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Job Satisfaction in Minor League Baseball

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Job Satisfaction in Minor League Baseball

Abstract

Every individual in the sport industry spends a substantial amount of time at work. Hence the satisfaction of an individual's job is important. The purpose of this study was to look at the satisfaction levels of full time minor league baseball employees in the International League. This study was the first study in the field of minor league baseball which tried to determine if the satisfaction levels were worth the demand of the work. It is known across the workforce that the more time demanding a job is the less freedom you have for family and leisure. This study was conducted by using a quantitative survey to determine if the participants (N=84) were satisfied with their jobs. This study addressed what the different level of satisfaction could be ranging on the demographics of the employee. The highlight of this study was across all demographics in minor league baseball that employees overall were satisfied with their jobs. These findings are noteworthy because it is a pioneering topic that can be expanded across not only baseball but all sports.

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Job Satisfaction in Minor League Baseball

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Abstract

Every individual in the sport industry spends a substantial amount of time at work. Hence the satisfaction of an individual's job is important. The purpose of this study was to look at the satisfaction levels of full time minor league baseball employees in the International League. This study was the first study in the field of minor league baseball which tried to determine if the satisfaction levels were worth the demand of the work. It is known across the workforce that the more time demanding a job is the less freedom you have for family and leisure. This study was conducted by using a quantitative survey to determine if the participants (N=84) were satisfied with their jobs. This study addressed what the different level of satisfaction could be ranging on the demographics of the employee. The highlight of this study was across all demographics in minor league baseball that employees overall were satisfied with their jobs. These findings are noteworthy because it is a pioneering topic that can be expanded across not only baseball but all sports.

Introduction

Job satisfaction has been examined for many years now across many different industries to try and figure out what exactly makes people feel the need to get up and go to work every day. Through past studies it has been clear that job satisfaction has had many different variables and they have included; trust, performance, work and family conflict, turnover as well as burnout (Salguero, Martinez & Gonzalez, 2011; Alarcon & Edwards 2013; Arslan & Acar, 2010). These factors have contributed to the main reason why employees have decided to keep their job or to move on and try to enhance their career. This has created an in depth research on how people choose the options they do which has resulted in turnover or at the other end of the spectrum being satisfied with the job. Knowing the reasoning behind job satisfaction has given researchers the understanding on why people make the justified decisions with the current situation. Researchers have been able to explain why people have chosen the reasons to leave their job, but to further to understand why it is happening in certain fields over many of industries.

The idea of job satisfaction is crucial to everyday life because it is something that is taken into consideration all the time. As researchers know, it is broken down into many different options on why this action has happened, but at the same time it can change over a variety of reasons. It is a necessity to expand the knowledge that is known on other industries like nursing and education and further the idea so more people can know what to expect heading into the field they want to study. This research can be used on an academic level as well as a practitioner level. As an academic resource this research will be able to show the satisfaction of many different employees across the board at many different positions. From a researcher stand point this concept of job satisfaction in the International League (IL) has not been conducted before so it will expand the knowledge within job satisfaction. In the past there have been multiple studies

that have been performed which have given researchers ways to expand on the past knowledge. It has been proven that turnover is going to be a predicament that will never be eliminated, but the burnout of an employee can be reached even if the job satisfaction is at a maximum level.

The purpose of this study was to verify the level of satisfaction an individual has at a particular job within the sport field. The research question for this study was:

To what degree are full time minor league baseball employees (IL) satisfied in their job?

The aim of this research was meant to enhance both parties (academia and practitioners) to be able to improve the understanding on why an individual would be satisfied with their job. This also let people know about the different reasoning behind why people care about the job they chose or why people want to ultimately move on to another one.

Literature Review

Job Satisfaction

When looking at job satisfaction one key piece that has to be considered is the different variables that go along with it. The researchers have to look at the demographics as well as the age, experience and what the salaries are of the people who the study is conducted on. These are only a few things to take into consideration when looking into job satisfaction within an industry.

One industry or area that has been studied in many parts of the world that can help further the research in sport is the medical field. The amount of hours a nurse has to put into their every day job is stressful as well as to trying to manage their social life. Reid, Hurst & Anderson, (2012) conducted a study which examined the demographics and job satisfaction and how they related to the job levels of the nurses. The research consisted of 2000 Australian nurses that were randomly selected to fill out a questionnaire. The researchers discovered that the job satisfaction for these nurses were above average because of their age and experience within the field. The

findings show that with age and experience the jobs that people strive for will be associated with patience and can take time to achieve, but it will happen over time. This study was conducted which can give information and different approaches on how to carry out a similar one in the sport industry.

