

The Effects of Sport Management Organizations on Job Satisfaction

A Synthesis Project

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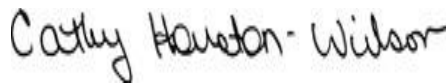


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Abstract

As the demands of a career in sport management grow, it is increasingly important to examine the level of satisfaction employees derive from their jobs in sport. Analysis of previous research demonstrates that employees that are more satisfied with their jobs perform better and are more committed to the organization. Modern coaches have more responsibilities than ever before, being more akin to managers than coaches have been in the past. Ensuring that coaches have the resources and support to meet the ever-changing demands of sport management is critical for the success of the organization. It is recommended for sport management organizations to improve the job satisfaction of employees to facilitate better performance and less turnover among staff members. The purpose of this synthesis project is to review the literature on the effects of sport management organizations on job satisfaction.

Chapter 1: Introduction

Sport management is a field that is constantly evolving, due to its fast-paced nature and rigorous work schedule. A position in such a field can be highly rewarding, yet demand a lot from its employees. Job satisfaction in sport is an important factor to consider, as more satisfied employees will serve the organization more effectively in the long-term. How the sport organization affects the job satisfaction of its employees is an important factor to consider, especially in an industry that is highly visible to the public through the media and, as a result, can often be subject to scandal or controversy.

During the 2015 football season, the New England Patriots became the subject of a controversy in regards to the apparent deflation of footballs prior to a match against the Indianapolis Colts. As a result, the organization was put under intense scrutiny from the media, fans, and the National Football League. Tom Brady, the quarterback who would primarily benefit from the deflation of these footballs, was suspended for four games and the matter appeared to be settled (ESPN, 2015).

The impact of this scandal on the players, the coaches, and the game were all considered, but what of the impact on the employees of the New England Patriots? What sort of impact did this event have on employee perceptions of their own organization, on their morale and work performance? Research shows that employees in sport management tend to identify strongly with both their organization and their team; the team's successes become their successes, the team's failures become their failures (Oja, Bass, & Gordon, 2020). In what way could this impact the overall job satisfaction of employees of the New England Patriots?

In business, human capital is essential to achieve sustainable competitive advantage, that being knowledge, skills, and abilities derived from an individual's experiences. Psychological

capital focuses on individual strengths and how the workplace environment can be utilized positively. Employees are constantly under pressure to evolve and adapt to ever-changing demands; human capital is rendered obsolete very quickly in the modern high-tech, fast-paced environment (Kim, M., Perrewé, P. L., Kim, Y. Kyoum, & Kim, A. C. H., 2017).

Underlying psychological capital are the qualities of hope, efficacy, resilience, and optimism. These qualities provide employees with the necessary tools to adapt to the ever-changing demands of the workplace. Psychological capital encourages personal growth while leading to desirable workplace outcomes (Kim et al., 2017).

Sport management employees identify both with their organizations and specific teams, a quality that can increase resilience and motivation due to camaraderie and a desire to benefit the team. Engagement and perceived meaning are necessary to keep employees motivated and committed. Work tends to be viewed as a source of meaning in life with a connection to overall purpose, serving as the foundation for professional development; positive work experiences, attitudes, and behaviors will be associated with psychological wellbeing considering work is a major component of life (Kim et al., 2017).

A supportive organizational climate is one in which employees receive support from immediate peers and other departments towards completing workplace tasks. Employees satisfied with their level of involvement in decision making are more likely to develop stronger relationships with coworkers; a supportive environment allows employees to see opportunity in setbacks and to rapidly recover from setbacks when less fearful of punishment (Kim et al., 2017).

A leader influences psychological capital and work performance through supervisory and directive style. Understanding the effect of role modeling through authentic leadership is essential; authentic leadership augments employee efficacy through feedback and participation,

while also enhancing resiliency through constructive criticism. A leader must be aware of the impact of political skill, that is, recognizing each employee's needs and efforts in order to provide effective feedback and a sustainable source of motivation (Kim et al., 2017).

Politically skilled leaders inspire trust, genuineness, sincerity, and confidence. Those who are politically skilled are more effective at building relationships with subordinates and experience greater job satisfaction. This is critical to effective leadership as achievement in work and life is derived mostly through effective social interactions. A leader with a higher degree of political skill is viewed as more effective, and thus, leads to more committed and satisfied subordinates. Mentoring is a great opportunity to develop political skill, especially early on in one's career (Robinson, Magnusen, & Kim, 2019).

The coach can be regarded as the basic functional unit of any sport organization, given their managerial role. Coaches who enjoy success train others the longest. Coaches engage in sport due to satisfaction from achievement, working with athletes, and conducting training. A coach's job satisfaction can be viewed primarily through the lens of intrinsic motivation rather than material factors, examples being personal affirmation, self-realization, achievement, friendship, and camaraderie (Nesic & Stupar, 2020).

Employment satisfaction is determined by salary, achievement, leader and organizational climate. Job performance refers to work quality and quantity, ability to learn, relationships, and attendance. Employee job satisfaction is a powerful indicator of performance. It is worthwhile to enhance an individual's overall capacities, such as psychological capital, to better handle the rapidly evolving climate of sport management (Kim et al., 2017).

Statement of the Problem

With the ever-changing demands within sport management organizations due to the rapid dissemination of information and accelerated accumulation of knowledge that comes with technology, individual human capital is no longer sufficient to fully satisfy the role of the modern coach. While advances in technology enable employees to do more work in less time, the demands of a career in sport management have expanded as well. Modern coaches are akin to managers, overseeing the lifecycle of an athlete's or team's career. In the field of sport management, it is noted that transactional components of the relationship between a coach and the administrator or organization are the least important factor in overall job satisfaction (Bravo, G. A., Won, D., & Chiu, W., 2019). Coaches are predominantly intrinsically motivated to participate in sport, almost regardless of compensation offered. The issue, then, is how does one motivate coaches to remain committed to the organization and excel in the absence of transactional factors?

