

Increasing job satisfaction in a sports organization

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ABSTRACT

In recent years, an increasing number of studies have demonstrated the satisfaction of employees in sports organizations. The purpose of this paper is to examine the critical and multidimensional role of job satisfaction of employees in sports organizations and businesses. To achieve this goal, I will clarify the term, examine and record a series of basic issues such as the concept of job satisfaction and the theories that are applied in the attempt to interpret it. Finally, I will mention a series of specific proposals and actions that we can apply in sports businesses and organizations in order to have satisfied employees, who will contribute to the effectiveness, efficiency and optimization of productivity.

Keywords: Human resource management, job satisfaction, definition, theories, proposals.

Introduction

“Job satisfaction brings perfection in work”, Aristotle.

In the era we are living in, most sports businesses-organizations are faced with various rearrangements of the external macro-micro environment, the prolonged economic recession and the increasing competition. A decisive point for dealing with the existing situation is the provision of personalized and quality services by employees. Because of this, many organizations are forced to reevaluate the basis on which they manage their staff. As the effective management of the human resources of sports businesses and organizations contributes decisively to their job satisfaction. In particular, in the modern era, HRM is called upon to face a set of challenges, which require the existence of flexibility and the development of methodologies, which put the employee at the center. This importance is also reflected in the degree to which the organization's goals are achieved (Doherty, 1998) and contributes to successful organizational behavior (Wilson & Rosenfeld, 1990, Slack, 1997). Employees need a work environment that allows them to work freely without problems. They also need appropriate

senior management in the organization's hierarchy, who will provide them with this environment, but above all, will motivate them to work in the right way, without stress with flexibility, good hours, payments, benefits, a good program and make them feel satisfied with their work (Belias, Koustelios, Sdrolias & Aspridis, 2015, Raziq & Maulabakhsh, 2015). The quality of sports services is linked to the skills, motivation and satisfaction of the employees who provide the services. Job satisfaction is the most crucial element for understanding all business environments (Sdrolias et al., 2014, Brown et al., 2008). Businesses that do not move in this direction eventually fail.

Chelladurai (1999) records that sports businesses-organizations provide professional services of "high" human interaction, which presuppose that customers (athletes - participants) must be physically present during the process of producing the service. On the other hand, coaches (employees), with their constant contact with athletes, have a great interaction on the quality of the service (Leblicq, Van Hoecke, & De Knop, 2001). Researchers have studied several groups of sports workers, such as coaches (Li, 1993; Pastore, 1993), physical education teachers (Danylchuk, 1993; Koustelios & Kousteliou, 1998), and sports organization managers (Koehler, 1988; Koustelios, Kellis, & Bagiatis, 1999). A sports organization or business must focus not only on the needs of spectators, but also on the needs of its employees who will ensure quality in the service provided. Their satisfaction with their work environment affects the quality in the service provided (Chang & Chelladurai, 1997), which is important in both high-level sports and recreational sports. Job satisfaction is measured in two ways: either as overall satisfaction or as satisfaction with various aspects of the job (Spector, 1997).

Regarding the development of instruments to measure job satisfaction in the field of sports, Ogasawara and Chelladurai (1997) developed the three-part Coach Satisfaction Questionnaire. The Job Descriptive Index (JDI) tool by Smith et al., 1987, which includes five (5) domains: work, salary, promotion opportunities, supervision and colleagues, also measures job satisfaction. By summing the results of the five domains, a total job satisfaction score (index) is obtained. In total, the questionnaire contains 72 questions with 9 or 18 questions for each domain. The Minnesota Satisfaction Questionnaire (MSQ) by Dawis & Lofquist, 1984 is based on needs-based satisfaction theories. It measures satisfaction or dissatisfaction by taking into account twenty dimensions: Activity, Independence, Variety, Utilization of skills, Achievement, Promotion, Power, Company policy, Compensation, Coworkers, Creativity, Ethical values, Recognition, Responsibility, Safety, Community service, Social prestige, Supervision (human relations), Supervision (technical) and Working conditions, while providing more specific information about the aspects of the job that an individual finds rewarding, rather than measures of job satisfaction. In 1989, Ironson, Smith, Brannick, Gibson and Paul created a new scale for calculating overall job satisfaction known as the Job in General Scale (JIG). It contains 18

questions that sometimes take the form of adjectives and sometimes of short phrases about work in general. Hackman and Oldham created another tool, the Job Diagnostic Survey (JDS). The JDS was created to study the effects of job characteristics on people. The Job Satisfaction Survey (JSS) was created by Paul Spector (1985) in an attempt to meet the need for a tool that would address services that serve people in public agencies as well as non-profit organizations.

