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Special Olympics' Employee Response to Organizational Change

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Introduction

Financial struggles for nearly all organizations in the country, and even worldwide have been caused by the most recent recession. Within the past decade, not only major businesses have struggled financially, but those in the nonprofit world have as well. Recent figures showed that the nonprofit sector organizations accounted for 1.5 million registrants of the IRS. In 2009, nonprofits accounted for 9% of all wages and salaries paid in the United States. Nonprofits have employed 10.5 million people in the United States, which made the nonprofit workforce the third largest of all U.S. industries trade and manufacturing (Johns Hopkins Nonprofit Employment Data Project, n.d). Also, nonprofit employment saw a cumulative increase of 5% between 2007 and 2010, despite the economic downturn. In 2010, charitable contributions were \$290.89 billion. Also in 2010, 26.3% of Americans said they volunteered through an organization, contributing a total of 15 billion hours or \$279 billion at average wages (Johns Hopkins Nonprofit Employment Data Project, n.d). The Special Olympics, a world-renowned nonprofit organization, was established to provide athletic opportunity for the intellectually disabled population. As a result of the most recent decline in the economy, Special Olympics has been forced to alter the delivery system of these opportunities. One way they have dealt with steadily decreasing funding in recent years after the recession has been by embracing organizational changes in a variety of ways.

Based on prior research, little has been contributed on behalf of Special Olympics as an organization, despite the international organization having undergone a series of changes. Internally, there has been minimal research conducted chiefly from an employee standpoint as it pertains to organizational change. Practitioners benefit from this research because it creates a more definitive reasoning behind how Special Olympic employees react to organizational

change. By expanding upon the previous research, this research blends what is already known about organizational change and job satisfaction with the changes occurring in Special Olympics. Up to this point, this specific relationship had yet to be examined. This research also had a very practical application by providing the large nonprofit organization with a greater understanding of how Special Olympics' employees respond to organizational change. From this research, Special Olympics could utilize the findings to make predictions and establish procedures for future organizational change and better understand how its' employees view job satisfaction during times of change.

The purpose of this study was to identify the connection between job satisfaction and how employees of Special Olympics respond to organizational change. The research question of this study was:

How do Special Olympics' staff groups differ response to organizational change?

The aim of this research was to present a deeper understanding of how Special Olympics employees view and react to organizational change depending on the staff group they operate within.

Literature Review

Organizational Change

There have been experiments and research conducted on organizational change for many years and in many different regions of the world. Armenakis, Bernerth, Pitts, and Walker (2007) wrote an article based research that had been previously conducted by organizational scientists in the 1940s. The authors identified five precursors that determined the degree of buy-in of the change recipients in an organization. The five precursors established a framework about the beliefs of the change recipient, in which a questionnaire was then developed and administered to

various groups of employees and managers to gauge progress of change efforts in an organization. From this study, the authors created three main categories about organizational change and the buy-in from change recipients (Armenakis, Bernerth, Pitts, & Walker, 2007). This research laid the foundation for understanding how to assess organizational change. This article provided four individual studies to assess organizational change recipients' beliefs, as well as incorporate timeless information about how the research and findings have changed since the 1940s.

Building off of the research that has already been conducted, many other researchers have attempted to examine and discover the perspectives and reactions of organizational change from an employee standpoint. Devos, Buelens, and Bouckennooghe (2007) wrote an article that closely examined the contribution of the content, context, and process of organizational change and the employees' openness to change. Before conducting the study, the authors predicted that five factors would have a positive effect on openness to change: threatening character of organizational change, trust in executive management, trust in the supervisor, history of change, and participation in the change effort. The authors then tested their hypotheses in two separate studies using an experimental stimulation strategy. This study used a four variable, randomized factorial design to test employee reaction to change. What they discovered was that there were significant effects for content, context, and process, but lacked significant interaction effects. The next group used a randomized two variable factorial design, with two crossed context variables. These results showed a significant main and interaction effect. Overall, this study illustrated to the authors that openness to change decreased dramatically only when history of change and trust in executive management were low (Devos, Buelens, & Bouckennooghe, 2007).

From the findings of this article a similar plan could be established for breaking down employee responses into useable categories reflecting openness to change.

Understanding the reasoning behind employees' openness or resistance to organizational change is crucial for any organization. Since the environment in which organizations operate in have constantly changed and evolved organizations worldwide could benefit from understanding the process of organizational change and what types of things to expect that accompany it. In the journal article by van den Heuvel and Schalk (2009) there were great efforts made in this Dutch study to help further the understanding of ongoing globalization, changing markets and political development. This study, like Devos, Buelens, and Bouckenooghe (2007), recognized that organizational change has dramatically increased in the last few decades. With the foundation that organizations across the world value employees who are willing and able to positively respond to changes, the study focused on the relationship between fulfillment of the psychological contract and resistance to change. The sample for this study was 208 employees of ten different Dutch organizations. Data was gathered using questionnaires in order to analyze this relationship in determining how important trust and social capital are in the success of organizational change. According to the authors, this study was very important because the results showed that there is a significant negative relationship between fulfillment of the organization side of the physiological contract and affective resistance to change. In other words, the authors of this article stated that the more an organization was able to fulfill their promises in the perception of their employees, the less resistance the employees had to the organizational change. The results enable interpretations to be made in regards to an organization that has maintained good psychological contracts with its employees, trust can be built, which could prevent resistance to change (van den Heuvel & Schalk, 2009). The findings

of this study provided an explanation of how organizational change can be resisted and which steps an organization could take in order to have employees on board with the change(s) that have occurred.

With a similar focus to that of van den Heuvel and Schalk (2009), Tvedt, Saksvik, and Nytro (2009) created a study to examine if the healthiness of the organizational change process actually reduced negative effects on the psychosocial workplace. This article was closely related to the previous one discussed by van den Heuvel & Schalk (2009), as this study was aimed at discovering whether the detrimental effects of organizational change on the psychosocial work environment were reduced by the “healthiness” of change processes. Similarly to van den Heuvel & Schalk, this article included the management’s awareness that change could be experienced differently by various individuals and groups. The study also incorporated things such as a manager’s availability during the process, the degree to which conflicts are resolved constructively, and the degree to which new roles to be taken on are clarified. Within this article, the authors presented two studies using 2,389 random Norwegian workers. The first study displayed both direct and indirect positive relationships between organizational change and stress, with job demands as a mediator. The second study used a healthy change process index (HCPI) that was developed from earlier qualitative studies. From the sample of seven Norwegian companies that were currently undergoing change, the study showed that the healthiness of the change process was related negatively to stress and positively to control and support, but not demands. These findings supported the idea that healthy process may not reduce the additional demands produced by organizational change. However, a healthy process could be able to reduce stress and facilitate coping with stress by focusing on psychosocial work environments (Tvedt, Saksvik, & Nytro, 2009). This study correlated with van den Heuvel and

Schalk's article, as the focus was more on the psychosocial work environment and psychological contracts. Overall, these two sources pieced together could provide great context for the employee dimension of organizational change.

