

JOB SATISFACTION OF TRACK AND FIELD MANAGERS DEPENDING ON THE HOURS WORKED PER MONTH

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Abstract

Problem Statement: Track and field managers do their work without time off, and the amount of the work they put in is not sufficiently financially rewarded. Track and field is a sport in which the earnings are not large compared to other sports. Therefore, it is important to know the job satisfaction of track and field managers. *Purpose:* In our study we focused on the job satisfaction of track and field managers depending on the hours worked per month. *Results:* Minnesota Satisfaction Questionnaire was utilized to collect the data from a total of 38 track and field managers. Using a Kruskal-Wallis H Test we searched for the associations between observed indicators. It was revealed that there is a significant relationship between general job satisfaction and the hours worked per month ($H = 8.95, p \leq 0.05$). The analysis revealed a significant relationship between intrinsic job satisfaction and the hours worked per month ($H = 8.86, p \leq 0.05$). The relationship between extrinsic job satisfaction and the hours worked per month also shown as a significant ($H = 6.57, p \leq 0.05$). We searched for the answer if track and field manager are more satisfied with their job than clerks. The results shown that track and field managers are more satisfied with their job (80.18) compared to clerks (74.48), also external job satisfaction is higher for track and field managers (21.95) compared to clerks (19.37). We found that clerks have higher intrinsic job satisfaction (47.32) as compared to track and field managers (46.47). *Conclusions:* It is important to know the job satisfaction of track and field managers. Track and field managers work without time off, have a strong competitive environment, and lower income compared to other sports. Therefore, we decided to analyze the job satisfaction of track and field managers and give them feedback. The highest satisfaction was the question, which asked for the chance to do things for other people (athletes) and the lowest satisfaction was the question regarding their pay and the amount of work they do.

Keywords: job, satisfaction, track and field, managers, work.

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INTRODUCTION

Track and field managers are an essential part of what happens in track and field. Their importance has taken on a greater dimension since the introduction of strict standards for championships and qualification through the world rankings (Baňovičová, 2020). One of the main roles of track and field managers is to get athletes to prestigious and high-scoring track and field meetings where they can earn points towards the world rankings through which they qualify for example for the Olympic Games, World Championships or European Championships. In addition, the track and field managers have the following tasks: contract negotiation, marketing endorsements, media relations, organizing competitions, logistics and career management.

Track and field managers do not have fixed working hours and most of the managers work around the clock. Green & Heywood (2008) claim that the pay at work is dependent on job satisfaction with the hours worked. If you would like to become a successful track and field manager, you should know that the job of a track and field manager doesn't allow for many days off, especially not if you are managing athletes from all over the world and the time shift doesn't play any role in this case. Track and field meetings take place mainly during the weekend, but also during the week, and in the meantime track and field managers are travelling from meeting to meeting or dealing with athletes' issues.

In our previous research (Baňovičová, 2020), we found that there has been an increase in demand for track and field managers in recent years, particularly from athletes, due to the fact that the World Athletics has introduced stricter limits for top events and another way to qualify for top events is through the world rankings. World ranking points can be earned by placing at international track and field meetings, but first athletes have to get there and track and field managers help them to do this. Despite there being a high demand for this work we found that for track and field managers from all over the world is difficult to make a living from this job alone, which is why almost 80% of all track and field managers are forced to do other work alongside this job (Baňovičová, 2020).

As we said the job of the track and field managers is demanding and difficult, so we decided to find out their job satisfaction depending on the hours worked per month.

Many authors have addressed the issue of job satisfaction in their research. In the following paragraphs, we present the general theoretical background of job satisfaction.

Statt (2004) considers job satisfaction to be the degree to which a worker is satisfied with the rewards they receive for their work while being intrinsically motivated. Judge & Klinger

(2012) note that employees who are satisfied with their jobs tend to perform better, withdraw less, and lead happier and healthier lives. Authors claim that organizations whose employees are satisfied with their jobs are more likely to be productive and profitable. According to Armstrong (2006), job satisfaction refers to positive and favorable attitudes towards work. Kaliski (2007) claims that job satisfaction is the feeling of achievement and success on the job, which is directly connected to productivity and personal well-being. Another definition claims that job satisfaction is a collection of feelings and beliefs that people have about their current job (George & Jones, 2008).