Workplace Satisfaction

The first studies on employee satisfaction began in the late 1960s among personnel working in industries. The connection of job satisfaction with the emotional state of the personnel led to the expansion of the conceptual framework, which consists of positive emotions or negative states (Snipes, Oswald, LaTour & Armenakis, 2005). Considering the large number of sports organizations and businesses worldwide, it is understandable that the general well-being of workplaces has become the subject of theoretical interest and extensive research. The main studies were conducted by representatives of the field of organizational psychology, as it is inextricably linked to employee efficiency, while modern disciplines, including the sociology of work and business administration, have investigated this specific issue and its connection with employee productivity (Koustelios, Theodorakis & Goulimaris 2004). Employees are the most important and valuable assets of an organization. Satisfied and positively motivated employees are an imperative priority for modern organizations that want to be successful and fulfill their goals (Ćulibrk et al., 2018). In recent years, there has been an increasing trend of studying the well-being of employees in their workplace (Easterlin, 2001, Frey & Stutzer, 2002) and it is no longer, nor is it treated as an “additional cost” (Xirotyri – Koufidou, 2001). They are a source of competitive advantage and a key part of its administrative and organizational functioning (Chytiris, 2001). Each employee contributes to the success of the company in his or her own way, based on the human resource management strategy that is followed (Delery, 1998). There are more than 5000 published articles and studies on employee satisfaction (Cranny et al, 1992). People's involvement in their profession represents the largest period of time in their daily lives. The importance of the issue is also highlighted by the correlation it has with human health (mental and/or physical) as well as the family life of employees. The focus on work Satisfaction promoted by the nature of the work itself and its quality, is examined as a determining factor in increasing efficiency and productivity in the wider European area (Chelladurai & Riemer, 1997, European Commission, 2007). On the other hand, free personal time, rest and the rest of social life are limited (Adesoye & Ogunsanwo, 2002) and often lead to serious psychological conditions such as burnout (Penn et al, 1988, Tsigilis et al, 2004, Leiter et al, 2013, Erdogan et al, 2013, Lee et al, 2018). Positive factors for employee satisfaction are motivation and the possibility for training, improvement and, above all, growth and development. The lack of clear roles and responsibilities, which are often conflicting, and burnout (Drakou et al, 2004) act as

inhibitors. Burnout, which have been the subject of investigation for several academics (Koustelios & Koustelios, 2001).

In 2015, 88% of employees in the US reported that they were satisfied with their job overall, with 37% reporting that they were very satisfied and 51% stating that they were somewhat satisfied. The good treatment of all employees at all levels was rated as very important by 67% of employees in 2015. At 63%, total compensation / pay was the second most important factor in job satisfaction. This factor has maintained a place in the top five contributors to job satisfaction since 2002. Overall benefits were the third most important contributor to job satisfaction, with 60% of employees citing them. Benefits were among the top five. Job security ranked fifth, with 58% of employees citing it as important. Similar attitudes were found in satisfaction with employers: 45% said they were somewhat satisfied and 40% said they were very satisfied with their organization (SHRM, 2016). According to a survey of 2,000 American workers (The Conference Board and Udemy in 2019), 54% of respondents said they were satisfied. This is the highest we have seen in the past two decades. Contributing factors include better commutes, physical surroundings, job security, coworkers, and the nature of the work itself. A staggering 84% of millennials are currently employed in their “dream job,” according to Udemy’s survey of 1,000+ full-time employees in the U.S. 54% of baby boomers agree. Overall, millennials are happy with the flexibility of their schedules, remote work facilities, and the investments employers make in their career development. 62% of employees across generations would be okay with a pay cut if their prospective employer had a mission in sync with their personal values, Udemy found. In 2020, Gallup’s job satisfaction statistics showed that a very large portion of the world’s 1 billion full-time employees are disengaged; more specifically, only 15% of employees are happy and productive in the workplace, the remaining 47% of employees are “disengaged,” psychologically disengaged from their work and their colleagues. They are also looking for better job opportunities and will quickly leave their company for a slightly better offer. In the EU, around one in five residents (16.9%) currently employed expressed low levels of job satisfaction, on the other hand around one in four (24.6%) expressed high levels of satisfaction, while the remaining residents (58.5%) reported moderate levels of job satisfaction (Eurostat Quality of Life in Europe–Facts and Views–Employment. 2018). Characteristics such as age, gender, education, occupation, commuting time and difficulty such as insufficient income, appear to be related to job satisfaction, as they tend to influence the expectations and preferences of individuals regarding their perceived employment situation (Albertsen, 2008, Magee, 2015).

Gender is a variable directly linked to job satisfaction. women in some countries report greater job satisfaction than men (Aydin, Uysal, & Sarier, 2012, Salameh & Hamdan, 2007, Hassell, Seston & Shann, 2007, Sousa-Poza & Sousa-Poza, 2007, Kaiser, 2007). Gender is a variable

directly related to job satisfaction. Women in some countries report higher job satisfaction than men (Aydin, Uysal, & Sarier, 2012, Salameh & Hamdan, 2007, Hassell, Seston & Shann, 2007, Sousa-Poza & Sousa-Poza, 2007, Kaiser, 2007). Since job satisfaction is partly determined by the difference between what one desires and what one ultimately receives, the gender gap in favor of women has been attributed to their lower expectations from work (Mora & Carbonell, 2009). Many studies have correlated the relationship between the age of workers and job satisfaction. The trend of these research results shows that older workers are more satisfied than younger workers (Doering, Rhodes, & Schuster, 1983, Glenn, Taylor, & Weaver, 1977, Liu, Pharm, & White 2011, Warr, 1992).

In a study carried out in 2003 in cultural organizations, they concluded that employees were satisfied with the nature of the work and the leadership, but dissatisfied with the low salaries (Goulimaris, Theodorakis and Koustelios, 2003).

In Greece, several studies have been conducted targeting workers in the field of sports and recreation in public and private organizations. Koustelios, Theodorakis and Qoulimaris, 2004 who investigated the job satisfaction of physical education teachers, found negative feelings about the ambiguity and conflict of roles in the Greek school. Argyrakis, Koustelios, Dingelidis and Chronis who investigated the perceptions of employees in the O.E.O.A "Athens, 2004" agreed with this research in 2005.

