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# Does the Sport Industry Change the Game for Job Satisfaction?: A Case of Triple-A Ticket Office Employees

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## **Abstract**

Business success continues to be influenced by employee job satisfaction because satisfied employees are more likely to produce quality work, stay motivated, and continue with the organization for a longer period of time. The research into job satisfaction has only gone as far as the business industry but has not yet reached the sport industry. Using the sport of baseball, interviews with ten Triple-A, International League ticket office employees uncovered there are many commonalities between the sport and business industries in terms of factors that influence job satisfaction. Therefore, sport organizations can likely utilize existing research in this area to increase employee job satisfaction.

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Does the Sport Industry Change the Game for Job Satisfaction?: A Case of Triple-A Ticket

Office Employees

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**Abstract**

Business success continues to be influenced by employee job satisfaction because satisfied employees are more likely to produce quality work, stay motivated, and continue with the organization for a longer period of time. The research into job satisfaction has only gone as far as the business industry but has not yet reached the sport industry. Using the sport of baseball, interviews with ten Triple-A, International League ticket office employees uncovered there are many commonalities between the sport and business industries in terms of factors that influence job satisfaction. Therefore, sport organizations can likely utilize existing research in this area to increase employee job satisfaction.

## **Does the Sport Industry Change the Game for Job Satisfaction?: A Case of Triple-A Ticket Office Employees**

Waking up on a work day, is your first thought excitement to get to the office or dreadfulness because you need to get up for work? Unfortunately, we live in a world where many people are the latter. If people are spending the majority of their time at their place of employment, shouldn't they enjoy what they're doing? Not only is that enjoyment crucial for the employee but business success is contingent on employee job satisfaction and motivation as well. There are many influences of job satisfaction including organizational culture, employee factors, and management behaviors and attitudes. In order to find the most effective ways of managing employees and creating a culture where employees thrive and enjoy being at work, past research has examined a variety of business organizations. By doing so, researchers have found the most effective ways of increasing employee job satisfaction.

From a sport industry standpoint, there have been no studies done to determine whether or not the inclusion of sport, more specifically in a Minor League baseball ticket office, changes past research on job satisfaction. However, research has shown that the inclusion of sport into the workplace can change the way employees identify with their work (Oja, Bass, & Gordon, 2015). Past research has shown that employees tend to identify with the team they're working for or with the sport they're working in. In a general business setting, employees have a more difficult time identifying with their organization compared to a sport setting. Therefore, an assumption can be made that how sport employees are affected by their organization culture, coworkers, and management behaviors and attitudes is different than other business employees.

Our scope of knowledge is limited to general business organizations due to the lack of research done in a sport environment. From a management level, organizations must understand

how their employees are affected by organizational culture, coworkers, and management behaviors and attitudes; what causes an increase in job satisfaction. When that is understood, organizations and managers have the ability to shift their current way of thinking to increase job satisfaction for their employees. When employees are satisfied, they are more likely to work at higher levels, produce quality work, and stay with an organization for a longer period of time (Radebe & Dhurup, 2015). By expanding our knowledge to the sport industry, managers in the industry will have a better understanding of their employees and the capabilities to increase their job satisfaction.

### **Literature Review**

#### **Organizational Culture**

Organizational culture can be defined as the overall shared values, beliefs, and assumptions, which lend reasoning behind behaviors within an organization (Davenport, 2015). For each organization, the culture impacts the way employees go about their work at both the supervisor and subordinate level (Paul, 2012). A positive workplace environment utilizes strong linkages between employee performance, relationships, and complete effectiveness to foster growth within an organization (Cravens, Goad, Oishi, & Stewart, 2015). Thomas Davenport, a research specialist in organizational behavior, states “workplace culture is to employees as soil is to plants,” explaining the idea that a supportive, rich culture gives employees the best chance to grow and succeed in their position (2013, p. 38). Organizational culture is critical to the development of both the organization and its employees in thinking of innovation, job performance, job satisfaction, and employee commitment (Burton & Peachy, 2014). The overall culture provides a basis for how employees will behave and perform during their time with the organization. According to Davenport (2015), there are two main sides of organization culture,

the human side and the work side.

**Human side.**

The human side explains the degree of value placed on employees and how employees experience their work environment. There are four elements included in the human side of an organization's culture including "primacy of work and people, source of direction, locus of authority, and group emphasis" (Davenport, 2015, p. 38). Other literature has supported Davenport's theory of the human side of organizational culture explaining that the employees themselves learn to create the culture within an organization where their experiences and actions lead to how the culture is developed (Burton & Peachy, 2014). In terms of the locus of authority, if a culture was centralized it would focus authority in a few places versus decentralized where the culture would have widespread authority (Davenport, 2015). In a larger organization, a decentralized culture is more effective. Each manager has their own specific role and can make decisions without needing to wait from someone higher up to give them permission. A variety of managers also have the capability of bringing in a wide range of knowledge to better the company. Previous literature focuses on the human side to organizational culture opposed to the work side, where the driving force comes from the people who have the ability to create the organizational culture independent of the type of work (Celik, 2013).

The most distinguishing factor between effective organizations compared to ineffective ones is the shared understandings between employees on how things are done, how organizational members should act, and other behavioral aspects (Burton & Peachy, 2014). Since you must understand how employees in the organization perceive the culture to decide the effectiveness, employee impact is critical (Cravens et al., 2015). However, the human side is only one piece of the equation to organizational culture, the other is the work side, which deals

with the actual job duties and tasks (Davenport, 2015).