Looking deeper into the job satisfaction and turnover of employees the relationship between the supervisor and employee can have a direct correlation on job satisfaction. Harris, Wheeler and Kacmar (2009) examined the job satisfaction and turnover rates between the relationships that supervisors have with their employees. Researchers did two separate surveys; studying 244 employees for the first survey and 158 employees for the second survey. These surveys were the same, but researchers wanted to get a larger sample size of how employees felt. The one piece that researchers found that stood out to them was the empowerment of the supervisor over their employees. Wheeler and Kacmar (2009) were working with minimal variables which show basic information that can be expanded on to get more precise data on what exactly the motivations and problems people face with their job satisfaction. These findings can be related to any industry or in this case the sport industry and how people are going to have to start at the bottom and have someone above them managing and telling them what needs to happen. When working to gain experience people see the worst jobs possible because the supervisors do not want to do it.

One variable that can make a difference on an employee's performance is the sense of job security. When trying to work to full potential and doing everything possible there is always that sense of job security that takes place which can create more stress and problems and can lead to multiple problems. Elst, Cuyler & Witte (2010) completed an in-depth study that showed the relationship between job security and the outcome of variables and the looks at the mediators

between these two topics. The study consisted of 211 employees that were used to test these hypotheses. Elst, Cuyler & Witte (2010) used cross sectional data to help their process with the research. The results showed that there was a relationship between the sense of job security and job satisfaction and organizational commitment. Also, the study has proven that the sense of job insecurity results in people having less control over their emotions because the stress that is put on the employee. This precise research can be used to show the sense of security with the different levels of management within an organization. People understand when their job is on the line so trying to do too much can hurt their ability to help the business. Overall when looking at job security it can be correlated with how the turnover of that business is as well.

This next article has to do with the future of the United States and how people are going to react with the small amount of jobs out there for an abundance of people. Dawley, Houghton & Bucklew (2010) have gone into a study together to try and show the relationship with perceived supervisor support (PSS) and perceived organizational support (POS) and how they affect the relationship with retention. The research consisted of a structural equation modeling (SEM) that looked at 346 employees in manufacturing firms to see what support they received and the turnover rate of that company. After the study was conducted Dawley, Houghton & Bucklew (2010) found that there was a connection with PSS and POS which then led them to believe that POS has a positive relationship with the turnover. Seeing the way this study was conducted with how it was developed helped see how in depth the findings became and the paths they took to expand the research to do more with it. The article then goes on to say that it is one of the first studies to test this model which shows that there is more to be done within the realm of PSS and POS.

This final article is looking at the workload a coach and the outside variables that are taken into consideration when choosing this field to pursuit. This study was conducted within the sport industry which can help find similarities in minor league baseball. Lumpkin and Anshel (2012) examined the personal life, work, health and goals amongst coaches through interviews to see how they conducted themselves with a job that many people are not offered. The study consisted of 16 division one sport coaches that fit into the themes that made a coach seem addicted to their jobs. The coaches had a couple of interviews that allowed the examiners to determine if the coaches were addicted. They would agree if the coaches were or not based on the statements they said along with the time they commit to their families and at the office. The study found that coaches spend a great deal of time in the office preparing their team for the upcoming game or season. Lumpkin and Anshel (2012) also found that the respect the coaches have for their jobs and the passion the coaches' show for the game. This study can be looked at in a way that coaches are not the only ones in the office devoting all their time to the upcoming season. There are many other jobs that take place within the sport that can make employees spend more time at the field or stadium than at home. Seeing this in a study gives the researchers the sense of commitment a person puts into a sport organization and in most cases how it takes precedent over other key pieces in life.

Turnover

There are many ways that people look at their jobs and how they evaluate their performance within their career. Finding the reasons why employees make decisions on what is next for them in their career can be influenced by job satisfaction. Job satisfaction can be looked at through all industries, but this research is conducted to see how specific employees act in the International League which is the Triple-A of baseball.