In 2006, the research of Zournatzis and colleagues showed that physical education teachers in primary and secondary education were happy with their work.

In a study by Rokka et al in 2009 it was found that gymnasts involved in aerobic gymnastics are satisfied with the internal factors of their work in contrast to those coming from the external environment. Variations in the results were also found in relation to the environment, professional security and stability, while the responses did not differ in terms of gender. In the same year, the research by Amarantidou et al and Koustelios et al on physical education teachers and fitness trainers involved in improving physical fitness, highlighted as a dominant element of satisfaction the professional security that occupies a primary position in Maslow's pyramid of needs.

Gender is a variable directly related to job satisfaction.

The concept of job satisfaction is a key variable in human resources science (Bourantas, 2002). There is no commonly accepted definition for the concept of job satisfaction. On the contrary, many attempts have been made to conceptually define the issue of job satisfaction and to clarify the term. Most definitions converge on the fact that job satisfaction is the emotional state that the employee has when he takes into account all the parameters of his work (Abraham Sagie, 1998).

Other scholars treat it as a unidimensional phenomenon and generalize the results, and others as a multidimensional phenomenon and investigate its individual elements. In 1935, Hoppock first defined job satisfaction as the result of a harmony of physiological, environmental and emotional circumstances that enable individuals to clearly feel that they derive satisfaction from their work. As recorded by Locke (1976), job satisfaction has been defined as a “pleasant or positive emotional state resulting from the evaluation of one’s work experiences.” Mitchell and Larson (1987) argue that job satisfaction is “the result of employees’ perceptions of the extent to which their work provides them with the elements they consider important.” Kohler (1988) defines it as a multidimensional concept that represents an employee’s overall attitude and feelings about specific aspects of their job. Anderson (2001) defines job satisfaction as a pleasant or positive emotional state resulting from their work or work experience and points out that the definition incorporates both cognitive and affective states. According to Spector (1997), job satisfaction assesses the extent to which employees like or dislike their work. According to Wood, et al. (1998), job satisfaction is defined as the emotional correspondence of a person to his/her responsibilities and working conditions. Weiss & Cropanzano (1996) argue that job satisfaction reflects the employee's appreciation for his/her job and the environment. Blum & Naylor (1986) support something similar, defining job satisfaction as a broader perception of the employee towards his job, which is shaped by his assessments regarding financial rewards, working conditions, control, promotions, interpersonal interactions within the work environment, recognition of his abilities and similar variables, his personality characteristics and social relationships away from the workplace. Sargent (1990) gave a simpler definition of motivation, saying that it is what makes people connect, act or behave in very specific and distinct ways. Anderson (2001) defines job satisfaction as the pleasant or positive emotional state resulting from his work or work experience and emphasizes that it includes both cognitive and emotional states. Darboe (2003) defined job satisfaction as the extent to which an employee has favorable or positive feelings about their job or work environment, while Faragher, Cass, and Copper (2005) added another dimension, defining it as the positive emotional reaction and attitude that individuals have towards their work. Robbins (2005) defines job satisfaction as a collection of feelings that an individual maintains regarding their job. Another approach in the same year is that it is “a pleasant or positive emotional state that stems from one’s appreciation of one’s job or from specific experiences in relation to it” (Argyris, Koustelios, Dingelidis, & Chroni, 2005). Saiyadain (2007) defines job satisfaction as a feeling experienced after completing a task. This feeling could be negative or positive depending on the outcome of the job undertaken by the employee. Similarly, Schmidt (2007) defined job satisfaction as an individual’s perception of the degree of attractiveness of a job, if both positive and negative outcomes are weighed. According to George & Jones, 2008, employee behavior is influenced by the type of job they do, their colleagues, supervisors or subordinates, and their pay. Job performance creates a pleasant

emotional state (Simatwa, 2011). Brenninger (2015) claims that there are four determinants that influence employee satisfaction: “counselor/leader”, “job design”, “work environment” and “performance pay”.

Job satisfaction theory

There are various theories internationally that concern job satisfaction and help to better understand its influences. Their study contributes decisively to improving the conditions that enhance satisfaction in the workplace and helps to understand what employees need to feel satisfied. Knowing what makes our employees stand out is the key to motivating them. When motivation and morale are high in our workplace, the business will benefit from increased productivity, commitment and dedication of employees to increase customer satisfaction and profit. There are many effective engagement ideas to keep teams motivated and many useful motivation theories have also been developed. These help employers understand what motivates their people and how to get the most out of it. Motivation theory examines what drives people to work towards a specific goal, decision-making and how it influences actions and behaviors. Motivation theory essentially focuses on two main factors:

- Internal factors: People are motivated by the desire to satisfy certain human needs, such as achieving personal or professional goals or pleasing their employer.
- External factors: People are motivated by external factors, such as a bonus as a reward for their hard work or a penalty if they fail to achieve their goals.