Developing the resources and tools at an employee's disposal will enable them to better adapt to the constantly changing demands associated with the climate of sport management. Coaches that are more satisfied with their jobs tend to perform better and demonstrate greater levels of commitment to the organization. In the absence of other incentives, developing a state where coaches are satisfied with their jobs is the primary means for keeping coaches from seeking other jobs, while increasing their performance. The challenge, then, becomes fashioning the organizational climate in such a way that facilitates the positive development of its employees by determining best practices and effective strategies for doing so.

Purpose of the Study

The purpose of this synthesis project is to review the literature on the effects of sport management organizations on job satisfaction.

Operational Definitions

1. Job Satisfaction: a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Megheirkouni, 2019).
2. Human Capital: skills, abilities, and knowledge that encapsulate an individual's experience (Kim et al., 2017).
3. Psychological Capital: an individual's strengths and how their environment can effectively be utilized to help them thrive (Kim et al., 2017).

Research Questions

The following research questions will guide this synthesis:

1. What are the employees' perceptions of workplace impact on job satisfaction?
2. What are the specific institutional practices and/or policies that the employer implements which facilitates employees' positive or negative perception of job satisfaction?

Delimitations

1. The literature review contains articles from 2011 to 2021, articles that were both peer-reviewed and full-text.
2. The articles focused on the job satisfaction of staff members that were employed fulltime at the collegiate or professional level.

Chapter 2: Methods

The purpose of this synthesis project is to review the literature on the effects of sport management organizations on job satisfaction. A thorough search of online scholarly databases was conducted in order to obtain the necessary information for this synthesis. This chapter details the methods utilized to search for articles and to narrow down the results to usable information.

To obtain the articles that will be the subject of the following literature review, EBSCO databases were utilized through SUNY Brockport's Drake Memorial Library website. SPORTDiscus was the primary database utilized in the search for information. Initial searches resulted in hundreds of articles that pertain to the subject. Results for all following searches were narrowed down through the use of filters. The search was filtered to include only articles from 2011-2021, articles that were peer-reviewed, and articles on the database that had the full text available.

To begin the search, keywords were identified to result in the most relevant information. *Sport management* and *job satisfaction* were the terms used to conduct the search on EBSCO databases. *Sport management* was an essential term as it filtered out articles discussing the job satisfaction of professional athletes, as the focus of this synthesis is on faculty and staff. Further, *job satisfaction* as a keyword allowed for examining employee perceptions about both work and the workplace. Lastly, *workplace culture* was a term utilized to gather information on the level of identification an employee has with the organization or sport team and how that impacts job satisfaction and performance.

The first search within SPORTDiscus utilized the keywords *sport management* and *job satisfaction*. A total of 70 articles were produced from this search, with 11 of these articles being

included in the literature review. The second search utilized the terms *sport* and *workplace culture*, which resulted in 27 total hits, of which one article was utilized. Both searches were narrowed down with the filters full text, peer-reviewed, and publication dates from 2011 to 2021 enabled.

In order to be included in the research process, the articles must have studied variables that affect job satisfaction of employees in a sport management workplace, or the articles must have studied the impact of job satisfaction on workplace outcomes, such as job performance or turnover intention. At the conclusion of this search, 12 articles were evaluated and deemed fit to include in this synthesis project.

Of the 12 total articles, 11 articles met the criteria for this synthesis' critical mass. The final article was a meta-analysis included to present more background information in the introduction of this topic. This critical mass represents 7,032 individuals that participated in the studies conducted within each article. These individuals hail from every region of the United States, as well as Serbia. Predominantly, these individuals were white males. Participants mostly represented intercollegiate athletics across Divisions I, II, and III. Other studies included individuals representing sport clubs and the collegiate recreation setting.

Articles were obtained from the following journals: *Journal of Sport Management*, *International Journal of Sport Science & Coaching*, *European Sport Management Quarterly*, *Journal of Global Sport Management*, *Ido Movement for Culture*. *Journal of Martial Arts Anthropology*, *Sport Management Education Journal*, *Recreational Sports Journal*, *Managing Leisure*, and *Journal of Sport Behavior*.

Of the articles, 10 detailed studies that used quantitative methods to gather data, with one of these 10 studies utilizing both quantitative and qualitative methods to gather data. One article

utilized qualitative methods exclusively in the form of focus groups to obtain data. Articles focused on the job satisfaction of coaches and other professionals in sport management, excluding any articles that focused on the job satisfaction of professional athletes. Participants were predominantly composed of coaches and athletic directors. The majority of studies utilized surveys sent via email to obtain information. One study conducted a meta-analysis of the existing literature, which is not included in the critical mass for this synthesis project.

The primary challenge of this literature review was finding information backed by studies that could be applicable to improving job satisfaction in sport management employees. Much of the current research identifies variables that impact employee job satisfaction, but does not offer actionable steps towards addressing these variables within the sport management setting. With sport management being a relatively young field when compared to other disciplines, much of the current literature seeks similarities between sport management and other fields. The research is finding that sport management is a rather unique field, and while many of the variables that affect job satisfaction may carry over from other fields, practices and policies designed to address these variables need to be tailored specifically for sport management. Despite this challenge, a search on EBSCO databases yielded enough information on job satisfaction to gain a sense of its role in the sport management setting.

Chapter 3: Review of Literature

This chapter presents an extensive review of the current literature on job satisfaction of sport management employees in the workplace. The following main themes emerged as a result of this literature review: the assessment of job satisfaction itself and other related factors, the experiences of employees and how this relates to job satisfaction, the role of psychology in job satisfaction, and the impact of the leadership or supervisor on the job satisfaction of subordinate employees.

One of the themes that emerged from the literature was simply examining current job satisfaction levels in sport management workplaces and exploring how other factors, such as motivation, can impact the satisfaction employees feel towards their jobs. Job satisfaction and related factors will be discussed presently.

