



WORK CONDITION AS A PREDICTOR OF ORGANIZATIONAL COMMITMENT AMONG SPORTS PERSONNELS IN SOUTH-EAST SPORTS DEVELOPMENT COMMISSION, NIGERIA

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ABSTRACT

This study examined work condition as a predictor of organizational commitment among sports personnel in the South East Sports Development Commission. Three research questions guided the study. Three null hypotheses were tested at 0.05 level of significance. Related literature pertinent to the study were reviewed which exposed the need for the study. Correlational research design was adopted, using a population of 838 officials coordinating sports programme within the South-East States Sports Development Commission, Nigeria. A sample size of 271 sports personnel of Sports Development Commission in South-East Nigeria was used for the study. The sample size was derived using the Taro Yamani formula. Thereafter, stratified random sampling technique was used. A structured questionnaire developed by the researcher was used for data collection. Cronbach Alpha method was used to establish the reliability of the instrument. An overall internal consistency and reliability coefficient 'r' value of 0.80 was obtained for the WCQ and reliability coefficient 'r' value of 0.79 was obtained for OCQ. Data collected were analyzed using simple regression analysis. The results showed that physical, social and psychological work conditions are strong and significant predictors of organizational commitment of sports personnel in South East State sports development commission. Results also revealed that work conditions are strong positive and significant correlates of organizational commitment of sport personnel in South East State sports development commission. Based on the findings, the researcher recommended among others, that work condition should be improved and made more conducive by providing adequate facilities and equipment so that sports personnel would derive adequate physical and psychological satisfaction that will go a long way to enhancing their commitment to work.

Keywords: Work Conditions, Organizational Commitment and Sports Personnel.



Introduction

Organizational commitment is a critical and vital aspect that determines the effectiveness of organizational management. It significantly influences individuals and organizations, serving as a cornerstone of an organization's existence. Commitment to the organization indicates an individual's dedication, high values, trust, work involvement, and unwavering loyalty to the organization they represent (Rameshkumar, 2020). Organizational commitment refers to the study of employees' loyalty and emotional attachment to an organization, encompassing their intrinsic values and external factors such as organizational culture and work environment (Ahmad and Safwan, 2024). Typically, the consistency of employees' commitment is assessed by their beliefs and values regarding the organization. It can also be seen as individuals' willingness to contribute to their organization. Employees' commitment in the workplace can significantly impact how well an organization operates, its effectiveness, and efficiency (Ahmad et al., 2023). Understanding organizational commitment is particularly important for sports personnel in human resource management, as shared commitment towards achieving core objectives fosters a drive for excellence (Ahmad et al., 2023). Various factors contribute to employees' commitment such as the reputation of leaders which play a significant role, as leaders who exhibit integrity, respect, trust, and dignity inspire ongoing commitment from those they influence (Lumpkin and Achen, 2018). Additionally, relationships among colleagues, work conditions, and motivation also influence employees' commitment to the organization (Nordin and Hassan, 2019). When sports personnel are not emotionally connected to their organizations, the potential for high turnover rates increases, as individuals are more likely to leave for better opportunities elsewhere (Ezeani, 2015).

Many sports personnel in Nigeria work under temporary or contract-based terms, which reduce the perceived benefits of staying with their current organization (Olowookere, 2015). In the context of sports organisations, such as the South East Sports Development Commissions (SESDC), high levels of commitment from personnel such as coaches, athletes, and support staff are crucial. These personnel are responsible for coordinating the sports programs and are key to its success. As SESDCs aim to promote sports development, nurture talents, and boost sports participation within the state, the dedication of its personnel is essential to the effective implementation of its programs and long-term achievement. A core and major component of the sports programs, is its focus on discovering and nurturing young sports talents through School Sports Programs. Integrating sports into the educational system through inter-school sports competitions and scouting events helps identify and develop future sports stars. The success of this initiative highly depends on the commitment of the personnel who work in various capacities within the organization, be it coaches, athletes, or support staff. Therefore, organizational commitment seems to be a key factor in determining how well these personnel contribute to the achievement of the organisation's strategic objectives.