Factors that determine job satisfaction (Aziri, 2011) are the nature of work, salary, advancement, opportunities, management, work groups and work conditions. According to Kaliski (2007) and job satisfaction leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. Sweney & McFarlin (2005) found that, to a large extent, the higher the job satisfaction, the lower the absenteeism (e.g., illness and accidents). Mullins (2005) claims that the relationship between job satisfaction and motivation is not clear. According to Bauer (2004), one of the factors that positively influence job satisfaction is autonomy in deciding how to perform tasks. Block & Koellinger (2009) found that in addition to financial success, independence and creativity influence job satisfaction. There are also evidence that hope pliability also predicts the job satisfaction (Pouramini, Fayyazi, & Gheshlaghi, 2018).

In terms of meeting the individual needs of track and field managers that determined their job satisfaction, they gave the following factors as examples (Baňovičová, 2020):

- working with talented, dedicated and goal-oriented athletes,
- the athletes they represent are successful during their careers and beyond,
- they consider their work to be their life's mission and always put the athlete first.

Kosteas (2011) argues that promotion leads to higher job satisfaction. It should be noted that track and field managers are mostly self-employed and often work as individuals, thus for them, promotion is not a motivating factor to increase job satisfaction. According to Bradley & Roberts (2004), the self-employed are more satisfied with their jobs, report higher levels of self-sufficiency and lower levels of depression. Millán et al. (2013) found that when comparing job satisfaction between the self-employed and paid employees, the self-employed are more likely to be satisfied with their jobs, but less likely to be satisfied in terms of job security. The authors report that independence and flexibility influence higher job satisfaction among the self-

employed. Lange (2012) argues that most studies focusing on the impact of self-employment on job satisfaction are mediated by greater freedom and autonomy.

Parasuraman & Simmers (2001) argue that the self-employed have greater autonomy, flexibility and higher levels of job involvement and job satisfaction at work compared to managers who are employed in organizations – in our research, these are the clerks. According to the authors, the disadvantage of the self-employed is the higher level of work-family conflict. Because track and field managers are largely self-employed, they do not have a fixed salary, but their salary is based on the amount of work they do or on the athletes' earnings, which they receive as a percentage of the athletes' prize money or appearance at track and field meeting.

An important part of job satisfaction is intrinsic and extrinsic job satisfaction. The authors of the Minnesota Satisfaction Questionnaire, Weiss et al. (1967), define intrinsic job satisfaction as “how people feel about the nature of the job task themselves” and extrinsic job satisfaction as “how people feel about aspects of the work situation that are external to the job tasks or work itself”. Piškanin et al. (2010) describe intrinsic job satisfaction as an expression of the relationship between the employee and his or her job, and define extrinsic job satisfaction as being influenced by the external environment and contingent on the other person (employer). Our study aimed to verify the following 6 hypotheses. The first hypothesis deals with the assumption that there is a significant relationship between general job satisfaction and the hours worked per month. In the second hypothesis, we hypothesized that we would find a significant relationship between intrinsic job satisfaction and the hours worked per month. The third hypothesis examines if there is a significant relationship between extrinsic job satisfaction and the hours worked per month. In the fourth hypothesis we assume that general job satisfaction of track and field managers will be higher than general job satisfaction of clerks. The fifth hypothesis explores the assumption that intrinsic job satisfaction of track and field managers will be higher than intrinsic job satisfaction of clerks and the sixth hypothesis deals with the assumption that extrinsic job satisfaction of track and field manager will be lower than extrinsic job satisfaction of clerks.

Material & methods

Participants

The research group was composed of 38 track and field managers who are certified by World Athletics (2022). A total of 31 men (82%) and 7 women (18%) managers participated in

the study. Track and field managers are predominantly from Europe, but track and field managers from the America, Africa, Asia and Australia also took part in the research. We divide participants into 3 groups according to number of hours worked per month (Figure I). The first group worked less than 80 hours per month (47%). The second group worked between 80 and 140 hours per month (29%). The third group worked more than 140 hours per month (24%).