Assessing Job Satisfaction and Related Factors

Nesic & Stupar (2020) initiated a study in order to assess job satisfaction in combat sport coaches. A questionnaire was developed utilizing metrics derived from prior research on the subject and sent to 114 combat sport coaches. As a result of this study, it was observed that freelance and volunteer coaches were the most satisfied with their work, while professional coaches reported lower levels of satisfaction than their voluntarily-engaged peers. Overall, however, coaches in the combat sport profession were generally satisfied with their work.

A study was executed by Stokowski, S., Li, B., Goss, B. D., Hutchens, S., & Turk, M. (2018) to examine any possible relationships between work motivation and job satisfaction in sport management faculty. A total of 166 sport management professionals were asked to complete a survey via email which requested demographic information and assessed work motivation and job satisfaction levels. As a result of this study, faculty were found to have a

higher degree of intrinsic motivation in sport management when compared to other types of motivation. Participants reported the most satisfaction with the work itself, their coworkers, as well as the quality of supervision at their organizations. Participants reported the least satisfaction in relation to wages earned, rewards for outstanding work, and organization operating procedures. Job satisfaction was found to be significantly correlated with intrinsic motivation and identified regulation and higher work motivation resulted in greater job satisfaction among employees. Finally, work motivation was compared between tenured versus non-tenured faculty and no significant difference was found in motivation levels.

Employee Experiences and Job Satisfaction

Taylor, E. A., Sauder, M. H., & Rode, C. R. (2020) conducted a survey in order to determine the perceptions sport management faculty have on organizational resources to meet the demands of their respective jobs. Listserv databases were utilized to issue a Qualtrics survey to 144 sport management professionals. A modified Sexual Experience Questionnaire was utilized to assess prevalence of sexual harassment in the workplace. The Management Citizenship Behavior scale was utilized to assess perceptions of manager effectiveness and ethics. The Job Satisfaction Survey was used to evaluate pay, performance, and the nature of the work. The results were analyzed both statistically with SPSS software and an open-coding process for the relevant survey questions. As a result of this study, it is suggested that the sport management discipline has greater rates of workplace aggression in the form of sexual harassment and other forms of incivility. Females in the industry experienced workplace aggression at a rate of 33%, compared to a rate of only 4% among males, with individuals between the ages of 26 and 35 experiencing the most harassment. As a result of this workplace aggression, turnover intention was found to be higher among harassed employees. Additionally,

the ethics and conduct of managers in sport management was found to have a negative impact on the performance of faculty if inadequate.

Weight, E. A., Taylor, E., Huml, M. R., & Dixon, M. A. (2021) issued a Qualtrics survey to athletic department employees of NCAA institutions in order to define typical archetypes from employee experiences. These archetypes sought to summarize the overall experiences of athletic department employees to better understand and improve said experience. The survey was sent to 4,324 employees, of which their emails could be found online, and utilized the following measures to evaluate employee experiences: the Work Addiction Risk Test, Copenhagen Burnout Inventory, Utrecht Work Engagement Scale, as well as measures for assessing the strain of work on family responsibilities and vice-versa. The five most distinct archetypes that emerged were employee age, the presence of a flexible work schedule, the presence and age of children, position of employment, and years worked in athletics. Of all the archetypes, these five were found to be the most prevalent for understanding employee experiences within a collegiate athletic department.

A study conducted by Young, S., Sturts, J., Ross, C., & Kim, K. (2013) examined differences in job satisfaction between the Baby Boomer generation and Generations X and Y. From the 2009 NIRSA directory, 1,190 campus recreation employee emails were obtained to which a survey was sent out, resulting in 503 usable responses. The instrument utilized in constructing the survey was derived from previous literature and consisted of 52 items covering demographics, job satisfaction level, and employee perception of job satisfaction. As a result of these surveys, Baby Boomers were observed to be more satisfied with their jobs than both Generation X and Generation Y. However, Generation X and Generation Y had no statistically significant difference in job satisfaction when compared to one another.

Baker, A., Hums, M. A., Mamo, Y., & Andrew, D. P. S. (2019) examined the effects of mentorship in the academic field of sport management on positive outcomes such as trust, relationship effectiveness, and job satisfaction. A total of 90 sport management faculty who reported participation in a mentoring relationship were emailed a survey. Reminders were sent before and after the survey administration date. The survey was adopted from prior literature and examined by sport management professionals for content validity. The study found that when the mentor supported the mentee in terms of social and career development, the mentoring relationship was viewed as effective. The mentor meeting expectations created more trust in the relationship, and met expectations were found to be positively related to the job satisfaction of the mentee. When the mentor meets the expectations of the mentee in the relationship, the result is a mentee that is more equipped to handle the tasks and challenges related to beginning a career in sport management, which then translates to an increase in job satisfaction as the mentee is more efficient in their role as a result of the mentorship.

The Role of Psychology in Job Satisfaction

In a review of the literature, Kim et al. (2017) examined the role of organizational behavior in the job satisfaction and psychological wellbeing of sport employees. Additionally, the researchers sought to examine how these qualities could impact job performance. It was found, as a result of this literature review, that job satisfaction is a strong predictor of overall job performance. Psychological wellbeing was broken down to a few components: hope, efficacy, resilience, and optimism of employees in sport. Hopeful employees respond better to setbacks and can better pursue organizational goals as a result of being more likely to adapt and persist in the face of challenges. High efficacy in employees is correlated to better job performance. Resilience is critical in sport due to the highly stressful and rapidly changing environment of the

workplace. Optimistic employees take better advantage of opportunities and challenges that arise from job tasks and stressful situations. To summarize, employees expressing adequate psychological wellbeing in the forms of hope, efficacy, resilience, and optimism related to the job at hand, as well as higher level of satisfaction, perform more effectively than employees that do not.