Sports organizations are established in order to organize social and sporting activities in line with the sports needs and demands of its members. All sport organizations exist for a reason, either promoting a particular sport, providing entertainment to a local community, maximizing revenue generation, encouraging sport participation, or winning a championship (Ruiley and Li, 2021). These goals provide direction for organizations' operations. The aims and objectives of



sports organization according to Desai (2023) include: to provide a diverse programme of sporting activities, suitable for both young men and women with an intention of giving, particularly disaffected, vulnerable young people a sense of purpose, identity and achievement; to promote diversity and harmony and co-operation amongst all communities and groups of whatever race, creed, gender, age, sexual orientation and to foster shared interests and goals; to create a physically stimulating environment, this will channel energy and relieve stress; to promote better understanding, unity and harmony instead of strife; and to create a positive team spirit and identity in order to foster healthy competition rather than hostility and violence. The sports personnel is the management class that provides management and administration in the sports organization, acts with the aim of using the resources of the sports organization in the most rational way and makes efforts for the success of the sports organization. Therefore, the task of sports organization is to create such working conditions that the needs of employees can be met and, on the other hand, that it is also possible to create extremely engaged and loyal staff (Sport Scotland, 2019). These are committed employees that can be the key to the success of any organization.

In sports programs where the nature of the work can be physically demanding and emotionally draining, high levels of commitment are especially important. Without dedicated personnel, achieving long-term objectives such as developing home grown sports talent, maintaining high standards of performance, and increasing participation in sports at all levels becomes challenging. As an organisation that manages sport programs, the South East Sports Development Commission, relies on the commitment of the sports coordinators to fulfil its mission and effectively promote sports development within the state. Sport throws to coaches and athletes numerous challenges that have to be overcome. Commitment becomes a vital ingredient to the survival of the relationship especially during difficult and challenging times that may be sport-related such as injury, deselection, performance decline as well as personal-related such as school exams, work dismissal, school/work underachievement, family bereavement or divorce (Jowett and Felton, 2024). If there is commitment from both the coach and the athlete, then it is more likely they can easily overcome difficult and challenging situations. Commitment becomes the glue that keeps coaches and athletes together over time through highs and lows.

According to studies on the issue, several factors such as work climate, recognition, supervisor support, workload, leadership styles, and individual and job characteristics related variables were the most significant factors that determine employees' commitment to their organizations (Fantahun, Dellie, Worku and Debie, 2023). A high level of employee organizational commitment has several implications for organizations, including a strong desire to achieve organizational goals, a strong desire to stay in the organization, improved organizational performance, increased motivation, belongingness, and attachment to their organization, increased effectiveness and efficiency of their organization, improved job satisfaction, reduced turnover, burnout, and staff absenteeism (Alemayehu, Ololo and Siraneh, 2021; Almeida, Kim, Geun, Choi and Lee, 2017). On the contrary, having poor organizational commitment increases the occurrence of errors and poses a threat to safety. In recent times, organizational commitment issues have become a persistent global concern, manifesting in



challenges such as leadership styles, work conditions, high turnover rates, technological advancements, and employee attitudes toward work.

A critical factor influencing organizational commitment is work conditions. The work conditions within organizations play a crucial role in shaping organizational commitment of employees. The performance of employees is a popular issue and this is influenced in a range of ways by the work conditions. Work conditions refer to the environment in which employees operate, including the physical, social and psychological aspects of their jobs (Tijani, Oderinde, Abimbola and Adeoye, 2024). In sports organizations, work conditions can encompass the availability of training facilities, access to resources, remuneration, job security, workload, and opportunities for professional development. Work condition is the totality of environment under which a person or a group of persons works or performs his or her duties. Work condition can be in form of physical environment, human environment and relationship with colleagues and administrators, interaction within the system and the general aura of the work climate (Orji and Enyiamaka, 2017). The relationship between work conditions and organizational commitment has been explored in several studies, with findings consistently showing that favourable work conditions lead to higher levels of commitment. When employees feel supported, well-compensated, and provided with the necessary tools and resources to succeed in their roles, they are more likely to remain loyal to the organization.

However, in Nigeria, substandard work conditions are common challenges in many sports organizations. Issues such as delayed salary payments, inadequate facilities, job insecurity, and limited opportunities for career advancement are prevalent (Adeyemi, 2017). These poor working conditions can significantly undermine the commitment of sports personnel, who may feel undervalued or exploited. For example, coaches and athletes who work without adequate resources or with insufficient financial compensation may feel disillusioned with the organization, leading to lower levels of motivation and engagement. Over time, this can contribute to high turnover rates, as personnel leave in search of better opportunities elsewhere. The economic and social context in which sports organisation operate significantly influence both leadership styles and work conditions. Nigeria, as a developing country, faces numerous challenges related to economic stability, infrastructure development, and governance. These broader challenges often impact sports organisations like Sports Development Commissions, where issues such as funding limitations, political interference, and bureaucratic inefficiencies complicate efforts to improve leadership practices and work environments. For instance, government funding for sports initiatives is often inadequate, forcing the program to operate with limited resources. This affects the quality of training and development efforts and places added pressure on the personnel coordinating sports programs, who are expected to deliver results despite these constraints (Nwafor, 2016).