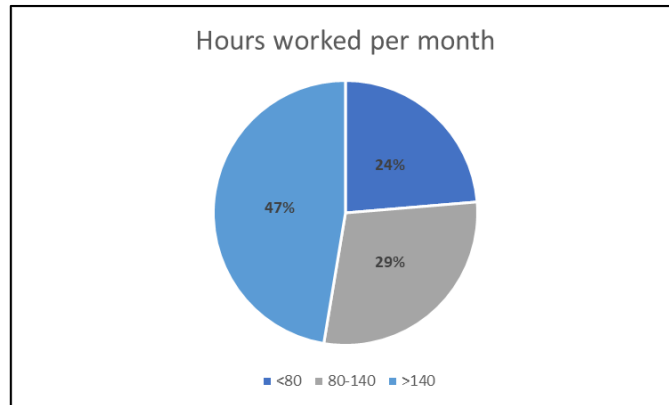


Figure 1: Hours worked per month

Research method

The short-form of Minnesota Satisfaction Questionnaire was distributed to collect the data. The questionnaire included twenty questions related to job satisfaction. Weiss et al. (1967) divided the short-form of Minnesota Satisfaction Questionnaire into three scales: Intrinsic Satisfaction, Extrinsic Satisfaction and General Satisfaction. Each scale consisted of a number of questions: Intrinsic Satisfaction twelve questions, Extrinsic Satisfaction six questions and General Satisfaction twenty questions. Respondents could answer the questions with one of five options. The choices were “*I am very satisfied*”, “*I am satisfied*”, “*Neither satisfied nor dissatisfied*”, “*I am dissatisfied*” and “*I am very dissatisfied*”.

We sent the following 20 questions to track and field managers, starting with the sentence “*On my present job, this is how I feel about...*”:

1. Being able to keep busy all the time
2. The chance to work alone on the job
3. The chance to do different things from time to time
4. The chance to be "somebody" in the community
5. The way my boss handles his/her workers
6. The competence of my supervisor in making decisions
7. Being able to do things that don't go against my conscience

8. The way my job provides for steady employment
9. The chance to do things for other people
10. The chance to tell people what to do
11. The chance to do something that makes use of my abilities
12. The way company policies are put into practice
13. My pay and the amount of work I do
14. The chances for advancement on this job
15. The freedom to use my own judgement
16. The chance to try my own methods of doing the job
17. The working conditions
18. The way my co-workers get along with each other
19. The praise I get for doing a good job
20. The feeling of accomplishment I get from the job

Data collection and analysis

The questionnaire was sent directly to the e-mail addresses of track and field managers, which we obtained from the World Athletics website. The questionnaire was sent to all managers in March 2022. The data obtained from the questionnaire were evaluated using Social Science Statistic. The relationship between job satisfaction and hours worked per month was evaluated using Kruskal-Wallis H Test.

RESULTS

To approach the hypothesis 1, that there is a significant relationship between the general job satisfaction and the hours worked per month, the Kruskal-Wallis H Test showed a significant relationship between the two observed indicators ($H = 8.95$, $p = 0.01141^*$). The maximum value of the general job satisfaction is 100 points. General job satisfaction was highest among managers who work more than 140 hours per month (85.18). Managers who worked 80-140 hours per month were slightly less satisfied with their jobs (78.64). Managers who worked less than 80 hours per month were the least satisfied (72.11) as shown in Figure II.