Research and theories on job satisfaction can be divided into two broad categories. Content and process theories. With content theory based on motivation, Maslow identifies the needs of the employee, which if satisfied lead to satisfaction with their job. The Maslow's hierarchy of needs has been depicted as a pyramid to show that the fulfillment of the lower levels of people's needs helps them climb the pyramid. Moving to the upper level of the pyramid presupposes the fulfillment of the previous needs. At the base of the pyramid are the basic biological and physiological needs (food, clothing, shelter, etc.). Climbing the pyramid, people have needs for personal and professional security (stable work, professional insurance, health, etc.), the need to feel a sense of acceptance by their social group, love, understanding, acceptance and appreciation. Needs for self-esteem by themselves or by the people in their environment. The individual tries to gain self-confidence, prestige, fame, recognition and glory. At the top of the pyramid is the internal need of people, who after having covered all the others seek their self-actualization, the fulfillment of their personal goals and ideals - the last category of needs. A sports organization can help fulfill the physiological needs of its employees by providing the appropriate infrastructure, excellent facilities and benefits such as health support, salary and

monetary and non-monetary benefits. Once the physiological needs of employees at the base of the pyramid are met, they seek to resolve the needs of job security and stability. A safe and positive work environment will help organizations achieve this. The appreciation of a qualified manager-leader and colleagues can help employees feel a sense of love and belonging - the next level in the hierarchy of needs. To feel appreciated, an employee must believe that their actions contribute to the success of the company and feel that their career is growing. Achieving the goal of self-actualization requires employees to feel that they have maximized their efforts. It helps them feel motivated, continuously improving, and empowered, ultimately resulting in job satisfaction. Maslow's idea of developing needs in a hierarchical form was a key milestone in organizational and management theory.

Originating in organizational psychology, Edwin Locke's spectrum of influence theory (1976) is perhaps the most well-recognized and famous model of job satisfaction. Locke's theory recognized the importance of how much people value different aspects of their jobs, along with how well their expectations are met. The basic assumption of this theory is that job satisfaction is defined by the gap between what one expects from one's job and what one actually gets from it. In short, our values inform our expectations, and the closer these are to reality, the more satisfied we feel. For example, if person A highly values a work culture of teamwork and collaboration, while person B views this aspect neutrally, person A is more likely to feel dissatisfied if this expectation is not met by their job. But Locke argued that too much of a good thing also leads to job dissatisfaction. Using the same example, if the emphasis on teamwork comes at the expense of time for individual work, person A (and person B) could have a negative experience with their job. This phenomenon in management is often called the Too-Much-of-a-Good-Thing Effect (TMGT effect) (Pierce & Aguinis, 2011).

The two-factor theory. The proponent of this theoretical approach is Herzberg and his colleagues (Herzberg, Mausner & Snyderman, 1959) and it is a motivation theory that is quite similar to Maslow's human needs. According to Herzberg's motivation-hygiene theory, motivation and hygiene are the two main factors that lead to job satisfaction. He also argues that in modern society the lower-level needs that Maslow has listed have been more or less satisfied. It was the result of interviews conducted with employees, where he asked employees to think about a time when they felt good and bad about their job and why. Herzberg concluded that two mutually exclusive factors influence employee satisfaction and dissatisfaction. Motivation improves and leads to job satisfaction, while hygienic conditions reduce cultivated and underlying dissatisfaction. Factors that motivate people are improved performance and achievement of goals, recognition, job position, responsibility, work, personal growth and development opportunities, and promotion. Motivational factors are a key concern for every workplace and certainly need to be improved as they have a lot of room for positive development. The low

wages that currently exist in Greece, as a result of the long and deep economic crisis, poor working conditions, a bad workplace, unhealthy or toxic relationships with the boss and colleagues and low quality supervision in a workplace with high politics and rules can work negatively and create dissatisfaction (Thierry, 1998). If there is no provision and actions to improve the existing conditions, they will result in dissatisfied and unproductive employees. Companies can incorporate elements of Herzberg's motivation theory into company policy to increase motivation and hygiene by giving employees more autonomy in their work, providing regular employee feedback, improving working conditions, and continuously reviewing employee well-being. Vroom (1964) was the first to formulate an expectancy theory.

According to Vroom, the attractiveness of a job, and by extension the satisfaction an individual gets from it, is a mixture of what the individual believes they will gain from their job and the degree to which these outcomes are actually desirable (or undesirable) for the individual. Vroom (1964) defines motivation as a process of choosing between alternative forms of voluntary action, a process that is controlled by the individual. The individual makes decisions based on his or her estimates of how closely the expected outcomes of a behavior will converge to the desired outcomes, that is, the outcomes that give the individual high levels of satisfaction. According to expectancy theory, there are three variables: attractiveness (valence), efficacy, and expectancy (Kandas, 1998). Victor Vroom of the Yale School of Management emphasized the need for organizations to directly link rewards to performance and to ensure that the rewards provided are exactly what employees deserve (Montana & Charnov, 2008).

Harvard professor David McClelland spent three decades researching motivation to understand human nature and develop tools to measure how people make certain choices. He argued that people have three types of emotional needs: achievement, commitment-cooperation, and power. While he identified that one trait is often more dominant than the others, people can have any combination of these needs, and their motivation is influenced by the combination and strength of their specific needs. McClelland also studied how motivation affects a person's health by causing stress, high blood pressure, and abnormal hormone levels. The Three Needs Theory is often used in business to create personality tests to determine what motivates employees. It also helps managers learn more about the people on their team and what each person needs from their workplace. To use McClelland's motivation theory, determine what drives your employees by asking them for feedback.