Furthermore, work conditions in Nigerian sports organizations often leave much to be desired. Okojie (2019) classifies work conditions into three main categories: physical, psychological, and social, each playing a pivotal role in shaping the work environment and overall experience of sports personnel. In the workplace, it is often assumed that employees who are more satisfied with the physical environment are more likely to produce better work



outcomes. Positively and negatively, the working environments will impact employee morale, loyalty and commitment to the productivity and entire work system. In the context of this study and for clarity's sake, the concept of work conditions will be examined under three main categories: physical work conditions, social work conditions and psychological work conditions. Each of these components plays a crucial role in shaping the performance, well-being, and commitment of sports personnel in both Nigerian and international sports settings.

The physical work environment in organizations includes the nature and arrangement of all the material objects and incentives or motivation that people come across in their day-to-day work activities (Sander, Caza and Jordan, 2019). Physical work conditions include facilities such as training grounds, locker rooms, and medical equipment. These are essential for enhancing performance and ensuring the well-being of athletes and staff alike (Nwachukwu, 2018). Adequate physical work conditions can create a conducive environment for productivity and enhance the commitment of employees to their organizations (Ezeani, 2015). The lack of adequate facilities, equipment, and financial resources makes it difficult for personnel to perform their duties effectively. Coaches, athletes, and support staff are frequently faced with inadequate training facilities, outdated equipment, and insufficient financial support. Sports facilities in Nigeria are frequently outdated, with many suffering from inadequate maintenance and substandard equipment. This situation is compounded by a lack of regular investment in the upgrading of facilities, which results in poorly maintained training grounds, inadequate locker rooms, and insufficient medical resources (Nwafor, 2016; Okeke, 2019). Such conditions hinder the ability of athletes and staff to perform optimally, potentially leading to dissatisfaction, reduced motivation, and diminished commitment to the organization. These poor working conditions not only affect the quality of sports training but also diminish the morale and motivation of personnel. In many cases, personnel are forced to work with limited resources, while still being expected to deliver high levels of performance. This creates a sense of frustration and disengagement, which can ultimately lead to lower levels of organizational commitment (Adeyemi, 2017). According to Ilesanmi (2020), the lack of coherent sports policies and government support for the development of sports facilities has further exacerbated the situation, leading to a scenario where Nigerian sports personnel often train and work in environments that do not align with global best practices. This not only limits the potential for athletes to excel but also affects their overall health and well-being.

In addition to the physical work conditions, the social work environment also plays a crucial role in shaping organizational commitment. Social work conditions refer to the relationships and dynamics among team members and within the broader organizational culture. Positive interpersonal relationships and a healthy organizational culture foster teamwork, collaboration, and a sense of belonging, all of which are vital for the success of any sports team (Okoye, 2020). In contrast, toxic team dynamics and poor management structures can lead to conflicts, reduced morale, and ultimately a negative impact on performance (Sulaimon and Musa, 2019). In sports organizations, these conditions include team dynamics, interpersonal relationships, communication patterns, and the overall organizational culture. Positive social work conditions contribute to a cohesive and collaborative work environment, while negative social dynamics can lead to conflicts, disengagement, and reduced commitment (Nwankwo,



2014). Positive social work conditions foster a sense of belonging, teamwork, and mutual respect among sports personnel, which can lead to higher levels of job satisfaction and commitment (Olowookere, 2015). According to Nwafor (2016), the absence of effective communication and team-building strategies often leads to friction between coaches, athletes, and administrators.