Bouckenooghe, Raja & Butt (2013) examined the turnover and the relationship between affect and performance of eight different organizations in Pakistan. From these eight organizations the study was conducted with 321 employees to assess their level of job satisfaction. The data collected was influenced by the Trait Activation Theory, which looked at ones feelings at a specific period of time. This data was collected by looking at qualitative data through a survey which was analyzed. The reason this study made a difference with the outcome is that the supervisors were also included. The findings proved their hypothesis correct with the positive relationship between with positive affectivity and negative affectivity with the two variables of job satisfaction and turnover.

The sense of need and reasoning for the affective toward job satisfaction comes from how people feel about the contribution to the end result. Alarcon & Edwards (2010) did a study on the relationship of job engagement, satisfaction and turnover. They did a study with 277 college students that also worked part-time and tried to determine the burnout of the students. The participants were given a survey to see the importance of engaging the workers and how it can lead to them being burnt out. The study proved that when an employee does not feel like they are truly engaged they will become burnt out and end up leaving the job.

Arslan & Acar (2010) examined employees in Kazakhstan at a university to see the satisfaction of their jobs and relate it to their aspirations as well as their physical and mental health. The researchers created a survey that had three different components to identify the data they were collecting (Burnout Inventory, Life Satisfaction and Job Satisfaction). Arslan & Acar (2010) found that the higher the job satisfaction the employee will have, the better off they feel about life. These findings demonstrated that the atmosphere that the employees put themselves into resemble a positive environment because this leads to satisfaction and the family matters

will be put to a minimum when someone's job has positively affected them too. Arslan & Acar (2010) research can be looked at in a deeper sense to a variable that is key to job satisfaction, work-family conflict.

Salguero, Martinez & Gonzalez (2011) bring the idea of the family into the picture which at some point everyone could face along the way with many difficult decisions. This study was to examine the conflicts of family and work and on the other side with work and family. This can be a direct impact on the job satisfaction of the employee. This study was conducted with 151 employees within a Spanish organization. The results that came in were expected and the job satisfaction can be interfered with family to work conflict which has a negative impact on the job satisfaction. The purpose of this study was to look at baseball during the season and how employees spend countless hours at the field and not a lot of time at home.

Srivastava (2013) examined 247 managers that are employed by private organizations to find the relationship of job satisfaction and the organizational commitment. The study was divided into four sections for the data to be analyzed. The process consisted of surveys and other statistics that would allow the researchers to come to the conclusion that the how a manager acted towards his/her employees can result in different reactions that could take place. Srivastava (2013) proved his point and helped create further studies. This article is going to be useful because it discusses how this is just a stepping stone for them to move up in their research and find out more new information in the future.

One difficulty that can happen, no matter what industry people are in, is if the supervisor is young, than it might be hard to handle. This can cause stress because it might seem hard to advance in the company if the supervisor is younger than the lower level employee. Artz (2013) examines the idea of job satisfaction among the many different fields in the United States. Artz

(2013) was able to find a wide variety of employees that were able to be observed and also questioned on their obligations as an employee. The process was to observe people in the work place and their actions around the office. The result found the hardest people to deal with were if a younger aged individual has a higher education than the worker causes a negative attitude and thoughts of quitting. The idea of having to see someone succeed and accomplish more than the older aged employee is hard because it is easy for the younger employee to move up in the ranks. This is a common relationship that can happen and the results of an employee's job satisfaction can be broken down to see exactly what the de-motivators in certain situations are.

Davis (2013) examined a pivotal piece to the concept of job satisfaction about how the feelings toward a specific job can outweigh the income an individual bring in. There were 1000 people who took a survey here in the United States to dig deeper into the personal decisions with the satisfaction of one's job. The survey was to find the real motives on why employees are driven to what they do. The researcher found that employees with high job satisfaction are less likely to leave even though the wages they are receiving are not exactly what they want. This finding brings together all of the different articles about job satisfaction because it shows that if a person is satisfied at what they do, then the money is not important.

Conceptual Framework

According to Newstrom, "Job satisfaction is a set of favorable or unfavorable feeling and emotions with which employees view their work" (Newstrom, 2007). Some of the main variables that the researchers had to take into consideration with the idea of job satisfaction are the turnover intention (TOI), the idea of being burnout or having the lack of energy and also the concept with balancing work and family. These key components that have been studied for this

research can obviously be related to job satisfaction in the industry of baseball as well as turnover.