Taylor's motivation theory (Scientific Management) was founded in 1909 by Frederick Winslow Taylor after the publication of *The Principles of Scientific Management*. He explored the belief that optimizing the way people work was more effective than making them work as hard as possible. Taylor was very interested in efficiency and suggested that simplifying tasks and better

cooperation between workers and managers would increase productivity. His various observations in the workplace led him to develop four principles of scientific management:

- Employers should study work practices to devise the most efficient way to perform tasks.
- Employees should be matched to jobs based on motivation and ability and given appropriate training to help them work effectively.
- Regularly monitor performance and provide appropriate supervision and guidance to ensure that employees are using the most efficient work methods.
- Divide tasks between managers and employees so that managers can spend time on planning and training to enable employees to perform their tasks effectively.

To implement Taylor's motivation theory, start by breaking down large projects into smaller tasks, assigning responsibilities, dividing the work between managers and employees, and providing effective training where necessary. You should also regularly monitor your employees and evaluate their work effectiveness.

In 1976, Hackman and Oldham documented the job characteristics model. Five job characteristics are considered to be central to this model. The job characteristics model aims to determine the conditions under which people are satisfied with their jobs and motivated to perform effectively (Hackman & Oldham, 1976). This model guides employers to enrich their employees' work and make it more attractive and interesting. With meta-analyses providing support for this theory of job satisfaction (Fried & Ferris, 1987), it has become widely used to examine the characteristics of work that lead to job satisfaction. Five key characteristics have been reported, along with three psychological states that act as a kind of "gateway" to satisfaction: skill variety, job identity, job significance, autonomy, and feedback—can be appropriately shaped to make work more attractive, motivating, and satisfying. Employees can experience meaningful work through the variety and different types of skill challenges, job identity, and job significance. Job autonomy makes employees feel free, independent, and responsible for the results of their work. Job feedback helps employees understand the outcome of their work. They are clearly informed about their performance. It will help them make changes if necessary. These psychological states lead to high intrinsic motivation, high quality work performance, high job satisfaction, and low absenteeism and turnover.

An interdisciplinary approach was the theory of Staw, Bell, and Clausen who developed the mood theory or the test theory. The mood approach was developed in light of evidence that emotional mood predicts job satisfaction (Staw, Bell, & Clausen, 1986). They argued that people's tendency to experience positive or negative emotions explains individual differences in

job satisfaction. This is because what one employee perceives as a positive experience may not be perceived in the same way by another employee. The mood approach is limited by its largely empirical approach, and for this reason it has faced strong criticism. However, personality researchers have shown that personality traits remain largely stable over time, and the same is true for job satisfaction, even across different jobs and careers (Staw & Cohen-Charash, 2005).

Staw's job satisfaction research has encouraged spin-off theories. One of these is the core self-appraisal model, for which there is generally accepted positive evidence. A model that hypothesized that core self-appraisals would have direct effects on job and life satisfaction. It was also hypothesized that core self-appraisals would have indirect effects on job satisfaction. Researchers have identified four self-assessments that contribute to stability and job satisfaction, regardless of job characteristics (Judge, Locke, & Durham, 1998): they include self-esteem, generalized self-efficacy, locus of control, and neuroticism.

- Self-esteem: with higher levels associated with greater job satisfaction
- Self-efficacy: with higher levels associated with greater job satisfaction
- Locus of control: the tendency toward an internal rather than external locus of control is associated with job satisfaction
- Neuroticism: lower levels associated with greater job satisfaction

The equity-justice theory was outlined in the 1960s by workplace and behavioral psychologist John Stacey Adams (1965). He argued that jobs involve a constant evaluation of how much "give and take" there is between employer and employee. Individuals use an "internal balance" to decide what to do. The basic premise of this model is that job satisfaction and motivation arise from a fair balance between an employee's "inputs" and "outputs." Inputs include hard work, skill level, enthusiasm for the job, support from colleagues, and personal sacrifice. Outputs include financial compensation, recognition and reputation, praise, job security, and other intangible benefits. The greater the imbalance (or "inequality") between the two, the less likely a strong, productive employer-employee relationship will emerge. Furthermore, dissatisfaction can be exacerbated if the ratio of inputs to outputs is perceived to be more unbalanced than others.

My outgoings / my incomings

VS.

Others' outgoings / others' incomings.

Social information processing theory. This brings us to the next theory of job satisfaction. As social creatures, human beings pay very close attention to the opinions and behaviors of the group. In other words, we do not live in a vacuum. The basic idea is that “the drive for self-evaluation and the necessity for such evaluation to be based on comparison with other individuals” allows one to conceptually connect both social influence processes and some types of competitive behavior. Returning to social comparison theories, people have an impulse to seek out information from others that helps them create a complete picture of themselves (Festinger, 1954). Social information processing theory supports this case. With links to the sociological concept of “constructivism,” it recognizes that people form a picture of reality by interacting with the people around them. According to this model, people may (consciously or unconsciously) examine in detail how their colleagues feel before deciding how they feel. As one might expect, if colleagues feel positively about their work and the environment in which they find themselves, an individual is more likely to feel satisfied as well (Jex, 2002).

Self-determination theory (SDT) emerged from the work of Edward Deci and Richard Ryan. As a macro-theory that has been successfully validated in many domains of intrinsic motivation and behavior, SDT is well-positioned to provide insight into job satisfaction. In contrast to extrinsic motivation, where activities are pursued for an external goal, intrinsic motivation leads to the initiation of behavior for its own reward (Deci, 1971). The theory suggests that the level of intrinsic motivation in a given achievement activity that individuals choose to do varies, is a result of perceptions of success or failure, and depends on whether they consider themselves competent regarding their performance in that activity. The findings have led to the postulation of three innate psychological needs—competence, autonomy, and relatedness—that when satisfied result in enhanced self-motivation and mental health and when frustrated lead to reduced motivation and well-being. It also examines the importance of these psychological needs and processes in areas such as healthcare, education, work, sports, religion, and psychotherapy. This reward could be interest or satisfaction, for example. According to SDT, people can assimilate extrinsic motivations into their core sense of self and value system, changing the context of their behavior. On the back of this, three universal needs related to self-determination have been identified as essential for such integration: the need for competence, autonomy, and relatedness (Ryan & Deci, 2000). SDT has led to important insights into work motivation and the factors associated with job performance.