Bravo et al. (2019) designed a survey in order to examine the role of psychological contract fulfillment on job satisfaction, affective organizational commitment, and turnover intention among NCAA coaches. Questions gathered from the literature were employed in conjunction with a five-point Likert scale and distributed to NCAA coaches, resulting in 383 usable survey responses. As a result of this study, job satisfaction was found to be positively correlated to the transactional and relational components of the implicit psychological contract between the organization and the employee. The relational component of the psychological contract was found to be positively related to affective commitment towards the organization, but the transactional component was not. Affective commitment was found to have a positive correlation with job satisfaction, which in turn demonstrated a negative correlation to employee turnover intention. Finally, work attitude adjustments were found to be more significant when resulting from an intentional breach of the psychological contract by the employer.

A study conducted by Turnis & Jordan (2019) examined the personality traits of campus recreation professionals in order to identify trends that could impact job task affect. A survey was sent to 233 campus recreation professionals, utilizing the five-factor model (FFM) of personality, to assess traits and affect toward duties related to general office tasks, personnel management, interpersonal tasks, and program-specific tasks. As a result of this study, the levels of affect towards various duties are listed from highest magnitude of affect reported to lowest:

personnel management, interpersonal, program-specific, and general office tasks. Extroversion, agreeableness, and openness to experience were correlated to interpersonal job task affect.

Job Satisfaction and the Leader

Megheirkouni (2019) distributed a questionnaire in a study that aimed to assess coaches' perceptions of the superior's power base and how this could impact personal job satisfaction. A total of 225 coaches across the UK responded to the questionnaire, which utilized the Five-Factor Power Scale and the Minnesota Satisfaction Questionnaire, as well as requesting demographic information. As a result of this study, a superior's power bases were found to be positively related to coaches' perceptions of job satisfaction. No difference was found between the power bases of elite and non-elite sports, nor was a statistical difference found between the two in job satisfaction.

A survey was created by Robinson et al. (2019) to determine if athletic director political skill influences perception of leadership effectiveness in subordinate head coaches, as well as the job satisfaction and commitment of said head coaches. Surveys were sent to 250 athletic directors and the corresponding 806 head coaches that worked under them. Athletic directors completed a Political Skill Inventory on Qualtrics sent to them via email. Afterwards, coaches completed a survey in regards to commitment, leader effectiveness, and job satisfaction. Political skill was not found to have a statistically significant impact on the perception of leadership effectiveness as a result of this study. However, leadership effectiveness was found to have a positive impact on the job satisfaction and commitment of subordinate head coaches.

Summary

This literature review has shown that multiple factors play a role in the overall job satisfaction of sport management employees. The research has demonstrated that generally, sport

management employees are satisfied with their work. Of the factors that impact job satisfaction, the motivations of sport management employees demonstrate an important role; professionals within the field tend to be intrinsically motivated to pursue a career in the field and are less motivated by material outcomes, such as awards and financial compensation. While the research shows that sport management employees are often unsatisfied with compensation, motivation to coach and participate in sport often overcomes this dissatisfaction.

The research shows that it is important to examine the differing experiences of sport management employees and how they can play a role in job satisfaction. The atmosphere of the workplace has demonstrated a discrepancy in the experiences of women versus men in the workplace, a result of greater levels of various forms of workplace harassment. Further, researchers determined the primary contributors to job satisfaction levels in the sport management workplace. Flexible scheduling, time and role in the athletic workplace, and the balance between work and family life are all important factors for the administrator to consider when considering employee job satisfaction levels. Finally, providing mentorship opportunities to new employees or students that are close to graduation can provide a strong foundation from which to build a career in sport management, resulting in greater levels of job satisfaction among those who participate in such a mentorship program.

Psychology plays an important role in job satisfaction as it governs personality and can impact relationships in the workplace. An organization or supervisor that intentionally breaches a component of the implicit psychological contract between employee and supervisor can harm the job satisfaction of the employee. More extroverted and socially engaged professionals are more effective in the sport management workplace and, as a result, are more satisfied with their jobs. The leadership plays a role as well in that those supervisors that are viewed as more effective in

their position elicit stronger job satisfaction levels from subordinate employees, thus it is important for the leader to assess their relationship with employees in the workplace.

Organizations ought to take into consideration the job satisfaction levels of their employees. As the research has demonstrated, more psychologically well employees that are satisfied with their jobs perform more effectively and efficiently in the workplace, are more committed to the organization, and demonstrate less turnover intention than employees who are dissatisfied with their jobs.

Chapter 4

Results, Discussion, and Recommendations for Future Research

The purpose of this chapter is to present the results of the literature review concerning the effects of sport management organizations on job satisfaction. The results of the literature review will be compared to the research questions outlined at the beginning of this synthesis to determine whether the results support or deny said questions. Recommendations for sport organizations will be presented, in terms of best practices for the workplace.

The results of this literature review suggest that, in general, employees in the field of sport management are satisfied with their jobs. Much of the research suggests that this is due largely in part to the intrinsic motivational factors that are common among professionals in sport. Conversely, the research demonstrates that overall, professionals in sport management are unsatisfied with compensation and benefits in the field, but intrinsic motivational factors are enough to overcome this discrepancy and lead to higher levels of job satisfaction. Furthermore, employees with higher levels of job satisfaction are more effective and efficient in the workplace, demonstrating tangible benefits to organizational leaders as a result of efforts to improve employee job satisfaction.

Discussion

Interpretations

Two research questions guided this inquiry, the first of which was, what are the employees' perceptions of the workplace's impact on job satisfaction? Weight et al. (2021) developed five archetypes that best characterize the experiences of sport management employees: employee age, a flexible work schedule, presence and age of children, position of employment and years worked in athletics. These are the primary factors that best define

employee experiences in sport management. Taylor et al. (2021) discovered that sport management has higher levels of workplace aggression than other fields, particularly towards females. This results in greater turnover attention among employees. Managers that act unethically or in similar demonstrations of poor conduct can further hamper employee performance. Robinson et al. (2019) found that a leader's political skill does not have an impact on employee perceptions in regards to leadership effectiveness, while leadership effectiveness can contribute to greater job satisfaction and commitment. Nesic & Stupar (2020) found that job satisfaction levels of freelance and volunteer coaches tend to be higher than that of professional coaches. Megheirkouni (2019), however, found that leadership power bases have no impact on the job satisfaction of non-elite nor elite coaches. Finally, Young et al. (2013) found that generations respond differently to the workplace, with Baby Boomers reporting higher levels of job satisfaction than Generations X and Y.