In Nigerian sports organizations, creating a cohesive and supportive social environment is often a challenge due to factors such as internal politics, interpersonal conflicts, and a lack of strong leadership. These challenges can undermine trust and collaboration among staff and athletes, leading to disengagement, low morale, and a high turnover rate. Nwafor (2016) highlights that poor communication and leadership struggles are significant barriers to achieving a harmonious team dynamic, often leading to inefficiencies and reduced performance levels. These issues not only affect the daily work environment but also contribute to a broader culture of dissatisfaction and mistrust within sports teams. Research has shown that organizations that prioritize building a positive social atmosphere through team-building activities, effective conflict resolution, and strong leadership tend to experience higher levels of commitment, job satisfaction, and overall team cohesion (Nwachukwu & Eze, 2019). Nigerian sports organizations can learn from these practices by creating supportive, communicative, and inclusive environments where personnel feel valued and connected.

Psychological work environment also plays a crucial role in shaping organizational commitment. Psychological work conditions refer to the mental and emotional factors that influence the behaviour and attitude of sports personnel. These factors include job security, stress levels, and emotional well-being, all of which can affect both the short-term and long-term performance of individuals within the sector. In Nigeria, the lack of adequate mental health support for sports personnel has been identified as a significant issue, with several studies indicating a high prevalence of stress among athletes and coaches (Adebayo and Okunoye, 2017). Employees who feel valued, supported, and recognized for their contributions are more likely to remain committed to the organization. On the other hand, employees who feel neglected, undervalued, or exploited are more likely to experience burnout, dissatisfaction, and disengagement. In the context of sports organizations, where the physical and emotional demands on personnel can be particularly high, the psychological work environment becomes even more important. Sports personnel, especially athletes and coaches, require not only physical resources but also emotional and psychological support to remain motivated and committed (Akinyele, 2007).

In the sports industry, where pressure to perform at high levels is intense, job stress is a common issue that affects not only athletes but also coaches, support staff, and administrators alike. For instance, Salami and Alao (2018) highlight that a lack of emotional support and proper stress management mechanisms in sports organizations often leads to burnout, reducing job satisfaction and overall performance. Similarly, Ogundele and Johnson (2019) argue that job security plays a pivotal role in shaping the psychological well-being of sports personnel, influencing their motivation and long-term commitment to their organizations. In sports, addressing psychological work conditions should be a priority. Research indicates that mental health support, such as counselling and stress management programs, can significantly improve the well-being and performance of sports personnel (Sulaimon and Adeyemi, 2019). Providing



these supports would not only improve job satisfaction but could also enhance the retention of talented personnel in the sports industry (Chukwudi and Ojo, 2021).

The issue of remuneration is another critical factor in determining organizational commitment in Nigerian sports organizations. Delayed salary payments, irregular compensation, and low wages are common issues faced by personnel in these organizations. According to Chukwu (2022) most organisations, particularly in Nigeria, believe that salary, or how much money they pay to employees' influences their commitment to work and loyalty. When employees are not paid on time or are inadequately compensated for their work, it creates financial stress and reduces job satisfaction. Over time, this can lead to a decline in organizational commitment, as personnel become more focused on finding alternative employment that offers better financial stability (Olowookere, 2015). The lack of job security further exacerbates this issue, as many sports personnel in Nigeria work on temporary or short-term contracts, with little assurance of continued employment. This sense of insecurity undermines their commitment to the organization and encourages high turnover rates.

In addition to the challenges of work conditions, the broader cultural context in which Nigerian sports organizations operate also influences organizational commitment. Nigeria is a collectivist society, where individuals place a high value on group harmony, social relationships, and community involvement. This can have both positive and negative effects on organizational commitment. In the context of Nigerian sports organizations, understanding the dimensions of organizational commitment is crucial due to the numerous challenges faced by sports personnel, including job insecurity, poor working conditions, and a lack of proper infrastructure. Affective commitment is often challenged by the limited emotional investment that Nigerian sports personnel feel towards their organizations, especially when faced with inadequate resources and a lack of recognition (Olowookere, 2015). When sports personnel are not emotionally connected to their organizations, the potential for high turnover rates increases, as individuals are more likely to leave for better opportunities elsewhere (Ezeani, 2015). This aspect of commitment emphasizes that an employee has a high level of active commitment, and then the chances of an employee staying with the organization for long are high (Tijani et al., 2023).

Similarly, continuance commitment is influenced by the limited career prospects and job insecurity in Nigerian sports organizations. In addition, possible reasons for employee deciding to stay with organisations vary, but the main reasons relate to a lack of work alternatives (especially at this moment of economic crisis and employees downsizing/loss of job and leading to high rate of unemployment in Nigeria) and remuneration (Liu, Gyabeng, Sewu, Nkrumah & Dartey, 2019). Many sports personnel in Nigeria work under temporary or contract-based terms, which reduce the perceived benefits of staying with their current organization (Olowookere, 2015). The absence of long-term job security, coupled with insufficient financial rewards, creates a situation where personnel may remain only because they cannot afford to leave, not because they are committed to the organization.

