



## The Relationships Between the Job Attitudes in the Sports Leadership: A Meta-Analysis

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### ABSTRACT

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The main objective of this research is to examine the interrelationships between job attitudes in the sports sector. Scopus, Web of Science, and ProQuest databases were used to find 3,844 studies. Three data sets were formed regarding the surveyed relationships. The data sets regarding these relationships included 5622, 3716, and 3798 subjects consecutively. According to the meta-analysis technique, the Comprehensive Meta-Analysis Software (CMA) was used to analyze the collected studies. The data of this meta-analysis includes 21 correlation values collected from the chosen studies. As the findings revealed, each data were heterogeneous. None of the data sets included publication bias. Results showed that all the effect sizes of the surveyed relationships are large. The most significant effect size is the relationship between job satisfaction and organizational commitment ( $r = .631$ ). The correlation between job satisfaction and intent to quit is also significant, and its effect size is  $-.600$ , and the correlation between organizational commitment and intention to quit is also significant ( $r = -.508$ ). The present research would be important for managers to successfully improve strategies for creating employee loyalty in the sports industry.

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## INTRODUCTION

In the sports industry, intent to quit is relatively essential for organizations. They strive to employ the best coaches and instructors to increase the teams' performance (Go'mez et al., 2019). Moreover, some organizations need to collect the best athletes, and therefore intent to quit their employees can ruin the performance and balance of such organizations.

Employees evaluate the working conditions and the job attitudes before they decide to leave their job (Xu et al., 2018). The job attitudes affect intent to quit significantly. Intent to quit is also a job attitude, and it is mainly affected by organizational commitment and job satisfaction (Choi & Kim, 2016). Thus, the managers should monitor their relationship with intent to quit to keep intent to quit under control.

Intent to quit is an emotional state that forces the employee to leave (Porter & Steers, 1973). It is a challenging task, and many scholars have revealed that plenty of different variables significantly affect intent to quit (Park & Min, 2020). But the most effective human resources or management policies attempting to reduce intent to quit can be formed by using the main antecedents of intent to quit because the primary ancestors have the most substantial effect on intent to quit.

Managers attempt to prepare the most suitable organizational policy for their organizations. Each organization has different features. For example, the managers working in the sports industry strive to keep the best or most experienced employees in a sports organization. Therefore, intent to quit is a relatively significant job attitude for the managers, especially those working in the sports industry. There is a shortage of experienced or skilled employees in the sports industry (Terason, 2018).

Another important job attitude is job satisfaction, and it has a significant effect on both organizational commitment and intent to quit (Freund, 2005). Some meta-analysis studies found that job satisfaction has a higher effect on intent to quit than organizational commitment (Kim & Kao, 2014; Tett & Meyer, 1993), but Park and Min (2020) found different results as this study determined organizational commitment as the strongest antecedent of intent to quit. Choi and Kim (2016) suggested that the relationship between these variables is higher than their impact on intent to quit.

There are many factors affecting the employee's job satisfaction, and these factors are classified as financial and non-financial factors. The Two Factor Theory of Herzberg (1966) brought a new insight to this concept and classified these factors differently as motivational factors and hygiene factors. This understanding also supported the distinguishment between

satisfaction and dissatisfaction (Weitz, 1952). New perspectives of satisfaction and commitment were shaped upon this understanding.

Since organizational commitment is described as the 'relative strength of an individual's link to the organization' (Mowday, Steers, & Porter, 1979: 226), it is also a psychological attachment resulting from the positive emotions created by the organization (Meyer and Herscovitch, 2001). The employees prefer to experience positive emotions and stay in the organizations providing such opportunities to experience positive emotions (Cho, Rutherford, & Park, 2009). Becker (1960) classified organizational commitment as occupational commitment and organizational commitment. But this perspective was closer to the perspective of job satisfaction (Ritzer & Trice, 1969).

The closer stand of commitment to job satisfaction caused some difficulties of measurement. But three-component model solved such problems to a certain extent and classified organizational commitment as affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1991). The scales used to measure organizational commitment in this manner were successful. The effect of organizational commitment on intent to quit was consistent, as confirmed by the meta-analysis studies (Park & Min, 2020; Choi & Kim, 2016; Kim & Kao, 2014; Tett & Meyer, 1993).