Based on the scholarly research that has been written on organizational change, there has been a great deal of research that focused on and emphasized that employees were affected by the change itself. The article written by Shin, Taylor, and Seo (2012) tested the importance of organizational inducements and employee psychological resilience in relation to organizational change. The authors looked into two components of the organizational change process and its impacts. The two-way survey, involving managers and employees, disclosed that incentives and resilience positively related to two types of employees' commitment to change. These two types that were discovered were labeled normative or affective, and further mediated through positive affects and social exchange. The studies found that with the two types of commitment to change, there was a positive, but differentially related to behavioral and creative support for change. More importantly, the results showed that they were also negatively related to turnover (Shin, Taylor, & Seo, 2012).

Job Satisfaction

The research conducted by Kacmar, Andrews, Harris, and Tepper (2013) suggested that ethical leadership increases important organizational and individual outcomes by diminishing politics within the workplace. In this article, the authors proposed that even the perceptions of organizational politics serve as a mechanism through which ethical leadership affects outcomes. It is argued that the relationships modeled are moderated by political skill. The sample that the authors examined used data from 136 matched pairs of supervisors and subordinates that are employed by a state agency in the southern United States. The authors found that perceptions of

organizational politics completely mediated the relationship between the perceptions of ethical leadership and helping and promotability ratings. Additionally, political skill was found to moderate the direct and indirect effects (Kacmar, Andrews, Harris, & Tepper, 2013). This article created a more full and vivid picture of the factors in a workplace that can effect organizational and individual outcomes. With recognition of politics in the workplace as being detrimental to collective or individual output, an organization could better devise a strategy for how to increase ethical leadership from diminishing the politics within the work environment. Any organization that recognized where they are experiencing politics in the workplace could then start to create ways in which to exchange those politics with ethical leaders, and essentially discover a more positive outcome of their individual employees and thus the organization as a whole as well.

While Kacmar, Andrew, Harris, and Tepper (2013) looked at ethical leadership and politics, Phipps, Prieto, and Ndinguri (2013) discussed how organizational culture plays an important role in the growth and development of an organization, and can substantially impact organizational performance. The authors recognized that there were many elements that can reflect the “soul” of an organization’s culture. The article explored a main element by investigating the relationship between employee involvement (EI) and organizational productivity (OP), a form of organizational performance, while also considering the possible moderating effect of organizational commitment (OC). This study examined the four employee involvement elements of power, information, knowledge/skills, and rewards in order to make propositions concerning the interaction between these elements and organizational commitment and their affects of organizational productivity. The authors looked at past research and theories in order to make eight different justifiable propositions that correlate with the acknowledged relationships of the four employee involvement elements. The four general propositions were:

power is positively related to organizational productivity; information is positively related to organizational productivity; knowledge/skills is positively related to organizational productivity; and rewards is positively related to organizational productivity. This paper provided a conceptual model, implications, and suggestions for future inquiry and studies to be conducted (Phipps, Prieto, & Ndinguri, 2013). From the research and propositions provided in this article, there is a greater emphasis to be placed on how employee involvement and organizational productivity relate in order for an organization to achieve a sense of organizational commitment.

Dutta's (2013) research study attempted to create an understanding of the relationship between the three variables of organizational context, environment dynamism, and ambidexterity, existing within organizations. As Phipps, Prieto, and Ndinguri (2013) explored an organization's culture and how it can affect the organization's growth and development, Dutta's research narrowed the focus more onto three important organizational variables within the workplace. In order to establish the relationship between the three variables, Dutta conducted an empirical study in eleven established firms. The study was conducted through a predicted relationship. The findings of the research suggested that organizational context mediates the relationship between environmental dynamism and ambidexterity. This study clearly illustrated that the combined effect has a much stronger relationship; a moderating or interaction effect. Overall, organizational context had a moderating effect which served as a catalyst or interactive effect in the relationship between environmental dynamism and contextual ambidexterity (Dutta, 2013). This article explained the complexity of the numerous variables involved in an organization's effectiveness and the relationships of employees in various roles in the workplace.

Similar to Dutta's (2013) research, Nederveen, van Knippenberg, and van Dierendonck (2013) dove into the knowledge of factors that influenced whether cultural diversity results in team performance benefits. Once again, the focused area of research was different, where these authors recognized that diversity in the workforce has been increasing and therefore, having knowledge of these influential factors of cultural diversity in team performance benefits has grown to be very important. This article complemented and extended upon previous research, by developing and testing a theory about how achievement setting readily activates team member goal orientations that influence the diversity-performance relationship. Using two studies, goal orientation was identified as a moderator of performance benefits of cultural diversity, while team information and elaboration was the underlying process. Cultural diversity was found to be more positive for team performance when team members' learning approach orientation is high, with low performance avoidance orientation. It is important to note that this effect is exerted through team information elaboration (Nederveen, van Knippenberg, & van Dierendonck, 2013). This article provided a strong foundation for some reasons and ways in which organizations could increase their team performance. By understanding how cultural diversity in the workplace can impact team performance benefits, organizations can better understand how to create and implement a similar approach to positively change team challenges into their organization.

Building off of the authors and their research previously discussed, Sani (2013) studied the impact of procedural justice, organizational commitment, job satisfaction on employee performance, and the potential mediating role played by organization citizenship behaviors in the process (OCB). This was tested using a sample of 70 employees that were embedded in two groups from 15 branches of a large bank in Malang. The sample was derived from proportional

random sampling. The data from this study was collected directly from the respondents' questionnaires and technical data analysis by using GeSCA. From the study resulted that both procedural justice and organizational commitment positively affected organizational citizenship behavior. Also, organizational commitments were shown to positively influence job performance, while job satisfaction did not positively influence organizational citizenship behavior or job performance. Another result of the study illustrated that organizational citizenship behavior did have a positive influence on job performance and also acted as partial mediator between procedural justice, organizational commitment, and job performance. The study and the results that came of it provided a great deal of suggestions made about managerial theory and implementation in the workplace (Sani, 2013). The article is comprised of a great deal of information concerning the utmost importance regarding the relationship between procedural justice, organizational commitment, job satisfaction, and the relationship with OCB. The authors provided a great understanding of how organizations can implement certain mediators to benefit employees and the entire organization. This article had significant information regarding the overall concept of job satisfaction and the roles and support of employees and how certain managerial theories can be implemented in the workplace. All the information given could be used to observe and examine how organizations operate across all industries and develop a plan to implement in order positively influence the organization and its' employees.