The first concept that has to be examined is the job satisfaction in baseball. This simply means that an employee is content with the daily tasks they are doing or are they willing to change their job the first chance they get. Baseball has a long season and people love to work in this industry, but to some extent too much work can take a toll on other components to someone's everyday life. More specifically, in minor league baseball employees are not going to have a great abundance of money from their first job. Employees are going to have to make decisions on when it is the best time to move on and advance in the field of sport and also make changes due to life choice. The key variable with this concept is the job satisfaction in the International League. The most important term that needs to be understood with job satisfaction is the IL which is the International League. This is the Triple A baseball teams that are affiliated with the Major League Baseball (MLB) teams around the nation. There are many different leagues outside of the IL that could help with this study, but this research is strictly meant for the IL to be able to see exactly what happens within it and not have different data from other parts of the country.

The second concept that ties in with job satisfaction that is going to be looked at in this research is turnover. The reason for turnover is that people make difference choices throughout life so when a major one comes along then there are losses and benefits that are tied with them. One understanding that can not be used universally in this context is turnover and retention. Turnover is the rate at which a business replaces their employees at. Retention is how well someone can control or keep something within their possession. There is a difference between

the two and in many cases people believed they are linked together even though they are not. In this research the focus will be specifically on turnover and not retention.

These two concepts have some type of relationship to them because if an employee is satisfied with their job, then their life satisfaction is also high. This takes into consideration the negative effects that go along with it like exhaustion, burnout, work and family conflict, salary and also the willingness to change jobs (Arslan & Acar, 2010). As an individual when it is time to make a life choice and decide what is best it automatically causes changes and decisions have to be made which ultimately can lead to turnover. This study is to figure out exactly what satisfies the employee and when do they choose to move up in the ranks or when to part ways with the organization. This relationship has not been done in the realm of sports and more specifically in minor league baseball which is the intent of this research.

Summary

Job satisfaction has been looked at throughout many different industries around the world. Researchers have found many common reasons on why people choose the paths they do. This paper examined the ways full-time employees in the minor league baseball reveal job satisfaction and when the level of burnout occurs or when they decide to leave that organization. These answers will allow the practitioners to see what lies ahead of them in the future with the baseball industry.

Methods

This study had the purpose to find out how full time employees within the IL were satisfied with their job. From previous studies within the medical and educational fields it gives this research a base to work off of. The research question of this study was:

To what degree are full time minor league baseball employees (IL) satisfied with their job?

The aim of this research was to enhance both the academic and practitioner sides on research while still enhancing the known knowledge of job satisfaction. This knowledge also is able to show the reasons why full time employees would stay or want to leave their jobs.

This research was conducted using a cross sectional design because the information collected will only be a onetime occurrence.

Desired Sample

When conducting this research the goal was to reach out to the full time employees at different minor league stadiums to receive the thoughts on how satisfied the employees were with their job. The reason that the research was done with the whole International League was to makes sure that sufficient data was collected to determine if there was a difference on where the employees were most satisfied. The few aspects that are already known about this sample were the range of years in the organization can be a big difference. The range of employees will vary from different organizations. A few pieces of criteria that will make a difference is if they are male or female, how many different jobs a specific persons had in the IL and also the autonomy each individual has with their families. These different pieces can change the way the satisfaction level is looked at when conducting the research. Along with the sense of time with a job also can go along with the sense of freedom. As a young or new employee it can be hard to have the ability to take days off or do other obligations besides be at your job.

Procedure

Sampling.

The way this research was conducted was by going online to each IL team's website and looking at their staff directory. If this option did not work then the researcher will have to call someone and have them provide the staff roster or be willing to spread the survey out to the fellow full time employees. If this option is not able to happen then the other option is convenient sampling by finding email addresses available on each website. After getting all the addresses there was an email personalized to every organization to participate in the survey. This included an IRB statement which let the respondents know what the data was going to be used for and the email also had a link for each employee to click on to take the job satisfaction survey.

Data collection.

The questions that were asked were specifically for full time employees at every organization which gave me primary quantitative answers. To make sure that this research was conducted in a way which gave the best results was by going online to every IL team homepage and finding the staff directory. This gave the research the names of each position and who was with the organization. After doing this for all 14 teams it gave the research a response of at least 20 people per organization. Now knowing these people that needed to be contacted there was an email that was created for each team's employees to participate in the survey. The results that were obtained from this survey were nominal, interval and ordinal. Some examples of these are; how likely are you going to be at your job in five years and are you able to stay home when your child is sick? Having these different types of responses gives the research an abundant of different ways to look at the data. The participants were asked to answer interval questions on a

five-point Likert scale with gave the options from very unlikely to very likely. Some examples of these questions were “how likely are you going to be in the same job position in five years?” and “how likely are you able to schedule a doctor or dentist appointment during the work day?”