### **Work side.**

In terms of the work side to organizational culture, the elements that contribute to organizational norms are “planning horizon, search for novelty, adherence to convention, source of insight, and risk propensity” (Davenport, 2015, p. 39). These norms inform employees of how things are handled, performance expectations, and overall work effectiveness (Davenport, 2015). How work is completed, in regards to the previous five elements, leads to a specific type of culture being created. An example being if the source of insight is analytical, the organization focuses on data and logic while intuitive cultures focus on employee judgment (Davenport, 2015). The work side of culture is created and sustained based on the overall work environment and the way employees go about completing tasks (Cravens et al., 2015). The human side and work side of an organizations culture tend to intertwine. The way employee’s personalities blend together, referring to the human side, lead to the way those employees go about their assigned responsibilities in the organization, relative to the work side of culture (Celik, 2013). Commonalities in the work place lead to an effective organizational culture, which fosters growth and employee enjoyment (Cravens et al., 2015). Employees, at the subordinate and manager level, have the ability to influence organizational culture.

### **Employees**

Scholars have explained that organizational culture is created and maintained by the current employees of an organization whether that is subordinates or managers (Hitka & Balazova, 2015). The motivation, performance efforts, and personalities of the employees in an organization are some of the factors that lead to how to organizational culture is developed and upheld (Tampu, 2015). Employees have the ability to decide the success of an organization and

are therefore critical to the organization (Davenport, 2013). However, employee status and power relate to how their experiences shape an organization. Therefore, scholars including Celik (2013) explain that a subordinate's experience and influence to the organizational culture is much different than managers'.

### **Subordinates.**

As an employee becomes engaged in an organization, they experience a positive attitude toward the overall work they are doing and the values held by the organization (Crabb, 2011). When an employee is engaged, motivated, and feeling as though they matter to their manager or organization, the performance levels of an organization are much higher compared to when employees are less involved in their work. Three main pieces from an employee standpoint lead to their performance levels increasing: commitment to the organization, relationships among coworkers, and employees' level of motivation (Cravens et al., 2015). Employee impact can include their commitment to the organization which can be defined as "the attachment to, identification with, and involvement" within their organization (Burton & Peachy, 2014, p. 156). Another piece is the relationships among coworkers where positive relationships lead to a better work experience and higher performance levels (Madlock & Booth-Butterfield, 2012). Finally, employees' level of motivation dictates another piece of the puzzle for how employees impact the organizational culture (Celik, 2013). The more employees meeting all three pieces leads to higher performance levels for the organization (Celik, 2013).

Employee commitment encompasses an employee's level of satisfaction and identification with their prospective organization. When an organization has employees that are committed, they have a reasonable advantage over their competitors (Paul, 2012). Their competitive advantage stems from higher productivity levels and a decrease in employee

turnover. Therefore, policies and programs that work toward fostering employee commitment can take an organization to the next level (Price & Whiteley, 2014). Paul (2012) explains that employees who are committed to their organization will, more likely than not, go the extra mile. Whether that be staying at work for a longer period of time than they are scheduled or working on tasks that go outside of their job description. The overall commitment of an employee can be seen in their behavior (Price & Whiteley, 2014). The time and energy an employee devotes to on-the-job performance can translate to their level of commitment towards their organization. Commitment can be seen in an emotional state as well (Paul, 2012). The attitude employees have with their job tasks can be used to decode their level of commitment.

There are multiple measurements for establishing the levels of commitment an employee has towards their organization (Cravens et al., 2015). The components include but are not limited to pride in the organization, relationship with managers, overall satisfaction, recognition, and intent to stay in the organization. By measuring the levels of employee commitment, an organization can understand their competitive advantage if levels are high or begin to make strides towards increasing commitment if levels are low (Paul, 2012). If organizations are not measuring employee commitment, change will be difficult to enact leaving the organization at a disadvantage compared to the organizations measuring employee commitment.

Employee relationships are key to overall employee experience causing a better organizational culture to be developed. Workplace relationships refer to any relationships, good or bad, one has with a coworker whether that is employee-to-employee or subordinate-to-manager (Burton & Peachey, 2014). When employees hold positions with long hours, Madlock and Booth-Butterfield (2012) explain that interpersonal relationships among coworkers are the most unavoidable aspects of an organization. With many positions in the sport industry having

long hours, especially baseball, the relationships among coworkers is key to the development of organizational culture. Not only does a positive relationship with employees increase overall satisfaction, Madlock and Booth-Butterfield (2012) conclude that organizational effectiveness and financial well-being are also positively influenced. Relationships with coworkers have the ability to lead to friendships, employment support, and increase in satisfaction (Price & Whiteley, 2014). However, past research has not explained how certain relationships among coworkers are developed or maintained in the workplace.