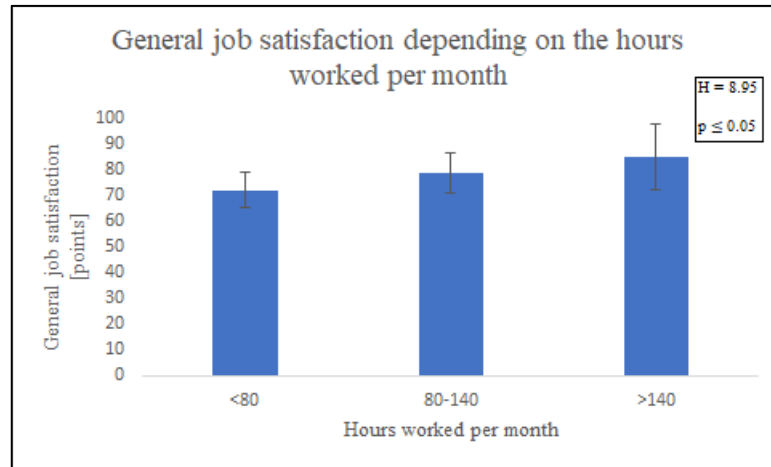


Figure II: General job satisfaction depending on the hours worked per month

To verify the hypothesis 2, that there is a significant relationship between intrinsic job satisfaction and the hours worked per month, the Kruskal-Wallis H Test showed a significant relationship between the two observed indicators ($H = 8.86, p = 0.01192^*$). The maximum value of intrinsic job satisfaction is 55 points. Intrinsic job satisfaction was also highest among managers who work more than 140 hours per month (48.55). Managers who worked 80-140 hours per month were slightly less satisfied with intrinsic job satisfaction (46.09). Managers who worked less than 80 hours per month were the least satisfied with intrinsic job satisfaction (42.77) as shown in Figure III.

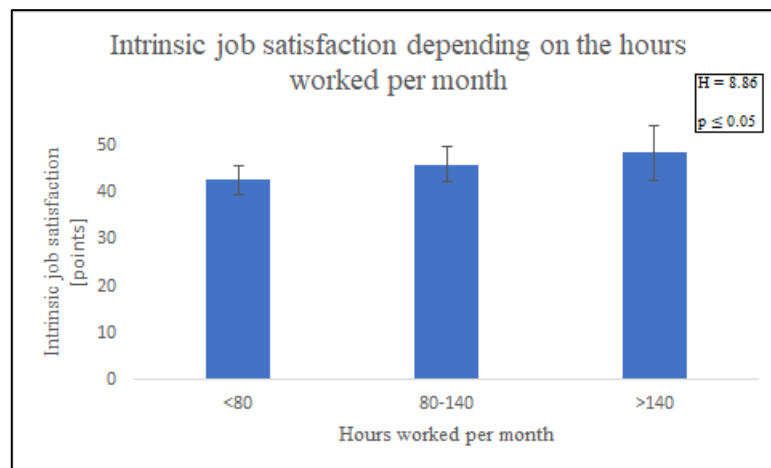


Figure III: Intrinsic job satisfaction depending on the hours worked per month

In the case of verifying the hypothesis 3, that there is a significant relationship between extrinsic job satisfaction and the hours worked per month, the Kruskal-Wallis H Test showed a significant relationship between the two observed indicators ($H = 6.57, p = 0.03749^*$). The

maximum value of extrinsic job satisfaction is 30 points. Extrinsic job satisfaction was highest among managers who work more than 140 hours per month (23.83). Managers who worked 80-140 hours per month were slightly less satisfied with extrinsic job satisfaction (21.09). Managers who worked less than 80 hours per month were the least satisfied with intrinsic job satisfaction (19.22) as shown in Figure IV.

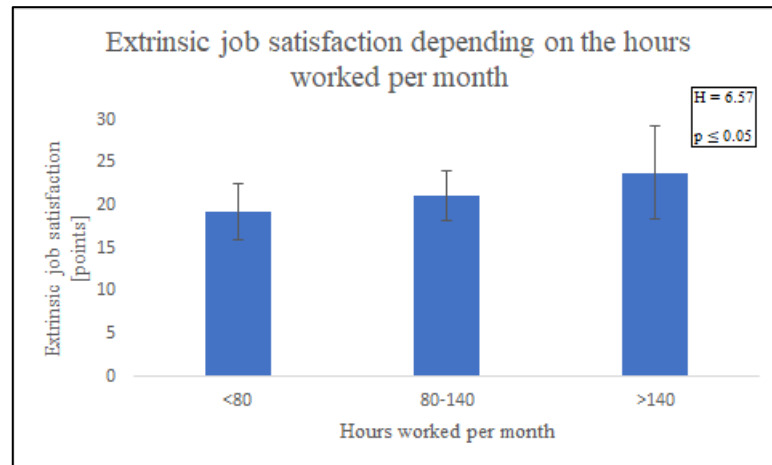


Figure IV: Extrinsic job satisfaction depending on the hours worked per month.