Analysis.

After all the data was received it was examined using an f-test for ANOVA. There was one paired t-test that looked at the two different overall satisfaction questions. The research will be broken down into two dependent variables and being able to create different comparisons along the way. An example would compare gender to all Likert scaled questions or age to all Likert scale questions. Having this data allowed the results to show what different components are significant to employees in the IL.

Results

Data was obtained by sending emails to all IL full-time employees in the MiLB. In two instances the survey had to be sent to one individual within the organization to be distributed (Buffalo Bisons and Rochester Redwings) because the team did not offer all employee emails on the team website. The IL predominantly consisted of males with an average age of 31 ($SD = 8.359$). After looking at the different team websites and seeing the demographics of each organization the sample from this survey is accurate. A total of 101 responses were received, but only 84 were used due to missing data.

Descriptive Statistics

When looking at the basic statistics the average age of the employees are 31 ($SD = 8.359$) and have a personal income of greater than \$50,000 ($SD = .711$). The majority of these individuals are in the sales department working at least 40 hours a week. When looking at the greater mean of the study the participants were dissatisfied with working on the weekends, not

having sufficient vacation time, the ability to attend family activities and feel generally stressed. With respect to the prior statistics the participants also understand that their chance of advancement is low and commonly feel neutral about being in the IL in five years. In addition there were two questions asked about overall satisfaction one in the beginning of the survey and one at the end and the average answer for those questions were 4.15 and 3.99 respectively. These employees also felt that they were satisfied with the number of hours they worked, ability to stay home if needed and also the freedom to go to a doctor's appointment during the day. With these statistics in mind the overall satisfaction of their jobs outweighs all the dissatisfied categories that were mentioned. Also the chance to advance in the organization might not be applicable because the employees are satisfied with the position they currently hold.

Results from further analyses

An initial alpha of .05 was used. However the Bonferroni adjusted alpha of .0125 was used for these statistical tests. With respect to age there was no significant difference in the average rating of these variables. Also with the respect to income there was no significant difference in the rating of these variables. The last test used with an F test for ANOVA with respect to gender again had no significant difference in the ratings of these variables. The other test that was done was a paired t-test. On average there was more satisfaction in the first overall satisfaction question ($M = 4.15$, $SD = .722$) than the second overall satisfaction question ($M = 3.99$, $SD = .694$). The difference is significant ($t(2.186) = 82$, $p < .001$).

Conclusions

Overall Answer

The finding of this research was to answer the question of:

To what degree are full time minor league baseball employees (IL) satisfied in their job?

The study made sure that the overall satisfaction of the employees was to be asked twice to see if the ideas of the participants changed after looking at the situation more in depth. There were many questions that were asked of the participants to see what they liked or disliked about their job and the ability to have freedom when they worked in season. The final answer that was found was that the full time employees within the International League are satisfied with their jobs.

When comparing the sport industry to other industries that require a lot of commitment involving time there is a comparison with the medical field. Nurses are putting in long hours each day that could have some equivalence to the amount of time put in by employees of baseball in season. Reid, Hurst & Anderson (2012) said that as an individual gains experience they realize the commitment that is associated with their profession and if they have the true passion to reach the end goal then the achievements along the way will be satisfying. This goes along with baseball and the whole sport industry. People are going to have to fight over obstacles that might not be what they want at that immediate time but in the long run make a difference in their lives.

Elst, Cuyler & Witte (2010) looked at job security within an organization and how it can affect the employee's performance within the work place. Looking at the data that was collected in the IL employees felt that they had the ability to move up in the organization and were satisfied with their jobs which in the end shows that their worry about job security is at a minimum. Another key consideration employees have to look at is the amount of time that they

are going to spend at their jobs during the season and not be home with their family. Salguero, Martinez & Gonzalez (2011) brings up the difficult decision of what is more crucial to each individual person, family or work. In baseball this is a big factor if someone stays within the industry or if they try and find a different job because they realize that the time commitment in season is going to be too much that it cuts into the amount of time you get to spend with their family. Overall looking at the survey with the full time employees within the IL it seemed that the freedom to be with your family is more than expected. Employees understand the commitment they have to make to work, but still have the ability to take care of their family as well as have the freedom to leave work if necessary.