Motivation theories provide valuable insights into what makes people stand out. Managers can use these theories to identify the best people to assign to certain tasks based on their needs. The theories also highlight the problems that many employees face and allow employers to identify and minimize anything that may stand in the way of motivation. Maintaining motivation in the workplace is essential to the success of any organization. Motivation theories provide a good

foundation for employers to create practices that effectively support their team and improve engagement and motivation.

Increase in job satisfaction

It is widely accepted and an element of reflection, study and effort to improve job satisfaction in sports and leisure organizations and businesses. Improving employee satisfaction is a continuous process that requires effort and dedication from employers. Investing in employee satisfaction leads to a more productive, loyal and successful workforce. It is important to have a motivation for happy staff, who perform at their best in the job they have been assigned. Organizations can leverage job satisfaction theories to design effective reward systems that align with employee motivation and needs. By understanding through research what leads to job satisfaction, managers can adjust their approach to employee recognition and rewards, ensuring that they are meaningful and impactful to them.

A key initial ingredient for a successful effort is to provide clear and defined roles from the outset. The distribution of responsibilities and obligations by setting smart and realistic goals will help our employees focus on the role and tasks they have to perform, expecting rewards for the work they have done after the evaluation stage. Setting SMART goals not only helps in the final measurement of results, but also clarifies the guidelines of the organization/business, providing continuous feedback and leading to their achievement. Measurable and time-bound goals lead in the right direction (5%-10% increase in sales-customers in the next quarter, 2% increase in revenue, etc.). People must want to follow the example and instructions of managers. Good coaches, teachers and administrators develop and evolve leadership and the desire for this makes those you coach or employees, respectively, want to be the best. Talent management is essential for both short-term and long-term success, covering personal and professional goals.

Employees seek a sense of purpose and meaning in their work. So they need to align their roles and responsibilities with the organization's mission and values. We will clearly communicate how their contributions impact the company's larger goals. When employees understand the importance of their work, they feel more motivated, engaged, and satisfied. Employees seek meaning and purpose in their work. When employees understand how their contributions align with the organization's goals and values, they feel a sense of purpose and fulfillment. Employers can enhance this element of satisfaction by clearly communicating the company's mission and vision, providing opportunities for employees to contribute their ideas and opinions, and recognizing the impact of their work. Cultivating a sense of shared purpose helps employees connect with their roles and feel a deeper sense of fulfillment and motivation.

A positive work culture is a foundation for employee satisfaction. We must create an environment that promotes open communication, respect, and collaboration. We must encourage teamwork, recognize achievements, and create opportunities for professional development. A positive work culture not only enhances job satisfaction but also boosts employee morale and overall engagement. In addition, promoting diversity, equality and inclusion in the workplace are crucial to creating a sense of belonging and ensuring that all employees feel valued and respected.

Investing in a healthy work environment is crucial for employee satisfaction. It is important to ensure that the workplace is safe, clean and comfortable. Adopt wellness programs that prioritize physical and mental health. Provide access to ergonomic furniture, encourage regular breaks and offer healthy food options. By prioritizing employee well-being, we demonstrate a commitment to their overall health and satisfaction. In addition to ergonomic work equipment, lighting plays an important role in creating a workplace in which everyone feels comfortable. Poor lighting or a lack of daylight can quickly make employees unhappy and unmotivated. The willingness to perform well decreases, the frequency of errors increases, and so does the risk of accidents. A simple rule of thumb: the brighter the workplace and the more daylight it lets in, the happier the employees will be. The optimal lux value is set at 500 lux for employees with good vision and around 750 – 1500 lux for employees with vision problems.

Positive interpersonal relationships with colleagues and supervisors promote a supportive work atmosphere and increase employee happiness. Building strong relationships in the workplace creates a sense of camaraderie and teamwork that enhances job satisfaction. When individuals feel valued by their peers and superiors, they are more likely to experience higher levels of work engagement and loyalty to the organization. Personality traits also play a role in determining job satisfaction. People with a positive attitude tend to enjoy their work more than those with a negative attitude.

In a constantly changing external environment, employees must constantly train and improve their knowledge, acquire new skills and keep up with the demands of the rapidly changing job market. In this way, senior management will show employees that they care about them and their path in the company. There must be employee participation in the vision, mission and goals. In order to achieve such a process, the needs and desires of employees must be recorded and recognized. This assessment should be done in a variety of ways and methods. When employees can see a future within the organization and have access to resources that enhance their skills and knowledge, they are more likely to remain committed and satisfied with their roles.

Recognizing and rewarding employees for their efforts will contribute to improving their job satisfaction. Recognition and rewards help staff feel valued and motivated. Recognition and

rewards can be formal or informal, monetary or non-monetary, individual or group. For example, giving a bonus, a certificate, a thank you note, or a team lunch. To effectively recognize and reward achievements, we need to be timely, specific, fair, and consistent. People want to be told they are doing a good job, and when a manager recognizes and rewards employees for all their hard work, it simply makes employees want to keep going and even work harder for that manager.