Organizational citizenship behavior was once again studied closely by Kataria, Garg, and Rastogi (2012). Similar to Sani (2013), these authors explored how in order to achieve and sustain organizational effectiveness, through employees' increased contributions, organizations are becoming increasingly reliant on employees' discretionary efforts at work. Taking part in the

inclination, the authors investigate the employee engagement, organizational citizenship behavior (OCB), and organizational effectiveness. They carried out a retrospective analysis of the existing conceptual and empirical research studies in order to support the associative interrelationship between the three. The integrative approach also considers two alternative models and propositions to establish a causal relationship between employee engagement, OCB, and organizational effectiveness. This study mainly focused on employees who were considered engaged in their work roles, since these employees are highly capable of stimulating positive workplace behaviors and organizational performance. The findings indicated that employee engagement has the potential to drive OCB. Engaged employees tended to have the greatest potential to enhance organizational effectiveness through their increased levels of OCB. This authors suggested that value-based organizations through their human resource architecture having adopted high performance practices in order to sustain high levels of employee engagement. This was said to be due to the fact that the psychological mechanism of engagement drives OCB from which an organization is able to achieve effectiveness. The article contributed to the literature on employee engagement and organizational effectiveness by adding the notion of employee engagement as being a significant part of reaching organizational effectiveness through OCB (Kataria, Garg, & Rastogi, 2012). This article aided in defining many concepts in relation to job satisfaction and how employees engage in their roles with the support of others in the organization. From this article, relationships were introduced between employee engagement, OCB, and organizational effectiveness.

History and Funding of Special Olympics

According to Legg, Emes, Stewart, and Steadward (2004) on July 8, 1968, Eunice Kennedy Shriver organized the First International Special Olympics Games located at Soldier

Field in Chicago. At this event there were roughly 1,000 athletes in attendance to represent 26 various states, France, and Canada. Shriver created the concept for these Games in the early 1960s when she started a day camp for people with intellectual disabilities. At the same time in history, a Canadian researcher was simultaneously studying why intellectually disabled children were less fit than their non-disabled peers. The two found that individuals with intellectual disabilities were much more capable in sports and physical activities than what was previous thought. The mutual interest between Shriver and the Canadian researcher, Hayden, converged into the creation of Special Olympics. Special Olympics established a twofold goal: (1) to provide athletes with intellectual disabilities opportunities to experience the excitement and joy of participation in sports, and (2) to enhance physical and social skills, as well as overall health. From the point of its inception for the 1968 International Games, Special Olympics has hosted International Games every two years, and seen growth in popularity of spectators and athletes (Legg, Emes, Stewart, & Steadward 2004). The information about the organization's inception offer valuable insight about the organization and how it has come to be in today's society.

Similarly to Legg, Emes, Stewart, and Steadward (2004), the article written by McCallum (2008) described the inception of Special Olympics as well as the skepticism that accompanied Shriver's creation. The author focused on the founder of organization, Eunice Kennedy Shriver, as she was presented with the publication's first Sportsman of the Year Legacy Award. Shriver's story was told in great detail including the life-long events that led up to the First International Games of 1968. Her work with the Special Olympics movement to promote sports for disabled people was highlighted to be as widely known as the worldwide growth that has surrounded Special Olympics. The author exposed the channels in which Shriver and her supporters went about educating the planet about Special Olympics and the capabilities of the sort of people who

were once locked away in institutions. Overall, the impact of Shriver's efforts and the establishment of Special Olympics have resulted in alterations to schooling, medical treatment, and athletic training for those with intellectual disabilities. The results of Shriver's life-long efforts cannot be overstated and have led to many societal attitudes and beliefs, as well as in legal aspects for the intellectually disabled population (McCallum, 2008). In order to fully understand the current operations of the organization, it is important to understand the values and beliefs of the creator, Shriver. This article served as great insight to the founder of Special Olympics, the hardships that were faced, and created a strong foundation component for the benefits and criticisms surrounding the organization.

Harada, Siperstein, Parker, and Lenox (2011) built upon the knowledge presented in the previous articles that described the beginning of Special Olympics' and provided useful insight to how the organization has benefited the intellectually disabled population. The authors suggested that little is known of sport in the lives of people with intellectual disabilities, but new evidence has shown that it provides the same benefits for people without disabilities. Historically, those with intellectual disabilities had been placed on the outside of society, by learning in separate classrooms, and sport had been seen to serve as a portal to the mainstream. The authors discussed how, since its inception, Special Olympics has been at the forefront in providing opportunities for sport participation and the organization has grown so significantly that it now serves roughly three million people with intellectual disabilities in over 180 countries. The authors highlighted how Special Olympics has been an engine of change to provide opportunities for those with intellectual disabilities to become more visible in society and actively promoted their inclusion (Harada, Siperstein, Parker, & Lenox, 2011). The content of this article displayed the importance of the organization on society, and particularly individuals

with intellectual disabilities. As a result, those working for the organization could be linked closely with the good-nature of the organization, and furthermore be related to one's job satisfaction with Special Olympics.

The article written by Storey (2008), disputed the articles that have discussed the benefits of Special Olympics. Storey took the other approach when analyzing Special Olympics. According to the author, Special Olympics has been a controversial organization for persons with severe disabilities. There have been numerous discussion articles concerning the pros and cons of Special Olympics, and research has often found negative results in regards to the organization. The article reviewed and further discussed the concerns pertaining to Special Olympics. Also, it suggested the future directions for recreational services for individuals with severe disabilities (Storey, 2011). The criticisms and negative perceptions surrounding Special Olympics created a stronger foundational piece. The article acknowledged that there have been negative results concerning Special Olympics, which provided a more full view approach to how the organization is perceived by society.

Storey's (2008) work was highly disputed by other authors. MacLean Jr. (2008) analyzed Storey's paper and came to different conclusions. MacLean criticized Storey's (2008) research because there was a lack of attention and balance on the programmatic changes regarding Special Olympics. One highly disputed topic proposed by Storey (2008) was the assertion that the coach is the person without a disability, which made the athletes a subordinate. Storey (2008) suggested that the athletes were in a subordinate role as they were less able, more dependent, and unequal. MacLean dismissed this assertion on the basis that coaches can in fact be former Special Olympic athletes. Storey (2008) also failed to mention in his work that the finances from Special Olympics came from sources other than just the U.S. sources that were

cited (MacLean, 2008). The literature from both sides of the argument provided helpful insight about how the organization is run and operated. The suggestions from Storey (2008) sparked many great findings and the counter-argument by MacLean (2008) divulged validated information to help sort out certain misconceptions that are out there regarding Special Olympics.

Conceptual Framework

Organizational change was the first concept analyzed in this research. In the context of this study, organizational change served as the foundational piece to the rest of the research. Within organizational change, it was essential to identify the possible implications, disruptions to future plans, and management practices that can occur in an organization during times of change. In order to thoroughly understand the concept of organizational change, it was to be understood that organizational change is simply reviewing and modifying management structures and business practices during times of transformation (Devos, Buelens, & Bouckenooghe, 2007). Accompanying this concept of organizational change was the term organizational culture. Organizational culture was most basically the collective behaviors of those who are part of an organization and the meaning that are attached to their actions (Tvedt, Saksvik, & Nytro, 2009). The research regarding organizational culture included the values, visions, norms, working language, systems, symbols, beliefs, and habits of an organization. Understanding this term was needed in order to fully grasp the concept of organizational change, as the culture had a significant impact on an organization in the transformation process (Tvedt, Saksvik, & Nytro, 2009).