Normative commitment is heavily grounded on the values and personal norms of an employee, for that reason, attempting to measure it presents unique challenges. This level of



commitment occurs when an employee feels obligated to stay in the organization, where they feel, staying in the organization is the right thing to do. According to Onu, Akinlabi and Adegbola (2018), this type of commitment takes place when an employee feels a sense of obligation to the organization. This dimension reflects a sense of duty or moral responsibility to stay, often influenced by cultural and social norms. Employees with high normative commitment feel a strong sense of moral obligation to remain with the organization. They believe that their loyalty should be reciprocated and that leaving would betray the organization's trust and support (Okafor and Eze, 2020). Employees may perceive a social expectation to stay with their organization, especially in environments where long-term employment is valued. This can create a sense of obligation to remain, even in the face of challenges (Agbo, 2021).

Understanding these dimensions of organizational commitment is essential for sports organizations in Nigeria to develop strategies that promote employee loyalty and reduce turnover. Improved leadership, job security, and better working conditions can foster higher levels of commitment, ensuring long-term success and sustainability in the sports sector (Adebayo & Okunoye, 2017). Positive working environment is essential in ensuring employee productivity in order to avoid unnecessary stress to the employees thus affecting their commitment to work (Saidi, Michael, Sumilan, Lim, Jonathan, Hamidi and Ahmad, 2019). This implies that an improper and unfavourable workplace environment leads to work stress and will affect employee job commitment (Shahnavazi, Eshkiki, Shahnavazi & Bouraghi, 2021). For sports organisations to fulfil its objectives of promoting sports development and nurturing talent, it has to empower and motivate its personnel while addressing work conditions that may hinder their performance. Given the limited research on organizational commitment in the Nigerian sports sector especially in south east states, this study aims to fill that gap by exploring how work conditions predict organizational commitment among the sports personnel coordinating sports programs in South East Geo Political zone of Nigeria, under the umbrella of Sports Development Commission.

Statement of the Problem

Organizational commitment is a fundamental driver of productivity, efficiency, and long-term success in any institution including the sports sector. However, in the South East Sports Development Commissions, sports personnel often exhibit low levels of commitment, which is evident in frequent absenteeism, lack of enthusiasm for tasks, reluctance to take on additional responsibilities, and high turnover rates. many sports personnel appear disengaged, viewing their roles as temporary rather than long-term careers, leading to poor team cohesion, inconsistent performance and lack of continuity in sports development programmes. Several factors contribute to this lack of commitment, including job insecurity, inadequate financial compensation, limited career growth opportunities, poor working conditions, and insufficient managerial support. When employees feel undervalued and uncertain about their future in an organization, their motivation and loyalty decline, affecting overall workplace morale. Consequently, sports organizations in the region experience frequent staff turnover, reduced productivity and difficulties in maintaining high performance standards. Additionally, the



unstable workplace negatively impacts athlete development, weakens administrative efficiency and hampers long-term strategic planning within the sports sector.

Studies have shown that unfavourable work conditions lead to low job satisfaction, reduced motivation, increased turnover intentions and decreased overall performance. However, despite the recognized importance of organizational commitment in sports management, there is limited empirical research examining how specific work conditions predict the commitment levels of sports personnel in the South East region. Without a clear understanding of these relationships, policy makers and sports administrators may struggle to implement effective strategies that enhance employee dedication and retention. This study, therefore, seeks to fill this gap by investigating how work conditions serve as predictors of organizational commitment among sports personnel in the South East Sports Development Commission. By identifying the predictive values of the various work conditions on personnel' commitment, the findings will provide valuable insights for improving workplace policies, enhancing employee well-being and fostering a more dedicated and motivated sports workforce.

Purpose of the Study

The main purpose of this study is to examine work conditions as predictor of organizational commitment among sports personnel in the South East Sports Development Commission. Specifically, the objectives of the study are to:

1. determine if physical work conditions will predict the organizational commitment of the sports personnel in South East sports development commission.
2. ascertain if social environment work conditions will predict the organizational commitment of the sports personnel in South East sports development commission
3. determine if psychological work conditions will predict the organizational commitment of the sports personnel in Anambra state sports development commission.