The second research question to be addressed was, what are the specific institutional practices and/or policies that the employer implements which facilitates employees' positive or negative perception of job satisfaction? Stokowski et al. (2018) demonstrated that intrinsically motivated employees report higher levels of job satisfaction, but generally speaking, employees were least satisfied with pay, rewards, and organizational operating procedures. Bravo et al. (2019) found that an implicit psychological contract exists between the employer and the employee, where intentional breaches of said contract can have a negative impact on employee job satisfaction. Baker et al. (2019) demonstrated that an effective mentoring relationship in the workplace, one in which the mentor meets the expectations of the mentee, can result in greater job satisfaction down the line. Finally, Turnis & Jordan (2019) reported that workplace duties

have varying levels of interpersonal job task affect, suggesting that the personality of professionals ought to be considered in relation to various duties.

Implications

As revealed in this literature review, previous research on the topic offers a number of variables that can enhance the job satisfaction of employees in the field of sport management. Many of these variables are actionable items in which organizations can improve upon to greatly enhance the job satisfaction and productivity of its employees.

Mentoring results in greater job satisfaction, information exchange, and socialization. It is important to consider what expectations the mentee has of the mentor as when those expectations are met, the most positive outcomes come to fruition. Mentoring has a positive impact on professional opportunities for the mentee and increases productivity. Universities and other sport organizations should encourage mentorships to assist in the development of professionals fresh to the field, a mentorship that is built on mutual respect and clear expectations.

The success of mentorships emphasizes the importance of relationships in the field of sport management. The relational component of the implicit psychological contract is perceived to be more important by coaches in the work environment than the transactional component. This results in up to four times greater job commitment if the relationship is viewed as positive. Organizations should focus on socio-economic support and strong communication with employees, as well as building trust in the organization and increasing the perceived level of support. Coaches may view short-term contracts as more transactional and thus will not develop affective commitment if they are simply waiting for the next opportunity, presenting challenges in developing a positive relationship with coaches in temporary positions. Coaches that are highly satisfied with their jobs demonstrate much lower rates of turnover intention. As for the

transactional component of the psychological contract, coaches are either neutrally or negatively affected, emphasizing the importance of relationships.

The political skill of the leader can lead to increased job satisfaction and commitment in subordinates. Using political skill effectively can encourage development in hardworking employees. Political skill can be improved intentionally, especially through mentoring early in one's career. Combining programs to improve political skill with effective mentoring can result in more effective development of subordinates and increased job satisfaction of employees.

Modern coaches are effectively managers and are in charge of the complete care and development of an athlete throughout their sporting career. Providing the resources and support for coaches to meet these additional demands is essential for a successful program. Autonomy, competence, and purpose impact motivation levels which are components related to intrinsic motivation. Strongly upheld values can contribute to a sense of autonomy as sport faculty are likely to identify with them. Most faculty surveyed were intrinsically motivated with a small amount being engaged in integrated regulation, the assimilation of the job with one's own values until they agree with one another. Intrinsic motivation naturally draws the individual to mastery, interest, and exploration of subjects. Administrators should seek to preserve a sense of autonomy in staff and carefully choose which behaviors to uphold as important as intrinsically motivated staff will most likely pursue these behaviors to the fullest extent on their own.

Managers should seek to be transparent in decision making and communicate clearly. Training for managers to assist in executing tasks effectively can help change the perception of manager competence from being a demand to a valuable resource. This can help reduce turnover intention in employees. Faculty obtain great levels of job satisfaction from their responsibilities themselves, a tremendous resource in the sport management industry. Other people have been

demonstrated to be especially important as a resource in this field. Conversely, this also highlights the importance of eliminating workplace aggression in sport management. Employees in sport management perceive pay and promotional opportunities to be poor in the industry, representing an avenue for improvement in the field. Perceptions of promotional opportunities can be enhanced with increased funding, opportunities for skill development, and other such assistance.

Women dominate entry-level positions in sport management, suggesting a bottleneck somewhere along the line that prevents them from moving on to more senior roles. Further, workplace aggression is experienced more frequently by women in the sport management careers, possibly causing prospects to turn away before spending a considerable amount of time in the field. Unequal distribution of benefits and a sense that women feel they must outlast their competition may contribute further to this issue. The resulting sacrificial culture and long hours diminish the work experience. Employees at earlier stages would benefit from professional development opportunities and greater support from management. Mid-career archetype employees need support in the form of work-life balance, supervisor support, behavior modeling, and verbal encouragement from management. Long hours are a common struggle in sport management, but flexibility in scheduling mitigates much of the negative impact. Employees in senior roles either had supportive spouses, were divorced or never married, and often expressed regrets of choosing work over family. However, senior employees reported the lowest levels of burnout and workaholism, likely due to having grown used to such issues.

Extroverted professionals who work well in a group are best suited for the campus recreation and sport management setting. These individuals tend to prefer fieldwork over deskwork and enjoy the interpersonal/social aspect of their jobs. It is recommended for

employers to assess the personality traits of applicants and to include an assessment, if possible. Personality can have a large impact on job satisfaction and performance in the workplace, whereas typical office duties are more easily taught to new hires and are worth overlooking in order to choose the right candidate.

The literature review suggests a difference in values when comparing older to younger generations. These values have an impact on the respective job satisfaction of each generation. In order to create a workspace that facilitates greater job satisfaction among employees, it is important for the organization to consider these differences between generations. While it is clear that there are differences in values among generations that play a role in job satisfaction, further research is needed to develop best practices to facilitate greater job satisfaction among the younger generations that coincide with their values.