Another component of this research was the concept of job satisfaction. In most basic terms, job satisfaction related to how content an individual is with his or her job (Shin, Taylor, &

Seo, 2012). Job satisfaction lead to a more refined view of how employees felt about their roles and the support they received within their organization. Under this concept there was a great deal of information that pertained to workplace relationships, job description and duties, and managerial styles that are adopted and implemented. Organizational change and job satisfaction related back to the third concept, the development of Special Olympics. This concept provided an in-depth look at the organization in terms of the history, funding, structure, and policies and operations of Special Olympics. With a strong understanding of how the organization originated, the mission and purpose, the sources of funding, and how the labor is divided into development and program, the relationship between organizational change and job satisfaction for Special Olympics and their employees could be examined.

Theoretical Framework

Phipps, Prieto, and Ndinguri (2013) used the Social Identity Theory (SIT) in their research. The SIT incorporated a self-concept that is composed of a personal identity as well as a social identity. The social identity portion enabled the individual to locate of define himself in his social environment, making him feel a sense of belonging to that particular environment, and the corresponding affiliated group (Phipps, Prieto, & Ndinguri, 2013). This theory was used in Phipps, Prieto, and Ndinguri's (2013) research by realizing that with human resource practices encouraging involvement by employees that foster a sense of identity with the organization, the employee should become more committed and behave more productively for the organization. The SIT theory was used by the authors to create propositions of study and create a further understanding of the relationship between organizational commitment, organizational productivity, and employee involvement (Phipps, Prieto, & Ndinguri, 2013).

Nederveen, van Knippenberg, and van Dierendonck (2013) based portions of their research on the previously established Categorization-Elaboration Model. This model indicated that performance benefits of cultural diversity arise to the extent of which diversity produced the exchange, discussion, and integration of task-related information and opinions (Nederveen, van Knippenberg, & van Dierendonck, 2013). The CEM also posed a dual challenge upon the creation. The authors used CEM as a framework for goal orientation analysis, but they also made their own unique alterations. The authors studied the moderators of performance effects on diversity in a broader sense (Nederveen, van Knippenberg, & van Dierendonck, 2013).

Summary

The research that has been previously conducted discussed the many variables and mediators that have been known for accompanying organizational change. Past researchers laid the foundational components for understanding the complex relationships between organizations and their employees during times of change. It has been discovered that there is a great deal involved in this complex relationship and a great deal still left unanswered, regarding the best way for organizations to manage their employees and handle operations during times of change – regardless of the amount or size of change actually occurring. From the previous research, this study has been able to use the past research and incorporated the findings into the change process that has occurred recently in Special Olympics. With the proper understanding of previous literature on organizational change and job satisfaction, this research was able to blend what is known with how it could be applied to a well-known nonprofit organization in its current state of change. Special Olympics, as a whole organization, benefited from knowing the previous research about the organizational change process, employee response to change, and what mediators were highlighted as most effective for particular scenarios. This research helped the

organization better understand how organizational change effected their employees, and better served the organization by providing previous examples of how to effectively manage organizational change for the benefit of the company.

Methods

Restatement of Research Question

It should be considered that most businesses, both domestically and internationally speaking, suffered from financial implications of the most recent recession. This research highlighted one major international nonprofit organization that was impacted during this time. Research showed there to be a great deal of information about Special Olympics and the population they cater to, however, prior to this research, there had been no effort made in examining the internal system of Special Olympics, namely the employees. The latest recession impacted Special Olympics in a large capacity regarding how the programs were delivered, as well as many other necessary changes. Change, no matter the size, could impact the organization and, in turn, all of the employees within the organization in a variety of ways. The purpose of this study was, again, to identify the connection between job satisfaction and how employees of Special Olympics respond to organizational change. The research question of this study was:

How do Special Olympics' staff groups differ in response to organizational change?

Design

A survey was used to collect data for this type of research.

Desired Sample

Having considered the lack of research on employee demographics within the nonprofit sector, it should be understood what economic figures the nonprofit sector produced in the United States. Despite the gap in literature on whom the employee population of the nonprofit

sector consisted of, conclusions based on nonprofit economic figures served as the basis for understanding more about the nature of nonprofit organizations. Roeger, Blackwood, and Pettijohn (2012) found that an estimated 2.3 million nonprofit organizations were in operation in 2012. The authors also found that since 2008, the overall number of employees in the U.S. economy have been declining, while employment in the nonprofit sector continued to increase throughout the recession. In fact, it grew faster, in terms of employees and wages, than business or government. These shocking figures created the estimation that this vast and varied assembly accounted for about one nonprofit for every 175 Americans. The authors also found that sales receipts, such as tuition payments or medical payments accounted for a large portion of the share of nonprofit revenue. In fact nonprofits were spending more than they were able to generate and have only had surplus funds in two of the past ten years (Roeger, Blackwood, & Pettijohn, 2012).

Nonprofit HR Solutions and The Improve Group (2013) also reported a variety of important figures pertaining to the nonprofit sector within the United States. From this research, several important conclusions were drawn about the nonprofit sector. These conclusions were: Nonprofits are planning for growth, turnover rates are expected to remain steady, nonprofits are not prepared for leadership succession, the majority of nonprofits lack formal retention strategies, social networking sites are continuing to grow in popularity as a recruitment tool, nonprofits continue to struggle with workforce diversity and inclusion, and new hiring practices indicate an effort by nonprofits to avoid employee burnout (Nonprofit HR Solutions & The Improve Group, 2013). These findings generalized that all nonprofit organizations would fall into these seven trends in the future.

Based on prior research and nonprofit figures, it was implied that Special Olympics noticed similar trends within their organization. This study was completed with the intention of

studying the employees and staff groupings of Special Olympics, a nonprofit organization.

Although there has been much research about the organization and its athletes, there has been little research conducted on the employees of Special Olympics. Through this study, the goal was to gather useful information about the employees' feelings and perceptions about job satisfaction during times when Special Olympics endures organizational change. The desired sample size of this study was at least ten Special Olympics' staff members, with a good representation of perspectives from employees who held varied positions with the organization.

Procedure

Sampling.

For the sampling of this research, a purposive process was used, where the scope of employees was strictly within the states of New York, New Jersey, and Connecticut. The process of obtaining contact information of these individuals was very simplistic and required very few steps: Visit the Special Olympics New York (<http://www.nyso.org/>), the Special Olympics New Jersey (www.sonj.org/), and Special Olympics Connecticut (www.soct.org) web pages. Then under the 'About Us' tab clicked on 'Staff Contacts.' From this portion of the website, the names and email addresses of all Special Olympics' staff members, from various regions of the state and job titles/positions, were then compiled into an Excel spreadsheet to maintain an all encompassing list that ensured there were no repeat contacts. The websites provided the information of approximately fifty active Special Olympics' employees in New York, approximately fifty active Special Olympics' employees from New Jersey, and approximately thirty active Special Olympics' employees from Connecticut to be used as a sample for the research. This compiled list of active employees for Special Olympics New York,

New Jersey, and Connecticut was then the complete listing of whom the survey was sent. Please refer to Appendix C for the invitation email sent to the complete list of potential participants.