Research Questions

The following research questions guided the study:

1. What is the predictive value of physical work conditions on organizational commitment of the sports personnel in South East State sports development commission?
2. What is the predictive value of social environment work conditions on organizational commitment of sport personnel in South East State sports development commission?
3. What is the predictive value of psychological work conditions on organizational commitment of sport personnel in South East State sports development commission?

Hypotheses

The following null hypotheses, formulated to be tested at the 0.05 level of significance guided the study.

1. Physical Work conditions will not significantly predict the organizational commitment of sport personnel in South East State sports development commission.



2. Social work conditions will not significantly predict the organizational commitment of sport personnel in South East State sports development commission.
3. Psychological work conditions will not significantly predict the organizational commitment of the sports personnel in South East State sports development commission.

Method

Correlational research design was adopted in this study. According to Nworgu (2015), correlational design is the type of design that seeks to establish the relationship between two or more variables as well as indicating the direction and magnitude of the relationship between the variables. This study was carried out in the South-East geopolitical zone of Nigeria, which is one of the six geopolitical zones in the country. The population for this study consists of 838 officials coordinating sports programme within the South-East States Sports Development Commission. These officials include the management team, sports officers and other support staff of the sports commissions. A sample size of 271 sports personnel of Sports Development Commission in South-East Nigeria was used for the study. The sample size was derived using the Taro Yamani formula. Two structured questionnaires which were developed by the researcher were used for data collection from the respondents. The first one was titled “Work Condition Questionnaire (WCQ)” containing 23 items. WCQ has two sections of A and B. Section A contained the personal data of the respondents and elicited such information as the status of the respondents based on their state. Section B of the WCQ was arranged and organized into three clusters. Cluster A contains 8 items which addressed research question one on physical work conditions; Cluster B contains 7 items which addressed research question two on social work condition; while Cluster C contains 8 items which addressed research question three on psychological work condition. The second questionnaire titled “Organizational Commitment Questionnaire (OCQ)” was designed to gather information from the sports personnel on their job commitment and which has 15 items. The instrument (WCQ and OCQ) designed for this study was subjected to face and content validity by experts in the field.

Reliability of the two research instruments were determined through a pilot test based on single administration of the instrument on some sports personnel in Delta State. The data collected with these two questionnaires were collated and analyzed using the Cronbach Alpha statistical method in order to determine the two instruments coefficient of internal consistency. For WCQ instrument, internal consistency and reliability coefficient “r” value of 0.71 for physical work condition, 0.79 for social work condition and 0.81 for psychological work condition were obtained. This gave an overall internal consistency and reliability coefficient ‘r’ value of 0.80 for the WCQ. For the second instrument - OCQ with only 15 items on organizational commitment, an internal consistency and reliability coefficient ‘r’ value of 0.79 was obtained. The researcher administered 271 copies of the questionnaires to the respondents in their offices with the aid of three research assistants who were briefed by the researcher on the purpose of the research; the response pattern, and the subject of the study. Out of the 271 copies of the questionnaire administered, fourteen were incompletely filled and thirteen were not



returned, hence twenty-seven copies of the questionnaire were not utilized. Thus, 244 copies of the questionnaire represented 90.04% return rate were used for data analysis. Simple regression analysis was used to answer the research questions. Cohen, Manion and Morrison (2018, Chapter, 21) suggestion for assessing the goodness of fit of regression model using squared regression coefficient (R^2) was adopted. For the hypotheses, P -value was used to determine the significance of the prediction. Where the calculated p -value is less than the stipulated level of significance (0.05), the null hypothesis was rejected. Whereas the null hypothesis was not rejected where the calculated P -value is greater than the stipulated level of significance (0.05).

Results

Research Question 1: What is the predictive value of physical work conditions on organizational commitment of the sports personnel in South East State sports development commission?

Table 1: Summary of Simple Regression Analysis with Physical Work Conditions as Predictor of Organizational Commitment of Sports Personnel

	R	R^2	Adj. R^2	B	SE B	β
Constant				12.00	3.01	
	.67	.45	.45			.67
Physical Work Conditions				1.39	.12	

The summary of simple regression analysis in table 1 shows that physical work conditions is a strong predictor of organizational commitment of sports personnel in South East State sports development commission. This is shown by the regression coefficient ($R = .67$) and the coefficient of determination ($R^2 = .45$) which indicates that physical work conditions explained 45% of the variance in organizational commitment of sports personnel in South East State sports development commission.