Fair and competitive compensation is a fundamental aspect of employee satisfaction. Employees want to feel that their efforts are adequately rewarded and that they are paid according to industry standards. In addition, the comprehensive benefits packages we will offer, such as health insurance, retirement plans and paid leave, are vital to supporting employee well-being and work-life balance. Organizations must prioritize fairness, compensation and strong benefits. Programs demonstrate their commitment to the financial security and overall satisfaction of their employees.

Promoting and ensuring a positive work environment. A positive work environment is one that is safe, supportive, respectful and fun. A positive work environment helps staff feel comfortable, engaged and loyal. To promote a positive work environment, we will foster a culture of trust, collaboration, diversity and wellbeing. In particular, we will encourage open communication, team building, feedback, recognition and social activities.

Any effort or action taken should be feedback-based. Feedback is essential for learning, improvement and problem solving. Feedback also helps staff feel heard, respected and involved. Seek and act on feedback effectively by regularly soliciting feedback, actively listening, acknowledging feedback and following up on actions. Conduct surveys, interviews, focus groups or performance reviews. These actions will be weekly or monthly rather than at the end of each year. Trying to encourage communication by asking what staff think and including them in decisions will work positively. Another way to improve the performance and satisfaction of our sports staff will be through empowerment and delegation. Empowerment and delegation means giving staff the power, responsibility and resources to make decisions and take action. Empowerment and delegation help staff feel trusted, confident and accountable. So to empower and delegate successfully, we will clarify goals, expectations and boundaries, provide support and guidance and monitor and evaluate results. We will delegate projects, tasks or roles and provide feedback and recognition. Being able to empower and delegate is important, but you can't put it before role clarity. Our team needs to be clearly informed about what is expected of them and how their role complements everyone else in the business.

Transparent communication is essential to building trust and enhancing employee satisfaction. Create clear channels of communication that allow employees to express their ideas, concerns,

and feedback. Share organizational updates, goals, and progress regularly. The manager will provide constructive feedback and actively listen to employee perspectives. This transparency helps employees feel valued, heard, and connected to our organization.

Employment contracts are an essential part of employee satisfaction. Permanent employment contracts indicate that the employment relationship is long-term and not limited by any event or time. This can reduce employee stress and anxiety because it reduces risk and uncertainty. Maternity protection clauses and a contractual guarantee of parental leave also show employees that they are valued.

A company's break room is probably its most valuable asset. Providing coffee stations, gaming areas, quiet zones for relaxation or other places where staff can take a few minutes now and then encourages them to enjoy their workplace.

Maintaining a healthy work-life balance is becoming increasingly important for employees. Employees should be encouraged to maintain boundaries between their work and personal lives by promoting flexible working hours, reasonable working hours, encouragement for time off, telecommuting options and vacation policies. Remote working where possible eliminates the need for daily commutes, saving time and reducing stress associated with traffic or public transportation. This can lead to improved mental health and productivity. Remote workers gain more control over their work environment and schedule, allowing them to work during their most productive hours and in environments they find most conducive to focus and creativity. In addition, working from home or flexible work arrangements allow employees to create a personalized workspace that suits their preferences, enhancing satisfaction and efficiency. Providing a supportive work environment that respects personal time allows employees to pursue personal interests, spend time with family and friends, recharge, reduce burnout, and maintain overall well-being. Achieving this balance allows individuals to avoid burnout. By fostering an environment that values employee personal life and well-being, the organization can contribute to higher job satisfaction and reduced stress levels.

Resources and seminars on financial planning or budgeting can help reduce financial stress, ultimately contributing to overall well-being. Facilitating social events, group outings, and volunteer opportunities can foster a sense of community and support among employees. Training, workshops, and mentoring programs support career development and job satisfaction, which can lead to overall happiness. Hosting health and wellness fairs with health, fitness, and wellness vendors, speakers, and activities can educate employees on maintaining a healthy lifestyle. Creating dedicated quiet spaces in the workplace for relaxation, meditation, or just a break can help employees manage stress and recharge during the workday.

Create a book club where employees can discuss their latest reads and take a mental break from work. Create an employee fitness group that meets for runs, yoga sessions, or workouts, which supports physical health and creates opportunities for connection. If some employees are interested in crafts, organize a craft circle where they can bring in projects like knitting, drawing, or model making and have a relaxing way to spend a lunch break. Another idea is to create a gaming league for video game and e-sports enthusiasts or organize board game nights, which can attract competitive spirits and provide a fun escape from the daily routine. Implement team-building activities, social events, and interest-based clubs in the workplace, understanding the interests and needs of the workforce. Surveys or suggestion boxes will be valuable tools for gathering ideas and ensuring that planned activities truly engage and benefit employees. Investing in such activities can create a more cohesive, satisfied, and productive workplace.