Data Collection.

By having researched the Special Olympics New York, New Jersey, and Connecticut websites, creating a list of active employees, and having the survey sent out to a purposive grouping of Special Olympics employees, primary data was obtained. The responses from those surveyed provided the basis for the collection of quantitative data. In order to get this data, the names and email addresses of the current Special Olympics New York, New Jersey, and Connecticut employees were added into a running list in an Excel document for whom the survey would be sent out to via email. In order to ensure that the survey was not sent into a spam folder, two different email accounts were used: one through St. John Fisher College and the other with Special Olympics itself. The Special Olympics email account was granted by a regional Program Director who allowed temporary access to the use of an intern email account. The results of the questions used in the survey provided nominal, ordinal, and interval type answers. Some examples of the questions that were used in the survey are: Overall, how satisfied are you with your current position? To which department is your position with Special Olympics most clearly associated? Within the following matrix, please identify how important each job and work environment component is to you? What is your average annual income? For those questions that required nominal responses, respondents were asked questions that would provide grouping categories that were mainly used to obtain demographic information on the employees. Also, for those questions requiring interval responses, respondents were asked to indicate their agreement or satisfaction on a 5-point Likert scale (1=Strongly Disagree/Very

Dissatisfied, 5=Strongly Agree/Very Satisfied). Please refer to Appendix B for the complete survey given to participants.

Analysis.

Once the data from the survey was received an F test for ANOVA was conducted to compare means and determine how the groups of Special Olympics employees differed in their responses. The groupings used to analyze the results were based on job title/position within the organization, namely the comparison between 'Program' employees' responses and 'Development' employees.' Questions related to job satisfaction were the most useful in analyzing the results from the employee groupings. This statistical test required continuous dependent variables to be present and also categorical independent variables, representing two or more specified groupings.

Results

Descriptive Statistics.

The sample in this study was comprised of 24 total respondents who were employees of Special Olympics in the states of New York, New Jersey, and Connecticut. Initially there were a total of 43 responses recorded from the survey, but 19 of those participants failed to complete at least 75% of the survey, which served as the cut-off criteria for accepting or rejecting the responses of a participant. As a result, those participants who completed less than 75% of the survey were deleted from the sample. There were eight participants (33.33%) who were Special Olympics employees of New York State and 16 participants (66.67%) were not Special Olympics employees of New York State. The average age for the sample of the study was 40.67 years of age, ($SD = 13.69$ years). Of these 24 participants, 67% (16 participants) were females, and the remaining 33% (eight participants) were male. The mean annual salary of the participants was \$50,826. However, only 14 of the 24 participants chose to disclose their annual

salaries. Respondents were asked to define the group/department in which their position with Special Olympics was most closely related to. The breakdown of respondents was as follows: eight participants in the Program department (33.33%), seven participants in the Development department (29.17%), one participant in the Executive department (4.17%), one participant in the Finance/Human Resource department (4.17%), and seven participants of the Other categorical department (29.17%). The Other categorical department included respondents who held positions in areas such as Special Events, Law Enforcement, Information Technology, Communication, Outreach, Community Impact, and Part-time Area Contacts. Strictly based on the participant breakdown of department in which they belong, the sample was representative of the population. As a whole, the bulk of Special Olympics employees fall into the Program and Developmental departments of the organization, with far fewer Executive and Finance/Human Resource positions.

Participants were asked to assess how satisfied they were in their current position with the organization with possible responses ranging from 'very unsatisfied' to 'very satisfied.' The data for that question were that eight participants (33.33%) were very unsatisfied, seven participants (29.17%) were unsatisfied, one participant (4.17%) was indifferent, one participant (4.17%) was satisfied, and the other seven participants (29.17%) were very satisfied. A further look into the data pertaining to satisfaction with current job were that 15 participants (62.5%) were very unsatisfied or unsatisfied, and a far fewer eight participants (33.33%) were satisfied or very satisfied with their current positions in the organization.

Data Analysis.

The initial alpha used was 0.05, but when the three tests were run, the Bonferroni adjusted alpha was 0.017. The first F-test for ANOVA comparing overall job satisfaction and

staff groupings had the following results: $F(4, 19) = 0.500$, $p = 0.736$. There was not a significant relationship between the level of overall job satisfaction with respect to staff grouping/department. The second F-test for ANOVA comparing overall job satisfaction, annual income, and age had the following results: $F(9, 1) = 4.793$, $p = 0.073$. There was not a significant relationship between the level of job satisfaction with respect to annual income or age. A third F-test for ANOVA compared overall job satisfaction with organizational change process factors, related to corporate culture, structural design, and technology. This final test had the following results: $F(4, 19) = 1.825$, $p = 0.166$ [Corporate Culture], $F(4, 19) = 1.785$, $p = 0.174$ [Structural Design], and $F(4, 19) = 0.920$, $p = 0.473$ [Technology]. Again, there was no significant relationship between the level of job satisfaction with respect to organizational process change factors. Please refer to Appendix D for more information.

Summary of Results.

Overall, the results from the tests showed no significant relationship between job satisfaction with respect to differing staff groupings, income and age, or staff groupings and organizational change factors. Given this information, there have been no results to explain a significant relationship or understanding about how differing staff positions view the change factors experienced by the organization. In conclusion, the results of the data were not necessarily beneficial in answering the proposed research question of the study. Therefore, further testing and different parameters could be used to establish a significant relationship in this research area.

Discussion

There were many useful responses recorded and analyzed in this research study that provide insight into a very small portion of a greater international organization. However, the

results from the research study failed to truly answer the research question of how Special Olympics' staff groups differ in response to organizational change. The two F-tests for ANOVA showed there to be no significance between job satisfaction with respect to staff grouping, income, or age.

Based on prior literature, the survey included questions relating to organizational change, organizational culture, job satisfaction, and Special Olympics as an organization. There has been extensive research in the topic areas of organizational change (Armenakis, Bernerth, Pitts, and Walker, 2007; Devos, Buelens, and Bouckenooghe, 2007; Shin, Taylor, and Seo, 2012; Tvedt, Saksvik, and Nytro, 2009; van den Heuvel and Schalk, 2009) and job satisfaction (Dutta, 2013; Kacmar, Andrews, Harris, and Tepper, 2013; Kataria, Garg, and Rastogi, 2012; Nederveen, van Knippenberg, and van Dierendonck, 2013; Phipps, Prieto, and Ndinguri, 2013; Sani, 2013). However, there was a gap in research regarding how the two topics related to the very large non-profit organization of Special Olympics. Prior to this study, the organization had not been closely studied to determine the level of job satisfaction in the volatile non-profit world. Although the sample of 24 participants from the states of New York, New Jersey, and Connecticut, was very small in relation to the actual amount of employees of the international non-profit organization, the responses provided a new addition to fill a previous gap in research.

