study on the influence of strategic planning and planning outcomes; an empirical study of Commercial Banks in Kenya. The findings of the study revealed that five dimensions of Strategic Planning were highly emphasized namely; internal orientation, key personnel involvement, creative planning, functional coverage, and control focus. However, two dimensions of Strategic Planning namely; external orientation and use of techniques in planning were moderately emphasized. The result suggested that all dimensions of Strategic Planning are practiced in

commercial banks in Kenya, an indication that the banks in Kenya practice effective and focused Strategic Planning.

In the light of the above findings, some very real and profound insights have emerged that planning is very key in anything one wants to do and succeed. The question is how much of the planning do the sports administrators and the coaches do in FCT, Abuja Football administration. Planning is deciding in advance what to do, how to do and who is to do it. Planning bridges the gap between where we are, where we want to go. It makes possible things to occur which would not otherwise occurred and makes one accountable. Sports Administrators should be made accountable in whatever happens in FCT Abuja Football administration.

The analysis of the result showed that organizing to a high extent determines the performance of Indigenous Coaches in FCT, Abuja hence the Coaches and Sports Administrators agreed on a cluster mean of 3.38 and 3.94 respectively. This is consistent with the finding of Larsen & Brewster (2003). They found in an empirical study that organizing as a task can facilitate performance in an establishment. The result found that Line managers have higher responsibility with respect to performance, management and training and development and lower responsibility in employee compensation systems.

In view of the findings, the researcher examined the administration of the Football body with the aim of establishing her prowess in recent time considering the organization of her competitions and discovered that it's full of crisis. This concludes that the transition is lacking in the clubs in FCT, Abuja. There is always in house- fighting between coaches and sports administrators on who does what. The study revealed that some Coaches have no right to draw a list of team without giving it for vetting before the game some Coaches do not know their job description as a coach not to talk of authority attach to their job. There is no proper organization in some of the clubs.

## **Conclusions**

On the basis of the findings and discussions of the study, a number of conclusions can be drawn.

1. Planning determined the job performance of football club Coaches in FCT, Abuja to a high extent.
2. Organising is a determinant of job performance of football club Coaches in FCT, Abuja to a high extent.

## **Recommendations:**

The following recommendations are made based on findings and conclusions drawn from the study.

1. Planning function should always be properly carried out by sports administrators as that has been found as a determinant of job performance of coaches in Abuja
2. Organising function should always be properly carried out by sports administrators as that has been found as a determinant of job performance of coaches in Abuja.

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