The final influence factor by subordinates toward the organizational culture is the level of motivation, which influences job satisfaction and performance (Cravens et al., 2015). Motivation from employees' shifts based on "human needs, life situations, internal and external environments, etc." (Hitka & Balazova, 2015, p. 113). Therefore, an employee's overall levels of motivation could consistently be high but certain periods of time their levels of motivation could decrease due to a personal situation they may be experiencing (Tampu, 2015). However, the common levels of motivation, i.e. the normal level of motivation for an employee, are established by their age, education level, and seniority in their organization (Hitka & Balazova, 2015). When an employee is placed in an organization, their motivation can be boosted with a fair appraisal system and a chance for gaining more power within the workplace (Cravens et al., 2015). When an employee is placed in an organization where other employees are motivated, the chances for their motivation to increase is likely and therefore developing motivated employees is key to the ensuring motivation has a place in the organizational culture (Hitka & Balazova, 2015). Therefore, subordinate impact on an organization stems mainly from engagement, commitment, relationships among coworkers, and motivation. The management impact stems from separate factors.

**Managers.**

Managers have a critical role in determining whether the organizational culture hinders or contributes to the overall well-being of the employees (Davenport, 2013). The overall leadership within an organization contributes heavily to the creation and management of the culture. With the power that manager's hold in the organization, many employees will look to management to decide what behaviors and actions are accepted (Burton & Peachy, 2014). The influence that managers hold involve how employees are treated, which leads to how employees feel about their importance to the organization (Schneider, 2012).

In terms of managers developing employees' treatment, the management within an organization has the capability to establish what work employees are given, whether or not employees are praised for their work, and the importance of workplace culture (Hitka & Balazova, 2015). The amount of autonomy given to employees has the ability to hinder or encourage generating new ideas and performance levels (Schneider, 2012). When an employee is given meaningful work, they feel as though their contribution to the organization is valued and vice versa (Davenport, 2015). When an employee has a large amount of resources and high challenging tasks, they feel as though their work is fulfilling. However, a low resource with a low challenge leads employees to boredom (Hitka & Balazova, 2015).

Managers have the ability to provide any type and quantity of feedback to their employees. That feedback (or lack of) has the ability to shift how employees feel about their work and whether or not employees grow in their position (Davenport, 2013). A manager has the capability to provide employees with training, coaching, and repeated feedback to contribute to employee's learning and growing. By doing so, a manager puts his or her employees in the best place to improve (Davenport, 2013). By including learning in employee work, a manager is

supporting employee growth and allowing employees to feel valued in their position (Celik, 2013).

Whether or not a manager focuses on organizational culture allows for an employee to decide on whether or not the culture is valued. When a manager creates and maintains a positive, growing culture employees will, more than likely, follow their lead (Hitka & Balazova, 2015). However, if a manager does not work toward creating an organization culture where employees feel welcomed and valued, employees will tend to feel dissatisfied in their position (Davenport, 2013). Manager impact on organizational culture is critical because of their authority in the organization. Many employees look toward their manager to decide what performance levels are appropriate and how the culture impacts the organization (Celik, 2013). Therefore, managers who value the culture will cause many of their subordinates to do the same.

Manager's influence stems from employee treatment, type of work, feedback, and cultural importance. When a manager focuses on positive employee treatment with the right balance of feedback, an employee is more than likely more satisfied in their position (Celik, 2013). To improve job satisfaction, managers can provide meaningful work and focus on a positive organizational culture. Overall, managers should look to increase job satisfaction for their employees because satisfied employees lead to higher performance levels, employee commitment, and eventually intent to stay (Davenport, 2013).

### **Job Satisfaction**

Job satisfaction refers to a "pleasurable or positive emotional state arising from employee's job or job experiences" (Yee, Guo, & Yeung, 2015, p. 391) Many times job satisfaction is obtained through positive perceptions of the work environment. The two areas of job satisfaction refer to the global view, how satisfied an employee is with his or her job overall,

and the facet view, how satisfied an employee is with certain aspects of his or her job (Radebe & Dhurup, 2015). The global view is the big picture of whether or not an employee is satisfied, which does not factor in specifics. However, at the facet view each area of an employee's work is included. An employee can be satisfied with one facet, for example salary, but not another, possibly working hours (Radebe & Dhurup, 2015). An employee's satisfaction or lack thereof with each individual facet of the job lead to whether or not an employee is satisfied from the global view (Celik, 2013). In thinking of the previous aspects of the job including organizational culture and employees, at both the subordinate and manager level, Celik (2013) explains those factors are key in determining whether an employee will be satisfied with their work.

#### **Culture and satisfaction.**

In terms of factors leading to a satisfied or dissatisfied employee, organization culture is linked to job satisfaction (El-Nahas, Abd-El-Salam, & Shawky, 2013). If there are not commonalities between an employee's values and the overall organization's values, there is a disconnect that can lead to dissatisfaction, which contributes to the human side of the culture (Davenport, 2013). Another aspect surrounding the human side of culture is the degree of value placed on employees (Davenport, 2013). For example, if the work were decentralized causing power to be distributed to multiple employees, an employee who believes in autonomy would be satisfied with that organizational culture (Celik, 2013). The work side of organizational culture must also match up with an employee's values in order to determine if they're satisfied (Yee et al., 2015). Many employees, when entering a position, have specific ways they go about their work. Therefore, if they are a logical thinker and their tasks are logical, there is a better chance for satisfaction to be present in the work place (Davenport, 2013).