To test the hypothesis 4, 5 and 6 we compared the questionnaire data with normative data from the Minnesota Satisfaction Questionnaire. We found that track and field managers have significantly higher average general job satisfaction than clerks (Table I). Average intrinsic satisfaction is 0.85 points lower for track and field managers compared to clerks. External job satisfaction is 2.58 points higher for track and field managers compared to clerks.

Table I: Job satisfaction means of track and field managers and clerks

	Track and field managers	Clerks
General satisfaction	80.18	74.48
Intrinsic satisfaction	46.47	47.32
Extrinsic satisfaction	21.95	19.37

According to the average job satisfaction of track and field managers 80.18, the result gives us a high level of satisfaction. This may be due to the fact that the job of track and field manager is mainly done by people who are passionate about track and field.

DISCUSSION

The research aim was to find out the job satisfaction of track and field managers depending on the hours worked per month. We revealed that there is a significant relationship between job satisfaction and hours worked per month and that track and field managers, who work more than 140 hours per month are the most satisfied with their job. Interestingly, although track and field managers who work more than 140 hours per month are the most satisfied with their jobs, there is also a track and field manager in this category who is the most dissatisfied with his job (56). There are also two track and field managers in this category who scored full job satisfaction (100). The most satisfied track and field managers have in common that they are from the U.S., are male, went to college, work more than 28 days per month and work more than 140 hours per month. In addition, we found a significant relationship between intrinsic job satisfaction and hours worked per month and also between extrinsic job satisfaction and hours worked per month.

The results showed that track and field managers have higher job satisfaction (80.18) and extrinsic job satisfaction (21.95) than clerks (74.48) & (19.37). In addition to intrinsic job satisfaction, there were higher satisfaction of clerks (47.32) than track and field managers (46.47). The research results confirmed the claims of authors Parasuraman & Simmers (2001), Bradley & Roberts (2004) and Millán et al. (2013) that self-employed individuals have higher job satisfaction compared to managers who work in a corporate organization.

Kilic et al. (2016) conducted similar research with the Minnesota Satisfaction Questionnaire as we did, finding that employees in the public sport sector had higher levels of job satisfaction (75.08) compared to employees working in the private sport sector (68.21). However, compared to our research, employees in the public sport sector have a lower level of job satisfaction (75.08) than track and field managers (80.18) who work in the private sport sector.

According to the research results the job satisfaction of track and field is high because these managers have the chance to do things for other people. That means they are dedicated to the work that helps their athletes perform better. Another factor that influences high job satisfaction of track and field managers is the freedom to use their own judgement. The third most influential factor is the chance to try my own methods of doing the job.

In terms of factors that negatively impact job satisfaction, the majority of track and field managers expressed that their pay does not match the amount of work they do. The job of a track and field manager is not sufficiently financially rewarded compared to other sports. The

chance to tell people what to do is one of the factors that does not add to track and field managers' job satisfaction. The way my job provides for steady employment and chances for advancement on this job are also among the factors that rather negatively affect the job satisfaction of track and field managers.

Implications

Athletes depend on the work of track and field managers, so we consider their work indispensable and important. Their work relieves athletes from contract negotiations, marketing endorsements, media relations, competition entry, organizing competition, logistics and career management so that athletes can focus on performing at their best. In our research, we have found that track and field managers have high job satisfaction compared to clerks, despite the fact that it is challenging to make a living doing this work. We also found that the more hours per month managers work, the more satisfied they are with their jobs. We found that the factors that positively affect job satisfaction are work committed to the athletes, freedom to use their own judgement, and the chance to use their own methods of working. We examined the factors that negatively affect job satisfaction and these are the pay that is lower compared to the amount of work done, the chance to tell people what to do, the way my job provides for steady employment and chances for advancement on this job.

Unless sufficient attention is paid to the job satisfaction of track and field managers, it is likely that job satisfaction levels will decline over time. From 2024, the new rules introduced by World Athletics for track and field managers will be in place and it would be interesting to compare the results of their job satisfaction before and after the new rules are introduced. The recommendation of this research is to measure the job satisfaction of track and field managers on the annual basis.

Conflicts of interest - The authors have no conflicts of interest to declare.

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