The most foundational part of the research was the concept of organizational change, especially the close connection with organizational culture. Devos, Buelens, and Bouckenooghe stated "that organizational change is simply reviewing and modifying management structures and business practices during times of transformation" (Devos, Buelens, & Bouckenooghe, 2007). The study by Devos, Buelens, and Bouckenooghe illustrated that openness to change decreased dramatically only when history of change and trust in executive management were low

(Devos, Buelens, & Bouckenoghe, 2007). Given the results of this study, although no significance was found pertaining to job satisfaction and staff grouping, income, or age, the individual statistics from each question can be further analyzed to determine the level of confidence or trust Special Olympics employees have with management. van den Heuvel and Schalk (2009) stated that the more an organization was able to fulfill their promises in the perception of their employees, the less resistance the employees had to the organizational change. That study underlined, again, the importance of establishing trust between managers and other employees within the workplace in attempt to ease the anxiety and resistance surrounding organizational change.

Perhaps the most explored component of the research was job satisfaction of the Special Olympics employees studied. There has been an enormous amount of research conducted in various types of organizations across the world, however there is a lack in the non-profit world, specifically Special Olympics. Phipps, Prieto, and Ndinguri (2013) investigated the relationship between employee involvement (EI) and organizational productivity (OP), a form of organizational performance, while also considering the possible moderating effect of organizational commitment (OC). This research was important in this study, as questions were asked that were aimed at all the components of job satisfaction by Phipps, Prieto, and Ndinguri (2013). While Phipps, Prieto, and Ndinguri (2013) laid the framework for future research on the matter by gathering and adapting research from the 1940's until today, this research took the field of job satisfaction further by exploring an untapped population. Since the research on both job satisfaction and organizational change were very extensive, this study aimed to ask the most basic questions about each, while still obtaining valuable insight into the Special Olympics organization. Shin, Taylor, & Seo (2012) stated, in most basic terms, job satisfaction related to

how content an individual is with his or her job. Many of the questions participants were asked to answer directly related to this concept of job satisfaction. The answers could then be transformed and inspected by those within Special Olympics to determine the current state of the organization and how the organization would like to continue in the future.

Limitations and Delimitations

Some of the moderating variables that were not taken into consideration in this study were the organization's future plans for change, how well the employees have performed at their positions, complete demographics of the employees, and the impact of the organization on the athletes, families, and volunteers involved in the organization. A more extensive study would be able to collect data on these variables, but for the context of this research, although they could potentially affect the results, they were not taken into consideration. Another limitation to this research was the unexpected appearance of politics inserted into the study, which could have skewed the results in one of the states being studied. The political pressures that derived within the organization as a result of the distribution source of the survey could have caused respondents to respond with less honesty than they might have without an instance arising. Finally, the time constraint involved in the study served as another limitation, both in the brevity of time in which the survey link was active/open for participant use and in the time and budget constraints managers had in granting employees permission to participate in the study while at work.

The study was purposefully delimited to gathering responses from New York, New Jersey, and Connecticut Special Olympics employees. Attempting to contact and receive feedback from all employees of Special Olympics, both internationally and domestically, would have been far too complicated and extensive for the purposes of this research.

Recommendations for Future Research

Although this study was purposefully designed to administer a survey to all Special Olympics employees within three states in Northeast America, future research could expand on what is already known and collect and analyze data from other regions of the country or world. This research highlighted several new avenues of research, particularly in the non-profit sector. Based on this research it would be beneficial to have a longer period of time in which the population could have to participate in the study and researchers had to examine and analyze all of the responses. Also, it would have been beneficial to gather data on a much larger population of participants than conducted in this study. The research could be looked at in much greater depth or from different perspectives in order to gather and analyze more meaningful data on how specifically organizational change impacts job satisfaction in the workplace. Depending on the research, there could be benefit in collecting qualitative data on participants in a smaller, focus group setting, versus solely relying on quantitative primary data. It should be recognized that there are many other components that come into play when job satisfaction and organizational change are discussed, however the research thus far has lacked a meaningful connection between the two, especially in the non-profit sector. Any new research could also be used to clearly focus on topics other than job satisfaction and organizational change in order to fill gaps in the research.

Summary

This research aimed to collect primary, quantitative data via survey in order to determine whether or not a relationship existed between responses of Special Olympics staff groups during times of organizational change. The research found there to be no significant connection. Despite gathering valuable responses about job satisfaction, employee commitment, employee

demographics, and other factors, the study failed to answer the research question. Furthermore, the individual statistics could be used by practitioners who would appreciate the knowledge of how content employees feel with the organization. It would be beneficial for future researchers to adopt the topic areas explored within this study and dramatically expand them in order to grow the body of knowledge in a very large sector that seemed to be lagging behind, in terms of research.

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Appendices

Appendix A: Consent Letter

Project Title: Special Olympics' Employee Responses to Organizational Change

Researcher: Kate Disbrow

E-mail: kmd03816@sjfc.edu

Advisor: Katharine A. Burakowski, Ph.D.

E-mail: kburakowski@sjfc.edu

Phone: 585-385-7389

Purpose and Description: The purpose of this research study is to identify the connection between how satisfied Special Olympics employees are with their jobs and how employees respond to changes within the organization. As a participant in this research, you are being asked to complete a survey that addresses your views and reactions to organizational change. For example, you will be asked what position you hold with Special Olympics and how satisfied you are in that current position. This survey will take approximately 10-15 minutes to complete.

The information you provide may assist in improving future management practices, creating a more connected and cohesive workforce, and improving the overall professional development of Special Olympics. Risks associated with participating in this survey are that your coworkers or supervisors could be aware of your participation through observation of you taking the survey or conversation within your organization. However, your identity will be kept confidential, as the responses you provide will be presented as a collection of responses. Names and contact information will not be included in the presentation of the results.

All Special Olympics employees within the states of New York, New Jersey, and Connecticut are being contacted and asked to participate in this survey. There is no incentive being offered for the participation in this survey.

Participation is voluntary. You may decide not to participate in this study. If you begin participating you may still decide to stop and withdraw at any point in time. Your decision will be respected and if you should choose to withdraw you will not be contacted beyond that point. Having read the above and having had an opportunity to ask any questions please complete the survey if you would like to participate in this research. By completing the survey, you will be giving me permission for your participation. You may print this consent letter for future reference. If you have any concerns about your selection or treatment as a research participant, please contact the research advisor overseeing this study: Katharine Burakowski, Ph.D., St. John Fisher College, Rochester, NY 14618, Department of Sport Management, 585-385-7389.

Appendix B: Survey

Project Title: Special Olympics' Employee Responses to Organizational Change
Researcher: Kate Disbrow E-mail: kmd03816@sjfc.edu
Advisor: Katharine A. Burakowski, Ph.D. E-mail: kburakowski@sjfc.edu
Phone: 585-385-7389

Purpose and Description: The purpose of this research study is to identify the connection between how satisfied Special Olympics employees are with their jobs and how employees respond to changes within the organization. As a participant in this research, you are being asked to complete a survey that addresses your views and reactions to organizational change. For example, you will be asked what position you hold with Special Olympics and how satisfied you are in that current position. This survey will take approximately 10-15 minutes to complete.