#### **Employees.**

In thinking about the other aspect, employees, there is a large emphasis on the overall relationships in an organization leading to satisfaction (Radebe & Dhurup, 2015). In terms of subordinates, the number of employees and personalities of those employees play a large role in determining whether someone is satisfied. There is a disconnect in literature when thinking of whether or not employees are more often satisfied when there are multiple employees present compared to when there are less. Celik (2013) explains that an office environment with a small group of employees ends up producing more satisfied employees because there is less of a chance for employees to disagree because there are less opinions to factor in. However, Yee and colleagues (2015) state that with a higher number of coworkers, an employee is more likely to develop positive relationships because there are more personalities within the office, put simply, there is a better chance an employee will find someone with common personalities because there are more people to choose from. Yee and coauthors (2015) also state more coworkers normally leads to more satisfied employees because employees who may not necessarily match up with the ideas of others have a better chance for privacy because there is a larger group.

#### **Importance of satisfied employees.**

The importance of job satisfaction comes when management realizes the impact of a satisfied employee (Radebe & Dhurup, 2015). The positive feelings employees have when satisfied lead to an overall increase in performance levels compared to a dissatisfied employee. Satisfied employees are empowered to perform their jobs better causing the overall effectiveness to increase (Radebe & Dhurup, 2015). When an employee is satisfied with their job, s/he is more likely to complete requests from supervisors that are not related to their job description. In turn, the supervisor has the ability to turn to an employee with the capabilities of completing the tasks even though it is not necessarily in their job description (Celik, 2015). Not only are employees

willing to complete a multitude of requests from managers, they are more likely to work outside of normal business hours whether that be coming in early or staying late without the promise of reward (El-Nahas et al., 2013). Therefore, the benefit of employing satisfied workers is much more than a healthy working environment, the overall organization performance and effectiveness is researched to be higher. Finally, employees who are satisfied with their work and committed to the organization have intent to stay within the organization causing less turnover (El-Nahas et al., 2013). Fewer turnovers in an organization benefit the organization financially as well. With employees who have intent to stay, effort and money does not need to be put into finding and hiring new employees.

### **Theoretical Framework**

In thinking of how to explain and measure job satisfaction, scholars have utilized multiple models and methods. The most common method used among scholars is the Range of Affect Theory (Radebe & Dhurup, 2015). In simple terms, the Range of Affect Theory attempts to measure and therefore explain the connection or disconnection between what an employee wants in their job and what that employee has in their job. A large disconnect between the two leads to an employee who is unsatisfied while many commonalities between the two lead to a more satisfied employee (Radebe & Dhurup, 2015). By acknowledging what employees want in their position and guaranteeing those main facets are being met, employers can increase the chances of satisfaction in their employees.

Another theory used to explain the level of job satisfaction is the Antecedent View (Yee et al., 2015). This theory measures job satisfaction through the use of organizational commitment, which explains that an employee first develops a perception of their job specifically. After their opinion is shaped about their specific line of work, s/he then determines their opinion of the organization (El-Nahas et al., 2013). After both are fulfilled, an employee

can then decide whether or not they are committed. Their level of commitment can be explained as their level of satisfaction. Yee and colleagues (2015) explain that a committed employee is a satisfied employee. However, many theorists explain that the Antecedent View is not a determination of job satisfaction because organizational commitment comes long after determining whether or not an employee is satisfied (El-Nahas et al., 2013). Satisfaction is simply the response to the job while organizational commitment is a psychological bond, which is not determined quickly. Therefore, El-Nahas and colleagues (2013) explain that job satisfaction should be considered a precursor to organizational commitment and not the other way around.

Many previous studies have explained how employees are impacted by the organizational culture and management behaviors in their workplace (Burton & Peachey, 2014; Celik, 2013; Cravens et al., 2015; Davenport 2015; Hitka & Balazova, 2015). However, each study has been conducted in a general business environment. There has been no research done to understand whether the results in the previous studies hold true in the sports industry. Therefore, the purpose of this study was to determine to what degree ticket office employees' in Triple-A baseball organizations are impacted by organizational culture and management's attitudes and behaviors. Subsequently, the research questions are as follows:

1. Does the culture of a baseball organization impact ticket office employees?
2. In which ways are ticket office employees affected by their direct supervisor's attitudes and behaviors in general?
3. What theory, Range of Affect or Antecedent View, is most effective when measuring job satisfaction in the sporting environment?

### **Method**

As predictive research, the study looked to determine whether there is a relationship present between organizational culture and employees on job satisfaction (Jones, 2015). After determining whether a relationship is present, the researcher had the data necessary to forecast a future phenomenon (Jones, 2015). Collection of primary data through interviews worked towards determining if the environment of the sports industry impacted employees differently compared to another business organization.

### **Participants**

The population for the survey were ticket office employees for Triple-A baseball organizations in the United States. The sample used for the population were ticket office employees who hold an entry level position in ticket sales including Account Executives, Inside Sales Representatives, and Ticket Sales Executives (Johnson, 2015). A similar, semi-structured interview study conducted by Raabe and Readdy (2014) was completed using twelve participants while the study conducted by Schultze and Avital (2011) utilized eight participants. Therefore, this study utilized ten participants (see Table 1).