There were not many articles written up within the sport industry here in the United States. The only one that seemed relevant to the study of job satisfaction in the IL was the interviews done by Lumpkin and Anshel. Lumpkin and Anshel (2012) examined college coaches and their work and family life along with their health. The findings that can be related to baseball is the amount of time that goes into getting prepared for the season and also the toll it takes on people's health and family life. Coaches are putting in a great deal of time to make sure their organization as a whole is going to be up to its fullest potential so even outside of the season time is limited with their family.

This study was different than most other studies conducted within the realm of job satisfaction because it strictly looked at sport. There were many studies that were done around the world looking at general business organizations or the medical field but nothing that was specific in sport. The new findings here can enhance the academic world because it goes into depth on how the level of satisfaction in sport can be high even when other priorities are meaningful to their daily lives.

Limitations

The primary limitation of this research was the ability to contact the small amount of full-time employees within the International League. There were only 14 teams to work from and 3 of them had some restrictions. The two teams that did not have a staff directory were contacted by reaching out to one individual in both organizations and asked if they could distribute the surveys throughout the office. The third team that had a restriction emailed back and said that the organization does not take part in surveys. This was after all the emails were sent to the different employees so there is no way to tell if the whole organization decided to take it or not.

Delimitations

The intentional choice of specifically researching the International League made the results only include the employees that were working in triple-A organizations. This was done to make sure that answers were confined to one particular segment of baseball because the satisfaction of employees could differ more when looking across all of professional baseball. Another reason that only the IL was chosen was to narrow it down to only the east coast because again there can be some change that happens across the country. The last intentional limitation was to only focus on full-time employees because these were the only individuals that were there year round so they can reflect on how satisfied they were over the entire season rather than the seasonal employee/interns because they did not see the full process.

Recommendations

After looking at the research that has been done and now reflection on what has happened there are a few things that can be done to better the topic of job satisfaction. The key component to better this research is to make sure that all the questions that were asked are specifically relevant to the research question. The one problem that can be overlooked is trying to narrow the

questions down too much where the answers do not have any flexibility and were too specific where it does not help the study. At the same time make sure the questions that were asked were there to benefit the end result and not to just ask a questions. Another piece that would help with this study would be a longer timeframe to conduct the surveys to maximize the amount of participants in the survey.

Summary

The purpose of this study was to see how satisfied employees were in baseball even when the season is significantly longer in terms of games. The aim of the study was to look at employees and see what exactly makes them like or dislike their job and if they see themselves working in baseball in the future. The data collected was primary data using a survey sent out to each individual in the International League. The definitive findings of this research was that the employees overall are satisfied with their jobs.

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Appendices

Consent Letter

Project Title: Job Satisfaction in the International League (ILL) of Minor League Baseball
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Purpose and Description: The intent of this research study is to verify the level of satisfaction an individual has at a particular job within the sport industry. As a participant in this research you are being asked to complete a survey to be able to improve the understanding of why employees are satisfied with their jobs. An example of a question that could be asked is; in order of preference what is your favorite part of your job. This survey will approximately take 10-15 minutes to complete.

The information you will provide in this survey can be used to help different organizations build a culture to help managers decide what is best for the company. One Risk associated with this study is that it may consider some information requested to be personal and may feel some discomfort with providing such responses. Responses will be anonymous and results of this study will be presented in aggregate form only.

No incentives are provided for participating in this study.

Participation for this study is voluntary. If at any point you feel uncomfortable feel free to quit the survey. Please complete the survey if you would like to participate in the study. By completing this survey you are giving the consent for your participation. If you would like you can print this consent letter for future reference. If you have any concerns about your participation in this study please contact the advisor Katharine Burakowski at Saint John Fisher College in Rochester, NY 14620; 585-385-7389.

Survey

- 1) What is your gender?
 - 1) Male
 - 2) Female
 - 3) Other

- 2) How old are you?
(Drop down bar of ages)

- 3) How satisfied are you with your job?
 - 1) Very Dissatisfied
 - 2) Dissatisfied
 - 3) Neutral
 - 4) Satisfied
 - 5) Very Satisfied

- 4) What is your personal income?
 - 1) \$0-\$25,000
 - 2) \$25,000-\$49,999
 - 3) \$50,000-\$99,999
 - 4) \$100,000+

- 5) In which department do you work in?
 - 1) Front Office
 - 2) Catering
 - 3) Kitchen
 - 4) Field Maintenance

Only asked to people who answered sales to the previous question

- 6) In order of preference what is your favorite part of your job?
 - 1) Sales
 - 2) Game day operations
 - 3) Employee-fan relationship
 - 4) Appearances at local schools, libraries, YMCA's etc.
 - 5) Atmosphere within the office

Answer questions 5-9 as if it was during the season.