The information you provide may assist in improving future management practices, creating a more connected and cohesive workforce, and improving the overall professional development of Special Olympics. Risks associated with participating in this survey are that your coworkers or supervisors could be aware of your participation through observation of you taking the survey or conversation within your organization. However, your identity will be kept confidential, as the responses you provide will be presented as a collection of responses. Names and contact information will not be included in the presentation of the results.

All Special Olympics employees within the state of New York are being contacted and asked to participate in this survey. There is no incentive being offered for the participation in this survey.

Participation is voluntary. You may decide not to participate in this study. If you begin participating you may still decide to stop and withdraw at any point in time. Your decision will be respected and if you should choose to withdraw you will not be contacted beyond that point. Having read the above and having had an opportunity to ask any questions please complete the survey if you would like to participate in this research. By completing the survey, you will be giving me permission for your participation. You may print this consent letter for future reference. If you have any concerns about your selection or treatment as a research participant, please contact the research advisor overseeing this study: Katharine Burakowski, Ph.D., St. John Fisher College, Rochester, NY 14618, Department of Sport Management, 585-385-7389.

Do you agree to participate? (Multiple Choice: Yes or No)

1. Are you a Special Olympics employee in New York State?
 - a. Yes
 - b. No

2. To which department is your position with Special Olympics most clearly associated?

- a. Program
- b. Development
- c. Executive
- d. Finance/Human Resources
- e. Other

3. Overall, how satisfied are you with your current position?

(1 = Very Unsatisfied, 2 = Unsatisfied, 3 = Indifferent, 4 = Satisfied, 5 = Very Satisfied):

1 2 3 4 5

4. Within the following matrix, please identify how important each job and work environment component is to you (1 =Unimportant, 2=Indifferent, 3=Minimally Important, 4=Important, Very Important)

a. Building employee relationships	1	2	3	4	5
b. Completion of individual daily duties	1	2	3	4	5
c. Trustworthiness of organizational leaders	1	2	3	4	5
d. Working with the community	1	2	3	4	5
e. Establishing organizational goodwill	1	2	3	4	5
f. Planning and implementing satisfactory events	1	2	3	4	5
g. Stability within the organization	1	2	3	4	5

5. What is your gender? (Multiple Choice)

- a. Male
- b. Female
- c. Prefer not to disclose

6. What is your age? (Using a drop-down option to answer)

7. How long have you been employed with Special Olympics? (Using a drop-down option to answer)

8. Please select the degree to which you feel as though the following contextual factors affect you:

(1 = Absolutely Unmotivated, 2 = Indifferent, 3 = Minimally Motivated, 4 = Highly Motivated, 5 = Absolutely Motivated):

i. Organizational culture ("feel")	1	2	3	4	5
ii. Defined organizational goals	1	2	3	4	5
iii. Strong leadership	1	2	3	4	5

9. Please select the degree to which you feel as though the following process factors affect you:

(1 = Highly Unaffected, 2 = Unaffected, 3 = Neutral, 4 = Slightly Affected, 5 = Highly Affected):

- | | | | | | |
|--|---|---|---|---|---|
| i. Corporate Culture Changes | 1 | 2 | 3 | 4 | 5 |
| (i.e. – changes in accepted organizational beliefs, values, employee behaviors) | | | | | |
| ii. Structural Design Changes | 1 | 2 | 3 | 4 | 5 |
| (i.e. – acquisition of/merger with another organization, job duplication, market and/or process changes) | | | | | |
| iii. Introduction of New Technology | 1 | 2 | 3 | 4 | 5 |

10. Please identify to which degree you trust executive management to make the best organizational decisions surrounding the following business practices

(1 = No trust, 2 = Very little trust, 3 = Indifferent, 4 = Trust, 5 = Absolute trust):

- | | | | | | |
|---------------------------------|---|---|---|---|---|
| a. Hiring Employees | 1 | 2 | 3 | 4 | 5 |
| b. Firing Employees | 1 | 2 | 3 | 4 | 5 |
| c. Financial Practices | 1 | 2 | 3 | 4 | 5 |
| d. Setting Organizational Goals | 1 | 2 | 3 | 4 | 5 |
| e. Improving the Organization | 1 | 2 | 3 | 4 | 5 |

11. Please identify to which degree you feel confident with the sustainability of funding within Special Olympics

(1= Not Confident, 2 = Very Little Confidence, 3 = Indifferent, 4 = Confident, 5 = Very Confident):

1	2	3	4	5
---	---	---	---	---

12. How long do you anticipate remaining with the organization?

(1 = Very Unlikely, 2 = Unlikely, 3 = Unsure/Given No Thought, 4 = Likely, 5 = Very Likely)

- | | | | | | |
|----------------------------|---|---|---|---|---|
| a. Less than one more year | 1 | 2 | 3 | 4 | 5 |
| b. 1-3 more years | 1 | 2 | 3 | 4 | 5 |
| c. 4-6 more years | 1 | 2 | 3 | 4 | 5 |
| d. 7-9 more years | 1 | 2 | 3 | 4 | 5 |
| e. 10 or more years | 1 | 2 | 3 | 4 | 5 |

13. How long do you anticipate voluntarily remaining with the organization?

- a. Less than one more year
- b. 1-3 more years
- c. 4-6 more years
- d. 7-9 more years
- e. 10 or more years

14. To what degree do you anticipate being dismissed within the next 2-3 years?
(1 = Very Unlikely, 2 = Unlikely, 3 = Unsure/Given No Thought, 4 = Likely, 5 = Very Likely)
15. To what degree do you anticipate being laid off within the next 2-3 years?
(1 = Very Unlikely, 2 = Unlikely, 3 = Unsure/Given No Thought, 4 = Likely, 5 = Very Likely)
16. What is your annual income? _____

Appendix C: Invitation to Participate Email

SUBJECT LINE: Special Olympics New York Survey - St. John Fisher College Student Seeking Participation

Dear _____,

Hello, my name is Kate Disbrow and I am currently a senior majoring in Sport Management at St. John Fisher College located in Rochester, NY. For one of my final classes within my major I have been asked to conduct research in a field of particular interest. After completing a short internship with Special Olympics, I was eager to learn more about this great organization and those who are employed by Special Olympics, thus becoming the focal point of my research.

I am particularly interested in discovering more about the culture and procedures of Special Olympics. As a result, I am writing to ask for your participation in a brief survey (10-15 minutes in length) about your position with Special Olympics. The purpose of this survey is to collect information that will examine employee responses and create a deeper understanding of the culture of Special Olympics.

Your name and email information was selected purposefully from the organization's website. If you choose to participate in this survey, your identity will remain confidential, while the responses you provided will be shared as part of the collective group responses being analyzed.