Research Question 2: What is the predictive value of social environment work conditions on organizational commitment of sport personnel in South East State sports development commission?

Table 2: Summary of Simple Regression Analysis with social environment work conditions as Predictor of Organizational Commitment of Sports Personnel

	R	R^2	Adj. R^2	B	SE B	β
Constant				9.34	3.09	
	.69	.48	.47			.64
Social Environment Work Conditions				1.78	.15	



The simple regression analysis in Table 2 shows that social work conditions is a strong predictor of organizational commitment of sports personnel in South East State sports development commission. This is shown by the regression coefficient ($R = .69$) and the coefficient of determination ($R^2 = .48$) which indicates that social work conditions explained 48% of the variance in organizational commitment of sports personnel in South East State sports development commission.

Research Question 3: What is the predictive value of psychological work conditions on organizational commitment of sport personnel in South East State sports development commission?

Table 3: Summary of Simple Regression Analysis with Psychological Work Conditions as Predictor of Organizational Commitment of Sports Personnel

	R	R ²	Adj.R ²	B	SE B	β
Constant				28.41	3.05	
	.41	.17	.16			.41
Psychological Work Conditions				.72	.13	

The simple regression analysis in Table 3 above shows that psychological work conditions is a weak predictor of organizational commitment of sports personnel in South East State sports development commission. This is shown by the regression coefficient ($R = .41$) and the coefficient of determination ($R^2 = .17$) which indicates that psychological work conditions explained 17% of the variance in organizational commitment of sports personnel in South East State sports development commission.

Test of Hypotheses

Hypothesis 1: Physical work conditions will not significantly predict the organizational commitment of the sports personnel in South East State sports development commission?

Table 4: Test of Significance of Simple Regression Analysis with Physical Work Conditions as Predictor of Organizational Commitment

	R	R ²	F. Ratio	P-value	Remark
Constant					
	.67	.45	121.61	.00	Sig.
Physical Work Conditions					

Table 4 shows that the simple regression coefficient (R) is .67 while the R^2 is .45. The F-ratio associated with these is 121.61 and the P -value = .00, since the P -value is less than the stipulated 0.05 level of significance, it was decided that physical work conditions is a significant predictor of organizational commitment of sports personnel in South East Sports Development Commission. The null hypothesis was therefore rejected.



Hypothesis 2: Social work conditions will not significantly predict the organizational commitment of the sports personnel in South East State Sports Development Commission?

Table 5: Test of Significance of Simple Regression Analysis with Social Work Conditions as Predictor of Organizational Commitment

	R	R ²	F. Ratio	P-value	Remark
Constant					
	.69	.48	134.12	.00	Sig.
Social work conditions					

Table 5 shows that the simple regression coefficient (R) is .69 while the R^2 is .48. The F-ratio associated with these is 134.12 and the P -value = .00, since the P -value is less than the stipulated 0.05 level of significance, it was decided that social work conditions is a significant predictor of organizational commitment of sports personnel in South East Sports Development Commission. The null hypothesis was therefore rejected.

Hypothesis 3: Psychological work conditions will not significantly predict the organizational commitment of the sports personnel in South East State sports development commission.

Table 6: Test of Significance of Simple Regression Analysis with Psychological Work Conditions as Predictor of Organizational Commitment

	R	R ²	F. Ratio	P-value	Remark
Constant					
	.41	.17	29.97	.00	Sig.
Psychological work conditions					

Table 6 shows that the simple regression coefficient (R) is .41 while the R^2 is .17. The F-ratio associated with these is 29.97 and the P -value = .00, since the P -value is less than the stipulated 0.05 level of significance, it was decided that psychological work conditions is a significant predictor of organizational commitment of sports personnel in South East Sports Development Commission. The null hypothesis was therefore rejected.