The researcher randomly selected the participants using the front office page of the organizations' website (Raabe & Readdy, 2014). The participants selected were from organizations in the International League, which encompasses Triple-A teams in the eastern United States area. The researcher selected the second ticket sales associate listed when three or less were presented on the front office page. If four or more were listed, the researcher selected the second and fourth names listed. Both men and women were selected for the study. The researcher had access to the participants contact information through the front office page. Eighty percent of participants were male while twenty percent were female. Forty percent have two or more years of experience while sixty percent have less than two years of experience.

### **Variables and Measures**

The independent variable for the study was the organizational culture, management attitudes and behaviors, and employee factors. Utilizing Davenport's definition, organizational culture is defined as the overall shared values, beliefs, and assumptions, which lend reasoning behind behaviors within an organization (2015). Management attitudes and behaviors encompass the day to day feelings and actions of an individual in power (Burton & Peachy, 2014). Finally, employee factors hold both a qualitative and quantitative aspect (Jones, 2015). From a qualitative standpoint, employee factors deal with the personalities and relationships coworkers have with one another (Radebe & Dhurup, 2015). Quantitative speaks to the size of the ticket office. Celik (2013) explains that a smaller organization provides a better chance for satisfied employees while Yee and colleagues (2015) believe the opposite. Because of the gap in literature where there is no answer on whether a larger or smaller number of employees are better for job satisfaction, the researcher looked to answer that question.

The dependent variable for the study was job satisfaction, which refers to a "pleasurable or positive emotional state arising from employee's job or job experiences" (Yee, Guo, & Yeung, 2015, p. 391). Therefore, the research attempted to understand whether or not management attitude and behaviors, organizational culture, and employee factors influenced job satisfaction for the population of the survey.

### **Data Collection Instrument**

The interviews worked toward answering the research questions while using qualitative and quantitative data. There were three quantitative research questions that were placed at the beginning of the interview to gain a basic knowledge of the participant and the organization. In terms of qualitative data, the researcher asked questions in three categories: organization,

leadership impacting group dynamics, and job satisfaction. There were five questions under the category of organization, four of which were fill in the blank. Under the leadership impact category, there were seven questions; each looked to gain insight on management attitudes and behaviors. Finally, there were three job satisfaction questions that allowed the researcher to understand how the participant felt about their current role. At the conclusion of the interview, the researcher allowed the participants to add anything they may feel would increase the validity of the answers previously given (See Appendix A).

### **Data Collection Procedure**

The research began by creating a list of potential interviewees where emails were taken from the International League Triple-A baseball team websites. After randomly selecting the participants, the researcher connected with the potential participants via email requesting their participation in the study (see Appendix B). The email included information on the purpose of the study, length of the interview, and a request for the participant to send their availability if they were willing to participate (Jones, 2015). A week after the initial email was sent, the researcher reached out to the individuals who had not yet accepted or declined the invitation (see Appendix C). After finalizing the list of participants, the researcher scheduled phone interview times during or after regular business hours. The researcher created and pilot tested the interview. After making the appropriate revisions, the researcher finalized the list of interview questions. Since the interview was structured, the questions were the same for all ten interviews (Jones, 2015). Before beginning the interview, the researcher recited a consent statement to each participant including the purpose of the research and why their honest responses were important; asked for their verbal agreement (Jones, 2015). Each interview was audio recorded and the researcher took notes during the course of the interview, which the participant was aware of

(Johnson, 2015). The last interview was conducted on October 13, 2016. After the interviews had been conducted for each participant, the researcher concluded with a thank you email to all participants (Appendix D). The researcher then began to analyze the data (Jones, 2015).

### **Data Analysis Plan**

After the interviews were completed, the researcher listened to the audio recorded interviews and transcribed each interview, which provided a word-for-word written copy to permit analysis. The data was then collected and analyzed to answer the research questions. The researcher separated each question and paired with the same questions asked in other interviews. Utilizing an Excel spreadsheet, the researcher labeled each question and placed it as the heading for a column. Each participant's pseudonym was used to create headings for the rows. After the interviews concluded, the researcher added the data to the Excel spreadsheet. In terms of quantitative data, the researcher found the mean for the number of employees in the ticket office and the number of managers. Based on data collected, the researcher grouped like answers together to depict trends in the data. The researcher did so by looking for key words in the participant's responses (Johnson, 2015). Utilizing thematic analysis, the researcher worked towards answering the research questions (Jones, 2015).

In terms of qualitative questions, the data was coded to find commonalities between interviews. Common organizational cultures and management styles were color coded and categorized in order to see if the levels of job satisfaction were consistent throughout similar cultures and styles. For example, if four people stated their work expectations were not clearly stated, those four answers were colored the same. The categories for each variable were assigned a letter or number in order to find if relationships were present. For example, if certain management categories (micromanagement, labeled A) aligned with common levels of job

satisfaction (two stars). After the data was color coded and labeled, the researcher determined if similar answers, whether that be for organizational culture or management behaviors and attitudes linked toward a common rating of job satisfaction. Finally, specific attention was paid to which management styles were linked to higher job satisfaction and how organizational culture can be translated into job satisfaction.

Using both the quotes and quantitative measures, the data was triangulated increasing the validity and reliability of the results. The collection of all data was able to conclude how organizational culture and management attitudes and behaviors influence Triple-A ticket office employees. By doing so, current and future ticket office managers may use the information to understand how their management style impacts their employees and what styles are the best for ensuring employees are satisfied in their current role at the organization.