I would be honored to have your participation in my survey. If you are willing to help me gather information to complete my research by participating in my brief survey, simply click on the link below:

https://sjfc.co1.qualtrics.com/SE/?SID=SV_0TJ7E14IOQpSSLH

Upon the conclusion of the survey, your answers will be automatically recorded and are greatly appreciated.

Thank you for your time and consideration!

Sincerely,

Kate Disbrow
St. John Fisher College
Sport Management Major
Class of 2015

Appendix D: Data Tables

		Sum of Squares	df	Mean Square	F	Sig.
Overall, how satisfied are you with your current position?	Between Groups	.571	4	.143	.500	.736
	Within Groups	5.429	19	.286		
	Total	6.000	23			
Within / the following matrix, please identify how important each job and / work environment compo...-Building employee relationships	Between Groups	.321	4	.080	.288	.882
	Within Groups	5.304	19	.279		
	Total	5.625	23			
Within / the following matrix, please identify how important each job and / work environment compo...-Completion of individual daily duties	Between Groups	.405	4	.101	.354	.838
	Within Groups	5.429	19	.286		
	Total	5.833	23			
Within / the following matrix, please identify how important each job	Between Groups	.655	4	.164	.334	.851
	Within Groups	9.304	19	.490		

and / work environment compo...-Trustworthiness of organizational leaders	Total	9.958	23			
Within / the following matrix, please identify how important each job and / work environment compo...-Working with the community	Between Groups	.119	4	.030	.176	.948
	Within Groups	3.214	19	.169		
	Total	3.333	23			
Within / the following matrix, please identify how important each job and / work environment compo...-Establishing organizational goodwill	Between Groups	.339	4	.085	.387	.815
	Within Groups	4.161	19	.219		
	Total	4.500	23			
Within / the following matrix, please identify how important each job and / work environment compo...-Planning and implementing satisfactory events	Between Groups	1.369	4	.342	2.511	.076
	Within Groups	2.589	19	.136		
	Total	3.958	23			
Within / the following matrix, please identify how important each job	Between Groups	4.387	4	1.097	2.798	.056
	Within Groups	7.446	19	.392		

and / work environment compo...-Stability within the organization	Total	11.833	23				
Please select the degree to which you feel as though the following / contextual factors affect your...- Organizational culture ("feel")	Between Groups	1.530	4	.382	.636	.643	
	Within Groups	11.429	19	.602			
	Total	12.958	23				
Please select the degree to which you feel as though the following / contextual factors affect your...- Defined organizational goals	Between Groups	.744	4	.186	.281	.887	
	Within Groups	12.589	19	.663			
	Total	13.333	23				
Please select the degree to which you feel as though the following / contextual factors affect your...- Strong leadership	Between Groups	1.387	4	.347	.524	.719	
	Within Groups	12.571	19	.662			
	Total	13.958	23				
Please select the degree to which you feel as though the following / process factors affect your jo...-Corporate Culture Changes (i.e. – changes in accepted organizational beliefs, values, employee behaviors)	Between Groups	6.476	4	1.619	1.825	.166	
	Within Groups	16.857	19	.887			
	Total	23.333	23				

Please select the degree to which you feel as though the following / process factors affect your jo...-Structural Design Changes (i.e. – acquisition of/merger with another organization, job duplication, market and/or process changes)	Between Groups	10.369	4	2.592	1.785	.174
	Within Groups	27.589	19	1.452		
	Total	37.958	23			
Please select the degree to which you feel as though the following / process factors affect your jo...-Introduction of New Technology	Between Groups	5.815	4	1.454	.920	.473
	Within Groups	30.018	19	1.580		
	Total	35.833	23			
Please / identify to which degree you trust executive management to make / the best organizational...- Hiring Employees	Between Groups	4.054	4	1.013	1.333	.294
	Within Groups	14.446	19	.760		
	Total	18.500	23			
Please / identify to which degree you trust executive management to make / the best organizational...- Firing Employees	Between Groups	5.554	4	1.388	1.290	.309
	Within Groups	20.446	19	1.076		
	Total	26.000	23			
Please / identify to which degree you	Between Groups	5.673	4	1.418	1.337	.293

trust executive management to make / the best organizational...- Financial Practices	Within Groups	20.161	19	1.061		
	Total	25.833	23			
Please / identify to which degree you trust executive management to make / the best organizational...- Setting Organizational Goals	Between Groups	4.940	4	1.235	1.465	.252
	Within Groups	16.018	19	.843		
	Total	20.958	23			
Please / identify to which degree you trust executive management to make / the best organizational...- Improving the Organization	Between Groups	6.268	4	1.567	1.820	.167
	Within Groups	16.357	19	.861		
	Total	22.625	23			
Please identify to which degree you feel confident with the / sustainability of funding within Spe...	Between Groups	3.411	4	.853	1.758	.179
	Within Groups	9.214	19	.485		
	Total	12.625	23			
How long do you anticipate remaining with the organization?-Less than one more year	Between Groups	19.692	3	6.564	3.333	.046
	Within Groups	31.508	16	1.969		
	Total	51.200	19			
How long do you anticipate remaining with the organization?-1-3	Between Groups	4.643	3	1.548	1.725	.205
	Within Groups	13.462	15	.897		

years	Total	18.105	18			
How long do you anticipate remaining with the organization?-4-6 years	Between Groups	6.061	3	2.020	1.927	.169
	Within Groups	15.729	15	1.049		
	Total	21.789	18			
How long do you anticipate remaining with the organization?-7-9 years	Between Groups	9.819	3	3.273	1.913	.168
	Within Groups	27.381	16	1.711		
	Total	37.200	19			
How long do you anticipate remaining with the organization?-10 or more years	Between Groups	6.628	4	1.657	.815	.532
	Within Groups	36.589	18	2.033		
	Total	43.217	22			
How long do you anticipate voluntarily remaining with the / organization?	Between Groups	2.119	4	.530	.370	.827
	Within Groups	27.214	19	1.432		
	Total	29.333	23			
To what degree do you anticipate being dismissed within the next / 2-3 years?	Between Groups	2.512	4	.628	.826	.525
	Within Groups	14.446	19	.760		
	Total	16.958	23			
To what degree do you anticipate being laid off within the next 2-3 / years?	Between Groups	3.173	4	.793	1.239	.328
	Within Groups	12.161	19	.640		
	Total	15.333	23			

ANOVA

Overall, how satisfied are you with your current position?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.571	4	.143	.500	.736
Within Groups	5.429	19	.286		
Total	6.000	23			

ANOVA Table

			Mean Square	F
What is your annual income? * What is your age?	Between Groups	(Combined)	482873015.873	4.793
		Linearity	66303829.778	.658
		Deviation from Linearity	534944164.135	5.310
	Within Groups		100750000.000	
Total				

ANOVA Table

			Sig.
What is your annual income? * What is your age?	Between Groups	(Combined)	.073
		Linearity	.463
		Deviation from Linearity	.062
	Within Groups		
Total			