Limitations & Recommendations for Future Research

While conducting this literature review, limitations of the current research became apparent. When conducting surveys in regards to political skill, athletic directors may have avoided participating in the survey for fear of having an inadequate relationship with sport management staff. The results in relation to political skill may be skewed as athletic directors that are confident in their relationship with subordinate staff were the primary group of individuals to respond to a survey regarding political skill. The primary participants in surveys regarding job satisfaction were collegiate coaches, reducing the possibility of generalizing results and applying them to other departments, such as campus recreation. Finally, the research on mentoring relationships focused on the mentees, without considering the viewpoints of the mentor in regards to the mentoring relationship.

Based on these limitations, recommendations for future research follows:

1. Future research should qualitatively examine barriers faculty faced to mentorship when they were unable to participate in a mentoring relationship. The mentor's view on the experience and any variance between formal/informal mentoring relationships should be considered as well.
2. Future research should gather empirical evidence as to what components of the HEROES Model influence the job performance and psychological well-being of employees.
3. Future research should focus on the leadership in sport management and their experiences in the relationship between supervisors and subordinate coaches.
4. Future research should examine the values of younger generations entering the workforce and how these values can be utilized to increase job satisfaction. Younger generations value work-life balance and seek meaning in everything they do, even demonstrating less of a tolerance for trivial tasks. Future research should consider strategies for maintaining high levels of job satisfaction in light of these challenges.

Summary

The purpose of this synthesis project is to review the literature on the effects of sport management organizations on job satisfaction. Online databases were utilized to gather articles in order to synthesize information on job satisfaction in sport management. This information was used to assess the perception of job satisfaction of employees in sport management, as well as to consider policies and practices that can impact said satisfaction.

Having conducted the search, the research revealed that the relationship between coaches, supervisors, and the organization, play a large role in determining the overall job satisfaction of sport management employees. Coaches value relationships far more than transactional aspects of work, so it is important to establish a relationship where there is trust and open communication among participants.

Future research examining the perspectives of administrators and younger generations entering the workforce can further facilitate the understanding of job satisfaction in the sport management workplace. Determining best practices after examining all variables affecting job satisfaction would benefit both the employer and the employee, facilitating a more productive workplace and greater psychological well-being.

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Appendix A
Synthesis Article Grid

Author	Title	Source	Purpose	Methods & Procedures	Analysis	Findings	Discussion/Recommendations Research Notes – Commonalities/Differences
Baker, A., Hums, M. A., Mamo, Y., & Andrew, D. P. S.	Outcomes of Mentoring Relationships Among Sport Management Faculty: Application of a Theoretical Framework	Journal of Sport Management	Examine the effects of mentorship in the academic field of sport management on positive outcomes such as trust, relationship effectiveness, and job satisfaction.	90 sport management faculty reporting participation in a mentoring relationship were emailed a survey. Reminders were sent before and after survey administration date. Survey was adopted from prior literature and examined by sport management professionals for	Quantitative study. Data was analyzed utilizing R version 3.3.2. Data screening and assumption tests before assessing reliability. Tucker-Lewis Index, comparative fit index, root mean square error of approximation	Hypothesis 1 was partially supported in that when mentors supported the protégé socially and in terms of career, expectations were met and the relationship was viewed as more effective. Hypothesis 2 was supported in that the mentor meeting expectat	Mentoring results in greater job satisfaction, information exchange, and socialization. This study shows that it is important to consider expected behavior of the mentor and actual behavior experienced, as well as the significance of barriers in preventing or diminishing relationships. Mentoring has a positive impact on professional opportunities and increased productivity. Universities should encourage relationships where mutual respect is high and expectations are clear.

				content validity.		ions resulted in greater trust from the protégé. Hypothesis 3 was accepted as job satisfaction and met expectations were positively related.	Future research should qualitatively examine barriers faculty faced to mentorship when they had none; the mentor’s view on the experience; and any variance between informal/formal mentoring relationships.
Bravo, G. A., Won, D., & Chiu, W.	Psychological contract, job satisfaction, commitment, and turnover intention: Exploring the moderating role of psychological contract breach in National Collegia	International Journal of Sport Science & Coaching	Examine the role of psychological contract fulfillment on job satisfaction, affective organizational commitment, and turnover intention among NCAA coaches.	383 coaches responded with usable surveys. A five-point Likert scale was utilized in conjunction with questions gathered from existing literature.	Quantitative study. SPSS 21.0 statistical package, confirmatory factor analysis, structural equation modeling, multi-group analysis	Transactional and relational content of psychological contract is positively correlated to job satisfaction. Relational content of psychological contract is	Relational component is perceived to be more important by coaches in the work environment, resulting in up to four times greater job commitment if positive. The focus should be socio-economic support and strong communication, as well as building the coach’s trust in the organization and perceived support. Coaches may

	<p>te Athletic Associat ion coaches</p>					<p>positivel y related to affective commit ment, but transacti onal content is not. Job satisfact ion is related positivel y to affective commit ment and negative ly to turnover intentio n. Affectiv e commit ment was not found to have a negative relations hip to turnover intentio n. Intentio nal breaches of the psychol ogical contract</p>	<p>view short-term contracts as more transactional and thus will not develop affective commitment if they are simply waiting for the next opportunity. Coaches may not be completely attached to their organization but they are to their jobs. High job satisfaction is correlated with less turnover intention. For the most part, coaches may be neutrally or even negatively affected by the transactional component of psychological contracts.</p>
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						result in more significant work attitude adjustments.	
ESPN	Deflategate timeline : After 544 days, Tom Brady gives In	ESPN.com	To discuss the sequence of events involved in the alleged deflation of football by the New England Patriots	News article	News article	The team was under intense scrutiny from the media and Tom Brady was suspended for four games.	Employees who identify with their sport organization may be harmed in terms of job satisfaction as the result of a scandal such as Deflategate.
Kim, M., Perrewé, P. L., Kim, Y. kyoum, & Kim, A. C. H.	Psychological capital in sport organizations: Hope, Efficacy, Resilience, and Optimism among Employees in Sport (HEROES)	European Sport Management Quarterly	To look at the role of organizational behavior in the job satisfaction and psychological wellbeing in sport employees and how this relates to job performance.	Literature review	Literature review	Job satisfaction is a strong predictor of job performance. Hopeful employees respond better to setbacks and can better pursue organizational goals. High efficacy is	Further research should gather empirical evidence as to what components of the HEROES Model influence the job performance and psychological wellbeing of employees.