### **Results and Discussion**

In general, the findings in the study are similar to previous literature in a business organization where organizational culture and management attitudes and behaviors play a role in how an employee views their organization. From the data collected, conclusions for whether or not organization culture impacts ticket office employees, the ways those employees are affected by their manager, and a theory to measure job satisfaction have been determined. For participants with more or less than two years of experience, organizational culture and management attitudes and behaviors were influential in whether an employee was satisfied and their thoughts on if they would like to be a part of the organization in five years. To determine how that satisfaction is measured in the sport industry, the Range of Affect theory should be used.

### **Organizational Culture**

Similarly, to a business organization, ticket office employees are impacted in a variety of

ways by their organizational culture. That culture then correlates to whether or not they're satisfied in their current role. During the interviews ninety percent of participants stated their culture focused on fan retention, customer service, or fan experience. However, Frank stated that his culture was strictly on sales goals and followed up by stating his personal goals did not correspond to the organizational goals where the other nine respondents stated there was a correlation. "I have a hard time believing the only thing that we should be worried about is how much money we are making. It's Minor League baseball, we need to talk about the fans" (Frank). Frank also explained he was unsatisfied with the organization and his role. According to previous research, commonalities between employee and organization values lead to an employee who is able to relate more to the organization and, in turn, is more satisfied (Davenport, 2013). However, employee values that have a disconnect with organizational values depict lower levels of job satisfaction. When employees feel linked to their organization through similar values, their culture is more effective promoting growth and employee enjoyment (Cravens et al., 2015). The data depicts the same trend where the individual who showed a disconnect rated much lower in job satisfaction compared to those who shared similar values. Gina explained that her personal goals match well with the organization because fan experience and retention is important to both. "I love being with the fans and trying to improve their time at the ballpark, my team (organization) does the same." Gina explained that she was also extremely satisfied in her current role rating her level of job satisfaction at five out of five stars.

In terms of diversity of day to day tasks, the inclusion of a variety of tasks allow for an exciting and interesting environment (Hitka & Balazova, 2015). However, simple, repetitive tasks may lead to employee boredom. Eight participants explained that in their current role there is not enough diversity of day to day task. Five of those eight followed up by saying there is a

lack of diversity in the off season but in season the diversity of day to day task is enough. The three individuals who did not follow up stating in season has enough diversity had lower levels of job satisfaction. “I just can’t seem to enjoy what I’m doing when it’s the same damn thing eight hours a day, five days a week” (Andrew). However, Bob stated “during the off season it’s tough because we just make calls and sell the packages but in season it’s fun and exciting, things change daily.” Keith stated “in season diversity of day to day tasks is definitely enough, I have a million different things to do but it keeps me interested.” Andrew’s job satisfaction was lower than Bob or Keith’s which supports previous literature. Tom rated job satisfaction higher than the previous three and stated that there is enough diversity of day to day task in and out of season.

From the data collected, there is no trend in the size of the ticket office, larger or smaller, with level of job satisfaction. Celik (2013) believes a smaller number of employees provide a better chance of satisfaction while Yee and colleagues (2015) disagree stating employees are better off in a larger organization. Although there is no correlation between subordinates, participants who had more individuals holding a management role in the ticket office rated a lower level of job satisfaction. The reasoning could be because there are more individuals in power that employees are working to please. “I try to do what I need to do to be successful here but it’s hard because everyone’s success is something different” (Dennis). With a variety of opinions at play, employees may have a hard time deciding what is the right thing to do causing a decrease in job satisfaction. However, with the nature of the sport industry and long hours, Madlock and Booth-Butterfield’s (2012) findings show that interpersonal relationships among coworkers are the most unavoidable aspects of an organization. Therefore, there may not be a distinction between size but coworkers do play a large role in an employee’s satisfaction in the

sport industry, especially in baseball with the length of the season. “I am around these people more than my family even though we do have our disagreements the people in the ticket office are more than just my coworkers and everyone has a strong relationship” (Tom).

### **Direct Supervisor Influence**

A direct supervisor has the capability to change the way an employee views their work environment and whether or not s/he is satisfied in their role. Similarly to other business organizations, a sport industry supervisor has a large impact on job satisfaction for employees. With a lower letter grade for their supervisor as a leader came a lower star rating for level of job satisfaction. As well, the individuals who rated both their supervisor and job satisfaction lower, stated they would not want to be a part of the organization in the future. “I really don’t enjoy being here and my supervisor doesn’t work to change that so no I really hope I’m not a part of this organization in five years” (Andrew). Davenport explained that managers hold a large role in creating and maintaining the organization culture (2013). Because of this, employees who feel their supervisor is not helping them become successful could lead to a dislike in the organization culture causing those employees to not want to be a part of the organization in the future. Edward stated, “It seems like he (direct supervisor) doesn’t even care about me and just comes in to do what he needs to do and leaves.” Edward rated in the B range for his supervisor as well as three stars for job satisfaction.