Discussion of Findings

Results of the study revealed that physical work conditions is a strong predictor of organizational commitment of sports personnel in South East State sports development commission. The finding corroborates that of Amadi and Ehule (2023) who revealed that physical work environment influences affective commitment, normative commitment and continuance commitment. Hafeez et al. (2019) asserted that the physical working conditions involve the quality of the physical environment in which employees work and include things like lighting, temperature conditions, ventilation, noise level, spacious offices, good maintenance of facilities and library resources. All these affect the work environment and shape employees' attitudes either positively or negatively towards the work. Tijani, Oderinde, Abimbola and Adeoye (2024) stated that working condition can enhance or hinder employees' commitment. The physical conditions under which sports personnel carry out their work have been linked up with their organizational commitment. The findings also revealed that physical work condition is



a significant predictor of organizational commitment of sports personnel in South East sports development commission. The null hypothesis was therefore rejected. This agrees with the findings of Tijani, Oderinde, Abimbola and Adeoye (2024) who revealed a strong, positive, and statistically significant relationship between the physical work environment and employee commitment. Following these findings, the study concluded that physical work environment positively and significantly influences organizational commitment.

Results of the study indicated that social work conditions is a strong predictor of organizational commitment of sports personnel in South East State sports development commission. The finding corroborates that of Orji and Enyiamaka (2017) who stated that social work conditions have positive effect on organizational commitment. Work condition significantly influences organizational commitment. Committed employees who are highly motivated in terms of conducive work environment contribute their time and energy to the pursuit of organizational goals and are increasingly acknowledged to be the primary asset available to the organization. Positive social work conditions contribute to a cohesive and collaborative work environment, while negative social dynamics can lead to conflicts, disengagement, and reduced commitment. Positive social work conditions foster a sense of belonging, teamwork, and mutual respect among sports personnel, which can lead to higher levels of job satisfaction and commitment. For sports organization, recognizing the importance of favourable work conditions is critical to their long-term success. By investing in modern facilities, prioritizing mental health, fostering positive team dynamics, and cultivating an inclusive culture, these organizations can create a supportive environment that enhances the commitment and performance of their personnel.

Furthermore, the findings of the study revealed that social work conditions is a significant predictor of organizational commitment of sports personnel in South East sports development commission. The null hypothesis was therefore rejected. this agrees with the findings of Tijani, Oderinde, Abimbola and Adeoye (2024) and Orji and Enyiamaka (2017) who stated that work condition significantly influences organizational commitment. This implies that sports organisations have a crucial responsibility to address the issue by providing financial assistance, and targeted interventions for sports personnel from diverse work conditions. These organizations can create a more equitable and supportive environment that fosters organizational commitment and overall sports personnel well-being.

Results of the study revealed that psychological work conditions are a significant predictor of organizational commitment of sports personnel in South East sports development commission. The finding is in consonance with that of Oladipo, Adeyemi and Adeniran (2019) and Hafeez, Yingjun, Hafeez, Mansoor and Rehman (2019) who found that favourable work conditions, such as opportunities for professional growth, work-life balance, and job security, significantly enhanced employees' commitment to their organizations. Poor work conditions, on the other hand, led to higher turnover intentions and lower organizational loyalty. Psychological work conditions in sports organizations encompass factors such as job security, stress management, and the mental well-being of personnel. These factors play a critical role in determining the job satisfaction, commitment, and performance of sports personnel. Adeoye (2016) emphasizes that psychological work conditions significantly influence an employee's



level of commitment to the organization. The findings also indicated that psychological work condition is a significant predictor of organizational commitment of sports personnel in South East sports development commission. The null hypothesis was therefore rejected. this is in agreement with that of Anasi (2020) who found that there is a significant linear relationship among work relationship, workload, work environment and organizational commitment.

Conclusion

It is clear from the study that work conditions (physical, social and psychological) is a positive and significant predictor of organizational commitment of sports personnel in South East State sports development commission. Work condition as one of the important tasks of management comprises the science and art of influencing people and ensuring good working environment in order to achieve goals. Work condition is a sine qua non to improvement in the organization which will invariably give rise to high performance standards. Maintaining good working conditions will lead to increased organizational commitment.

Recommendations

Based on the findings and conclusion of the study, the following recommendations are made:

1. Enhance the working conditions for sports personnel by providing modern training facilities, quality equipment, and well-maintained infrastructure. A supportive and well-equipped environment will boost both physical and psychological well-being, which in turn can significantly increase motivation and commitment to their roles.
2. Implement a fair and merit-based promotion system within the sports sector. Regular and transparent promotions that reward performance and dedication will foster a culture of excellence and drive sports personnel to maintain high standards.
3. To achieve a high level of commitment among sports personnel, attention must be given to all aspects of the work environment including physical facilities, team dynamics, and mental wellness. These factors play a crucial role in influencing employee engagement and, ultimately, help improve overall performance within sports organizations.



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