One of the steps an employer can take to increase the satisfaction of their team is to focus on physical well-being. This will include nutrition such as healthy snacks, vacations and company sports offers. This can also be achieved by offering free or reduced membership to local gyms, organizing fitness classes, conducting ergonomic assessments in the workplace and providing ergonomic equipment. In Germany, only about 30% of all employers include sports programs, relaxation offers or massages in their daily work routine. This is too bad, because many statistics have shown that employees are very happy to benefit from such benefits. These perks can range from sports classes at work to discounts and special offers at nearby fitness studios. Providing regular health check-ups, such as blood pressure checks, cholesterol tests and diabetes screenings, can help employees monitor their health and identify potential problems early. Organizing company sports teams or recreational leagues, such as soccer, basketball or running, promotes physical activity while creating team camaraderie. Also, providing access to nutritional advice or wellness workshops that focus on healthy eating habits can support employees in making informed dietary choices. The challenge is to satisfy the diverse interests of all employees at the lowest possible cost and thus ensure long-term job satisfaction. The satisfied employees whose health is supported by their employer are significantly more engaged and motivated in their role. This in turn benefits the company itself. Corporate sports can help reduce the stress level of our team, allowing them an outlet to manage pressure and thus creating a balance between the work environment and their personal everyday life. We will choose for each of our employees a sports program that is flexible and offers various options, in order to meet their unique needs. Employee wellness programs offer a win-win scenario for both employees and organizations.

Employees should be encouraged to take mental health days without giving a reason, it can help them to refresh and not get discouraged. Employee assistance programs offer confidential counseling services to employees dealing with personal or work issues. Run workshops that

focus on stress management techniques, such as mindfulness, meditation, and time management, giving employees tools to more effectively handle work-related stress. Employees can better manage their work-life balance by implementing flexible work schedules and remote work options, reducing stress and improving mental health. Organizing well-being challenges that focus on mental well-being will encourage employees to adopt healthy practices that enhance their mental health. One way to gather honest feedback on a variety of topics is to conduct anonymous surveys. Digital platforms can make it easy to distribute and analyze survey data. Conducting short, frequent surveys, also known as pulse surveys, can provide quick insights into current mood and trends within the organization. These surveys can help track the impact of recent changes or initiatives. Additionally, surveys that focus on specific areas, such as workplace safety, diversity and inclusion, or remote work policies, can provide detailed feedback to guide targeted improvements.

Place suggestion boxes in common areas to allow employees to provide feedback and ideas anonymously. This traditional method can be useful in settings where digital access is limited or in conjunction with digital tools. Additionally, digital suggestion platforms can be implemented where employees can submit their ideas online. Such platforms can offer features such as voting, allowing employees to support suggestions they agree with. This can help prioritize suggestions for review.

Inviting employees from different levels and departments to participate in planning meetings ensures that different perspectives are considered in decision-making processes. A rotating system of representation will be implemented where different employees are allowed to attend strategic meetings over time. This approach provides broader employee participation and insight. Open forums or meetings can be organized where employees can discuss their ideas, concerns, and suggestions with management. These forums should be structured to encourage open dialogue and ensure that all voices are heard.

Promote the holding of workshops on specific topics, such as innovation or process improvement, allowing employees to collaborate and develop solutions and suggestions. Also organize focus groups to delve deeper into specific issues or opportunities. Focus groups will provide diverse knowledge and encourage a collaborative approach to problem solving.

Use idea management software that allows employees to submit, discuss, and refine ideas collaboratively. These tools typically come with features to track the implementation of successful ideas. Additionally, project management platforms that enable collaborative planning and feedback. These platforms can facilitate transparent communication and collaborative input into project-related decisions.

Create open feedback lines or dedicated email addresses to allow employees to report any issues or suggestions directly to HR or a specific department tasked with addressing employee feedback.

Summary

Despite the lack of a common understanding of the concept of job satisfaction, what is evident throughout the literature is that it concerns how employees in sports organizations and businesses in general feel about their job or about individual aspects of their work. Job satisfaction is the emotional reaction of employees to their work, resulting from the comparison of actual results with what they expect. Improving employee satisfaction is a continuous process that requires effort and dedication from employers. Ultimately, investing in employee satisfaction leads to a more productive, loyal and successful workforce. It is clear that the more satisfied an employee is with his or her job, the more productive he or she will be (Drakou, Kamitsis, Harachousou & Glynia, 2004). Job satisfaction contributes to life satisfaction as well as vice versa, since this relationship is bidirectional. However, it is also what has led to a large number of definitions, theories and measures. At the European level, the focus has been less on these traditional theories of job satisfaction (EU-OSHA - European Agency for Safety and Health at Work, 2012). Organizational behaviors that are voluntary are highly associated with job satisfaction. Fairness in the workplace plays an important role in this relationship, as when the individual feels that he is working in a fair environment, he feels a sense of trust, which in turn creates a desire to contribute more to the context in which he works. Some of the factors that contribute to job satisfaction are working conditions, salaries, policies and strategies of the manager and the organization, the quality of the work environment and different trends regarding the work environment. The economic aspect seems to be the factor that has the greatest influence. The more satisfied an employee is, the more organizational commitment increases and it becomes rarer for them to display counterproductive behaviors in their workplace. Such as frequently absenting themselves from work without a good reason, being late and wanting to leave it permanently. Situations, that is, that reduce and at the same time affect the performance and smooth functioning of the organization. Analyzing the consequences of job satisfaction, it becomes clear that it is vital for organizations to ensure that their employees are satisfied and happy with their work. It is important to remember that job satisfaction differs from employee to employee. In the same workplace under the same conditions, the factors that help one employee feel good about their job may not apply to another employee. Furthermore, the use of evolving new technologies contributes to the implementation of flexible employment relationships, adopting remote work models, such as, for example, teleworking, which allow for the assurance of professional and family balance. Employees are the number one resource of an organization and keeping them satisfied and satisfied helps to strengthen a company in many ways.

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