On the flip side, all individuals who rated their supervisor in the A range (A-, A, A+), had a four or five-star rating for job satisfaction and wished to be a part of the organization in five years. “I love my job and my supervisor just makes it so much better” (Jason). Keith stated “my boss allows me to do whatever I need to do to get my job done and he helps whenever I need it. He has given me everything I need and helped me enjoy my job.” Both individuals reported high

ratings for their supervisor and job satisfaction. Because of this it can be concluded that there is a link between a manager and employee job satisfaction. Similarly, Burton and Peachy explained that managers influence how employees are treated and how s/he feels about the organization (2014). Therefore, the link shown in the results indicate previous literature from business organizations is similar to the sport industry. “Whenever I need help he (supervisor) is there to help and do whatever he can to make sure I am happy, he (supervisor) always has been a positive part of this job” (Jason). A supervisor with a high rating leads to both a satisfied employee and one who would like to stay with the organization and vice versa.

In terms of feedback, the participants were split where fifty percent stated they are receiving the amount and type of feedback that is most beneficial to their success and the other half stated they were not receiving the amount and type that is beneficial. A commonality in the amount and type of feedback between what an employee is given and what s/he is receiving leads to a change in job satisfaction (Hitka & Balazova, 2015). Carla stated, “I don’t feel like feedback helps unless I’m doing something wrong. My boss just lets us go and doesn’t say anything unless he notices we messed up, I really like that style.” Carla rated an A for her supervisor and four and a half stars for job satisfaction. On the other hand, Frank rated in the B range for his supervisor and a low level of job satisfaction. “How am I supposed to know if I’m doing something right or wrong if I don’t get told anything?” (Frank). Those individuals who have commonalities lead to a higher level of satisfaction compared to those who experienced a disconnect. In terms of availability, all individuals who explained that their supervisor was not providing them with enough assistance or resources rated their supervisor in the B range (B-, B, B+). “He (supervisor) doesn’t help me if I have a question. I guess I’m just supposed to figure it out on my own” (Edward). Going along with that, the individuals who preferred more or less

autonomy in their position also rated their supervisor in the B range.

### **Theory**

From the data received, Range of Affect Theory allows for a better measurement of job satisfaction compared to Antecedent View. To reflect, Range of Affect theory measures and explains the connection or disconnection between what an employee wants and what that employees has in their current job (Radebe & Dhurup, 2015). A large disconnection leads to an unsatisfied employee and vice versa. The data explains that employees who noted a lower level of job satisfaction stated the cause was due to not having something in their job that they wish they did. For example, Andrew stated “I really don’t like sales. I want a job where I can be more into what’s going on in the game and that’s nothing like I have now.” Another individual stated “I need more freedom in my job because I do best work when I can do it however I want” (Dennis). Both participants rated three or less stars in terms of job satisfaction. However, Tom rated five stars for job satisfaction and stated, “I don’t think I could find another job that has everything I want like this one.” Range of Affect Theory allows for an effective measure of job satisfaction in the sport industry because, in the study, those who expressed commonalities between what they had and what they wanted were able to report a higher level of job satisfaction compared to those who wanted one or more changes in their job.

### **Limitations and Future Research**

With job satisfaction focusing on ensuring what an employee wants and what s/he has is similar, the researcher left out asking employees about whether their salary and benefits are influential in whether or not s/he is satisfied. Without including a potentially large factor, the results do not indicate whether that matters to employees. Although El-Nahas and colleagues included those factors in their research, with the complexity of that factor, the researcher was

unable to include that into the research based on the time constraint (2013). With all participants working in the Triple-A International League, that specific participant sample could have played a role in whether or not employees are satisfied. There could be influential factors impacting job satisfaction not included in the study such as weather, league rules, and length of season. Finally, the interview question “if you could change one thing about your supervisor, what would that change be?” could be leading to forcing the participant to state a change even if there is nothing s/he would like to change about their supervisor.

For future research, there may be a benefit for interviewing managers to see their side of the spectrum. With the inclusion of both subordinates and managers, the researcher may find other information about how organizational culture is created and how certain factors influence job satisfaction. The researcher may also look towards including another group of professionals into the research from other leagues or levels of the baseball industry. To also determine whether or not the research shows commonalities across the industry, future research may look towards expanding into other sports to make a conclusive argument for the industry as a whole.

### **Conclusion**

In a full-time position, professionals are spending over forty hours a week at their place of employment where the majority are miserable in their line of work. Spending over two-thousand hours a year at a place professionals dread going to is a problem that organizations must tackle. The lack of job satisfaction for professionals must change and when that happens, employees and organizations will both benefit. Employees will remain happy causing those individuals to produce quality work for their organization. The results of this study indicate that past business research mirrors the baseball industry, specifically for Triple-A, International League ticket office employees.

Sport managers must understand how critical job satisfaction is in the sport industry and work towards utilizing factors that have been known to increase job satisfaction in business employees to increase their subordinate's satisfaction. Not only that but managers must understand how influential their behavior is for both employees and the organizational culture. The findings can be used to show that although the sport industry is unique, job satisfaction is still critical and factors that influence employees job satisfaction mirrors a business setting. Therefore, managers and other industry professionals can look towards what has been done in other business industries to positively impact employee job satisfaction and do something similar in their organization. By doing so, an organization will have a better chance of employees staying with the company and consistently working to their highest capacity.