						<p>correlated to better job performance. Resilience is critical in sport due to the highly stressful and rapidly changing environment. Optimistic employees take better advantage of opportunities and challenges that arise.</p>	
Megheirkouni, M.	Power Bases and Job Satisfaction in Sports Organizations	Journal of Global Sport Management	To examine coaches' perceptions of the superior's power base and how this impacts personal	225 coaches across a variety of sports in the UK answered a questionnaire. A demographic question	Quantitative study. SPSS version 21, Cronbach's alpha reliability analysis	Power bases were found to be positively related to job satisfaction. No difference was found	Few studies examine the relationship between the coach and any superiors. All power bases are found to have a positive relationship to job satisfaction in sport management.

			job satisfaction.	naire, the Five-Factor Power Scale, and Minnesota Satisfaction Questionnaire were utilized.		between elite and non-elite power bases. A statistically significant difference in job satisfaction between elite and non-elite sports was not found either.	Coaches may be motivated by the challenge of the work itself, explaining discrepancies compared to other disciplines. A wide variety of power bases exist in sport and may attract coaches of varying motivations, where the effectiveness of different power bases will vary. Elite and non-elite coaches do not react differently to superiors. Job satisfaction in elite vs. non-elite sport can be explained by the prevalence of voluntary coaches in the latter, who possess a high degree of self-motivation.
Nesic, M. B., & Stupar, D. M.	Management and Coaching	Ido Movement For Culture. Journal of Martial Arts Anthropology.	To determine effective metrics for evaluating coach	114 combat sport coaches were asked to complete a questionnaire	Quantitative study. Scale Reliability Analysis based on Cronbach's	Coaches were generally satisfied with their work, freelance and	Modern coaches are effectively managers and are in charge of the complete care and development of an athlete throughout their sporting career.

			job satisfaction.	utilizing metrics derived from prior research on job satisfaction.	Alpha, factor analysis via Oblimin rotation method, ANOVA, SPSS	volunteer coaches reporting the highest level of satisfaction and professional coaches reporting lower levels of satisfaction.	
Oja, B. D., Bass, J. R., & Gordon, B. S.	Identities in the Sport Workplace: Development of an Instrument to Measure Sport Employee Identification	Journal of Global Sport Management	To determine an initial measure of sport employee identification (SEI) and examine the degree to which sport employees identify with their organization.	6 sport management employees participated in a focus group where they participated in discussion about 10 questions developed by the researchers to assess level of identification with the sport team and organization.	Qualitative study. Focus groups.	Sport employees identify with the sport organization both as an employee and a quasi-fan.	The mechanism by which sport employees identify with the organization is worth looking into further. This study suggests that employees identify with the organization purely as a means to remain connected to the greater network of sport, and the particular team involved with the sport organization may not matter as much.

Robinson, G. M., Magnusen, M., & Kim, J. W.	The socially effective leader: Exploring the relationship between athletic director political skill and coach commitment and job satisfaction	International Journal of Sports Science & Coaching	To determine if athletic director political skill influences perception of leadership effectiveness in subordinate head coaches, as well as job satisfaction and commitment.	Surveys were sent to 250 athletic directors and the corresponding 806 head coaches that worked under them. ADs completed a Political Skill Inventory on Qualtrics sent to them via email. Afterwards, coaches completed a survey in regards to commitment, leader effectiveness, and job satisfaction.	Quantitative study. Confirmatory Factor Analysis using M-Plus 6.1	Political skill does not have a statistically significant positive impact on leadership effectiveness. Leadership effectiveness does have a positive impact on job satisfaction and commitment.	Political skill can lead to increased job satisfaction and commitment in subordinates. Using political skill effectively can encourage development in hardworking employees. Study may have been limited by ADs choosing not to participate if they felt their relationship with subordinates was weak. Political skill can be improved intentionally especially through mentoring early in one's career.
Stokowski, S., Li, B., Goss, B. D.,	Work Motivation and Job Satisfaction	Sport Management Education	To examine any possible relations	166 sport management professionals	Quantitative study. Regression tests	Faculty had a higher degree of	Autonomy, competence, and purpose impact motivation levels which are

Hutchens, S., & Turk, M.	Journal of Sport Management Faculty Members	Journal	Relationships between work motivation and job satisfaction in sport management faculty.	Responded to a survey via email examining demographic information, work motivation levels, and job satisfaction levels.	Were utilized to determine if/what type of motivation could predict job satisfaction. (Intrinsic, extrinsic, etc.)	Intrinsic motivation when compared to other types. Subjects were most satisfied with work itself, coworkers, and supervision. Subjects were least satisfied with pay, rewards, and operating procedures. Job satisfaction was found to be significantly correlated to intrinsic motivation and identified regulation. Higher	Components related to intrinsic motivation. Strongly upheld values can contribute to a sense of autonomy as sport faculty are likely to identify with them. Most faculty surveyed were intrinsically motivated with a small amount being engaged in integrated regulation. Integrated regulation being the assimilation of the job with one's own values until they agree with one another. Intrinsic motivation naturally draws the individual to mastery, interest, and exploration of subjects. Administrators should seek to preserve a sense of autonomy in staff and carefully choose which behaviors to uphold as important as intrinsically
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						work motivation resulted in greater job satisfaction. Work motivation was not found to vary across tenured v. non-tenured faculty.	motivated staff will most likely pursue these behaviors to the fullest extent on their own.
Taylor, E. A., Sauder, M. H., & Rode, C. R.	Perceived Job Demands and Resources in the Sport Management Academic Environment	Sport Management Education Journal	To explore the perception sport management faculty have on job demands and resource availability to meet those demands.	Qualtrics online surveys were emailed to four Listservs containing 144 sport management professionals. A modified Sexual Experience Questionnaire was utilized to assess prevalence of sexual harassment	Quantitative study. SPSS version 25 was used, as well as an open coding process for survey questions.	The study suggests that the sport management discipline experiences greater levels of workplace aggression, in the form of sexual harassment and incivility, than other industries	Managers should seek to be transparent in decision making and communicate clearly. Training for managers to assist in executing tasks effectively can help change the perception of manager competence from being a demand to a valuable resource. This can help reduce turnover intention in employees. Faculty obtain great levels of job satisfaction