- 7) On average how many hours do you work a week?
 - 1) 0-20
 - 2) 21-40

- 3) 41-60
- 4) Over 60

Q10

▼

Answer the following statements as they pertain to you:

	Very unlikely	Unlikely	Likely	Very likely	N/A
Ability to stay home with your sick child	<input type="radio"/>				
Schedule an appointment during the day (doctors, dentist, etc.)	<input type="radio"/>				
I like working weekends	<input type="radio"/>				
I have sufficient vacation	<input type="radio"/>				
I can find time for family activities	<input type="radio"/>				
I rarely am under a deadline or stressed	<input type="radio"/>				

Q22

▼

How satisfied are you with the following:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Layout of the office	<input type="radio"/>				
The color of the office	<input type="radio"/>				
Air Conditioning	<input type="radio"/>				
Amount of meeting per week	<input type="radio"/>				

- 8) How many jobs have you had in the IL?
(Drop down bar)
- 9) How likely are you going to advance in the organization you are a part of now?
 - 1) Very unlikely
 - 2) Unlikely
 - 3) Likely
 - 4) Very likely
- 10) How likely are you going to be working in baseball in five years?
 - 1) Very unlikely
 - 2) Unlikely
 - 3) Likely

4) Very likely

11) To what degree are you satisfied with your job?

- 1) Strongly Disagree
- 2) Disagree
- 3) Neither Agree nor Disagree
- 4) Agree
- 5) Strongly Agree

Table 1

ANOVA- with respect to age

	F	Significance
Overall Satisfaction	.373	.543
Stay Home	.500	.481
Dr. Appt.	1.661	.201
Working Weekends	1.546	.217
Sufficient Vacation	.638	.427
Family Activities	.315	.576
Stressed	.017	.897
Layout Office	.399	.529
Color Office	2.507	.117
AC	.033	.856
Meetings	.859	.357
Advancement	2.462	.121
Likely in 5 years	.455	.502
Satisfaction 2	.307	.581

Note: $\alpha = .0125$

Table 2

ANOVA- with respect to income

	F	Significance
Overall Satisfaction	1.717	.194
Stay Home	.034	.853
Dr. Appt.	5.767	.019
Working Weekends	3.468	.066
Sufficient Vacation	.126	.724
Family Activities	.405	.526
Stressed	.754	.388
Layout Office	.099	.753
Color Office	2.012	.160
AC	1.715	.194
Meetings	.504	.480
Advancement	.110	.741
Likely in 5 years	.019	.891
Satisfaction 2	.206	.651

Note: $\alpha = .0125$

Table 3

ANOVA- with respect to age

	F	Significance
Overall Satisfaction	.266	.608
Stay Home	1.031	.313
Dr. Appt.	.143	.707
Working Weekends	1.022	.315
Sufficient Vacation	.574	.451
Family Activities	.044	.834
Stressed	3.419	.068
Layout Office	.390	.534
Color Office	1.441	.234
AC	.589	.445
Meetings	.791	.376
Advancement	.589	.445
Likely in 5 years	.640	.426
Satisfaction 2	1.273	.262

Note: $\alpha = .0125$

Invitation email

Dear Mr/Ms. _____,

My name is Justice Hoyt and I am attending Saint John Fisher College in Rochester, NY. I am eager to learn more about employees and their likes and dislikes within the sport. I have been gaining experience within the industry over the past three years and want to learn how employees feel about the profession they have chosen.

I am hoping that you would be able to help me gain a deeper understanding of this idea of job satisfaction in the IL by taking my survey. I feel that your thoughts and opinions that I will receive from not only you but the whole IL will allow me to understand in more depth why people chose to work in baseball even though the season has drastically more home games than other sports.

I hope you can be a great asset to my willingness to learn more about your profession before I enter the business of baseball. Thank you for taking the time to acknowledge my study. The link to participate is at located below.

https://sjfc.co1.qualtrics.com/SE/?SID=SV_eR5Y9QTMkdpEz8p

Thanks,

Justice Hoyt