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Table 1

*Participant List*

<b>Pseudonym</b>	<b>Job Title</b>	<b>Interview Date</b>
Andrew	Account Executive	October 1, 2016
Bob	Account Executive	October 4, 2016
Carla	Inside Sales Representative	October 5, 2016
Dennis	Account Executive	October 5, 2016
Edward	Account Executive	October 6, 2016
Frank	Ticket Sales Executive	October 6, 2016
Gina	Account Executive	October 7, 2016
Keith	Ticket Sales Executive	October 11, 2016
Tom	Account Executive	October 12, 2016
Jason	Account Executive	October 13, 2016

## Appendix A

Consent Statement: The interview will be broken up into four main categories: general, organization, leadership impact on group dynamics, and job satisfaction. There are 15 questions that will take approximately 20 minutes. There is no known risk for participating. There are no direct benefits or compensation for participants. The interview will be audio recorded and the researcher will be taking notes during the interview. The data collected will be used in the research but will not be linked to your name. Do you agree to participate in this interview?

To begin I am going to ask a few general questions.

1. I would just like to get a baseline of your sport industry experience...
  - a. Have you ever been an intern?
  - b. How long have you been a paid employee for this organization and previous organizations?
2. How long have you been with the \_\_\_\_\_ (fill in organization)?
3. How many employees are in the ticket office?
  - a. Of the \_\_\_\_ (fill in number) employees, how many have a management role?
  - b. Do you have a management role?

Now we are going to focus on the organization as a whole.

1. What things are important to your organization?
  - a. Are those things important to you or are your views different?
2. Please fill in the sentences with “enough” or “not enough”
  - a. The amount of training I received from the \_\_\_\_\_ (fill in organization) before entering my current role was \_\_\_\_\_
  - b. The assistance I receive when needed to complete my job is \_\_\_\_\_

- c. The resources available to me to do my job well are \_\_\_\_\_
- d. Diversity of my day to day tasks are \_\_\_\_\_

Now we will be moving to questions in regards to leadership impact on group dynamics. Please answer the follow questions in regards to your direct supervisor.

1. Are your work expectations clearly set by your supervisor?
2. What are some differences between your current supervisor and previous supervisors?
  - a. How do these differences affect your happiness in your current role?

*If s/he has not interned or had past employment (answered in question #1), skip this*

3. What are some differences between the amount of autonomy you are currently given compared to what you have been given in the past?
  - a. How do these differences influence your motivation in your current role?

*If s/he has not interned or had past employment:*

How much autonomy are you currently given by your boss?

- a. How does this amount of autonomy influence your motivation?
4. What behaviors of your boss help you become successful in your current role?
  - a. Is there anything your boss does that hinders your success?
5. If you could change one thing about your supervisor, what would that change be?
6. What amount and type of feedback is most beneficial to you?
  - a. Is that currently being provided to you?
7. What letter grade would you give your current supervisor when it comes to being a leader?

I will now ask you questions regarding job satisfaction.

1. On a scale of one to five stars, how would you rate your current level of satisfaction?
  - a. What has led to that rating?

2. Do you feel the attributes you bring to the table are important to your organization?
3. Given the opportunity of advancement, would you choose to be a part of this organization in five years?

Would you like to add anything that could increase the accuracy of any of the previous questions?

## Appendix B

Dear <Mr./Mrs. John Smith>,

My name is Kaylah Quilty and I am an undergraduate Sport Management major at St. John Fisher College in Rochester, NY. For my senior thesis I am examining the degree to which group dynamics impact job satisfaction for Triple-A ticket office employees. Because you are a/an *insert role* for the *insert organization*, I am hoping you can share your insights to assist in the study.

I will be completing phone interviews that will require approximately 20 minutes of your time and will be scheduled based on your availability. There will be no compensation for the interview nor is there any known risk. The data collected will be used in the research but will not be linked to your name.

I would greatly appreciate your time and help completing my senior thesis. If you are interested in participating, please respond to this email with your availability for the next three weeks. Feel free to include options that are during or after normal business hours.

Thank you in advance for you time. If you should have any questions about the interview, feel free to contact me at 315-372-9669 or krq00591@sjfc.edu or my instructor, Dr. Dane-Staples at edane-staples@sjfc.edu.

Sincerely,

Kaylah Quilty

krq00591@sjfc.edu

St. John Fisher College

## Appendix C

Dear <Mr./Mrs. John Smith>,

A week ago I sent you an email regarding your participation in an interview to examine the degree to which group dynamics impact job satisfaction for Triple-A ticket office employees. If you have not had the chance to accept or decline the offer, I would appreciate you doing so.

I will be completing phone interviews that will require approximately 20 minutes of your time and will be scheduled based on your availability. There will be no compensation for the interview nor is there any known risk. The data collected will be used in the research but will not be linked to your name.

I would greatly appreciate your time and help completing my senior thesis. If you are interested in participating, please respond to this email with your availability for the next three weeks. Feel free to include options that are during or after normal business hours.

Thank you in advance for you time. If you should have any questions about the interview, feel free to contact me at 315-372-9669 or krq00591@sjfc.edu or my instructor, Dr. Dane-Staples at edane-staples@sjfc.edu.

Sincerely,

Kaylah Quilty

krq00591@sjfc.edu

St. John Fisher College

Appendix D

Dear <Mr./Mrs. John Smith>,

Thank you for taking time out to participate in the interview process of my senior project. I am extremely grateful for the contribution of your time, your honest information, and thoughtful suggestions.

If you should have any questions, please feel free to contact me at 315-372-9669 or krq00591@sjfc.edu

Sincerely,

Kaylah Quilty

krq00591@sjfc.edu

St. John Fisher College