				<p>nt. The Management Citizenship Behavior scale was utilized to assess perceptions of manager effectiveness and ethics. The Job Satisfaction Survey was used to evaluate pay, performance, and the nature of the work.</p>		<p>s. Females experienced workplace aggression at a greater rate than males (33% v. 4%) with individuals 26 to 35 years of age reporting the most harassment. This workplace aggression results in higher turnover intention. Manager ethics and conduct can negatively impact faculty performance if inadequate.</p>	<p>from their responsibilities themselves, a tremendous resource in the sport management industry. Other people have been demonstrated to be especially important as a resource in this field. Conversely, this also highlights the importance of eliminating workplace aggression in sport management. Faculty perceived pay and promotion to be poor in the industry, representing an avenue for improvement in the field. Perceptions of promotional opportunities can be enhanced with enhanced funding, skill development, and other such assistance. Lastly, workplace aggression is likely a factor in the discrepancy</p>
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							of male vs. female employee numbers in sport management.
Turnis, B., & Jordan, D.	An Exploration of Collegiate Outdoor Recreation Professionals' Personality Traits and Job Task Affect	Recreational Sports Journal	The purpose of this study was to examine personality traits of campus recreation professionals and to identify trends and how personality impacts job task affect.	A survey was sent to 233 campus recreation professionals utilizing the five-factor model (FFM) of personality to assess traits and affect toward duties related to the following: general office, personnel management, interpersonal, and program-specific.	Quantitative study. Standard regression analyses and descriptive statistics.	Level of affect towards various duties from highest magnitude to lowest: personnel management, interpersonal, program-specific, and general office tasks. Extroversion, agreeableness, and openness to experience were correlated to interpersonal job task affect.	Extroverted professionals who work well in a group are best suited for the campus recreation setting. Additionally, these individuals prefer fieldwork over deskwork and enjoy the interpersonal/social aspect of their jobs. It is recommended for employers to assess personality traits of applicants and to include an assessment, if possible, as personality can have a large impact on job satisfaction/performance whereas typical office duties are more easily taught to new hires.
Weight, E. A.,	Working in the	Journal of Sport	Examining	A Qualtrics	Quantitative and	The five most	Women dominate entry-

Taylor, E., Huml, M. R., & Dixon, M. A.	Sport Industry : A Classification of Human Capital Archetypes	Management	employee experiences to define typical archetypes in order to improve the work experience.	survey was distributed to athletic department employees of NCAA institutions, of which their emails could be found online (4,324 people). The survey use the Work Addiction Risk Test, Copenhagen Burnout Inventory, Utrecht Work Engagement Scale, as well as WFC (measures strain of work on family responsibilities) and FWC	qualitative. Archetypes were created to summarize employee experiences. Quotes and other information from the surveys were used to create an example narrative for archetypes.	distinct archetypes that emerged were employee age, flexible work schedule presence, presence and age of children, position of employment, and years worked in athletics.	level positions in sport management, suggesting a bottleneck somewhere along the line that prevents them from moving on to more senior roles. Unequal distribution of benefits and a sense that women feel they must outlast their competition may contribute to this. The resulting sacrificial culture and long hours diminish the work experience. Employees at earlier stages would benefit from professional development opportunities and greater support from management. Midcareer archetype employees need support in the form of work-life balance, supervisor support, behavior
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				(measures family-related work strain).			modeling, and verbal encouragement. Long hours is a struggle in sport management, but flexibility in schedule was deemed essential over addressing said long hours. Employees in senior roles either had supportive spouses, were divorced or never married, and often expressed regrets of choosing work over family. Senior employees reported lowest levels of burnout and workaholism, however.
Young, S., Sturts, J., Ross, C., & Kim, K.	Generational differences and job satisfaction in leisure services	Managing Leisure	The purpose of this study was to examine generational differences in job satisfaction among recreational	1,990 campus recreation employee emails were obtained from the 2009 NIRSA directory. 503 survey response	Quantitative study.	Baby Boomers were observed to be more satisfied with their jobs than both Generation X and	No evidence of differences in attitudes, work ethic, or orientation was observed among the generations. Working conditions, work and environment, as well as resources and benefits were the most

			<p>on employees.</p> <p>s were deemed usable. The instrument utilized in constructing the survey was derived from previous literature, consisting of 52 items divided among three categories: demographics, job satisfaction level, and employee perception of job satisfaction.</p>		<p>Generation Y. The latter two had no statistically significant difference in job satisfaction when compared to one another.</p>	<p>frequent areas of contention. Generations X and Y place a higher value on work-life balance and the longer tenure of the Baby Boomer generation may result in less of a sensitivity to having too many tasks and too little time in the case of the older generation. Stronger feelings in regards to work-life balance may explain differences in job satisfaction. Generation Y employees were found to have less tolerance for trivial tasks or anything that simply was not challenging enough, showing frequent feelings of wanting to make a difference with every action. This issue is exacerbated by modern technology</p>
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							which allow newer generations to work both smarter and more efficiently.
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