The workplace is another important factor for the employees. The workplace significantly impacts job satisfaction and turnover intention (Dickey, Watson, & Zangelidis, 2011). Organizational commitment is also affected by the workplace (Humborstad & Perry, 2011). Different workplaces have different bylaws and structures. Such components can change the effect of the constructs as mentioned above.

This paper aims to elaborate on the correlations between job satisfaction and intent to quit, between organizational commitment and intent to quit, and between organizational commitment and job satisfaction in the sports industry. These variables and relationships are very popular, and there was no meta-analysis study surveying them in the past. All meta-analysis studies aim to determine the effect size of the surveyed relationships. Furthermore, these relationships are vital for sports organizations. Thus, this is the first meta-analysis study surveying them in the sports industry.

#### *Hypothesis Development*

Employees can shape and guide an organization's operations; therefore, the success or performance of an organization has strict ties with the employees. Especially sports organizations are the most labor-intensive organizations, and unlike capital-intensive

organizations, they use more labor instead of capital (Erfanian & Neto, 2008). Such organizations cannot neglect the variables related to the employees. Observing the relationships between job satisfaction, organizational commitment, and intent to quit is crucial for sports organizations quantitatively (Hedges and Olkin, 1985).

Kim and Kao (2014) suggested that job satisfaction and organizational commitment have a significant and negative effect on quitting. Tett and Meyer (1993) supported these findings. But there are also some other important antecedents of intent to quit. Most other researchers also confirmed these findings (Huang, 2006; Yang, 2010; Humborstad and Perry, 2011; Gieter, Hofmans, & Pepermans, 2011; Guchait & Back, 2016). Choi and Kim (2016) determined a positive and large effect size between job satisfaction and organizational commitment, the strongest effect size of this study. Thus the hypotheses below will be tested: (H1) Job satisfaction has a negative effect on intent to quit, (H2) organizational commitment has a negative effect on intent to quit, (H3) Job satisfaction has a positive effect on organizational commitment.

The distinctive characteristics are chosen as moderators in a meta-analysis. This can be the workplace or department, for example (Choi & Kim, 2016). The influence of the workplace on the relationship between job satisfaction and intent to quit is surveyed (Decker, Kojetin, & Bercovitz, 2009; Dickey, Watson, & Zangelidis, 2011), and it is found that different occupations affect the relationship as mentioned above (Frenkel, Sanders, & Bednall, 2013). Hence we test the moderating effect of occupation or workplace type within the hypotheses: (H4) Type of workplace (occupation) is a moderator for the effect of job satisfaction on intention to quit, (H5) type of workplace (occupation) is a moderator for the effect of organizational commitment on intent to quit, (H6) type of workplace (occupation) is a moderator for job satisfaction on organizational commitment.

## METHODS

### *Analysis Part*

The heterogeneity and publication bias of the data is tested. The General version of Comprehensive Meta-Analysis software (CMA) is used. This software did not use Cohen's D as standard deviations are not added, and it transformed the correlations into Fisher's Z value and back to compute the effect sizes.

### *Study Design*

The main steps of a meta-analysis are used to design this study. The collected studies are analyzed according to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Moher et al, 2009). The steps before the analysis were also arranged by these guidelines. This meta-analysis research included the studies in the sports industry, which included correlation values for the relationships between job satisfaction and intent to quit, the correlation between organizational commitment and intent to quit, and the correlation between job satisfaction and organizational commitment. Thirteen studies provided 21 correlations values for this meta-analysis.

### *Search Strategy*

This study aimed to reach high quality, reliability, and validity studies. Therefore, Scopus, ProQuest, and Web of Science were the databases chosen to search for the eligible studies. The articles, master's theses, doctoral dissertations, and the proceedings were reviewed. No time interval was chosen. The authors used the quality scale of Zangaro and Soeken (2007). This quality assessment scale includes 10 different quality level scores. It has nine different levels and a total score therefore, it is said that it has 10 items. All the studies were scored as "high-quality studies". The authors evaluated the studies according to the nine criteria determined by the quality assessment scale.

The PRISMA flow chart of this meta-analysis study is shown in figure 1.

Figure 1 shows each step of forming the suitable data for this study. The screened 3,844 studies are eliminated eventually to reach the eligible studies. The final data included 12 articles and a doctoral dissertation. The articles are in Scopus and WOS, and the doctoral dissertation is listed in Proquest. The participants of these studies were coaches, fitness instructors, and football referees. The inclusion criteria were chosen as: a) The studies should include correlation values regarding the surveyed relationships. b) The studies should be conducted in the sports industry.

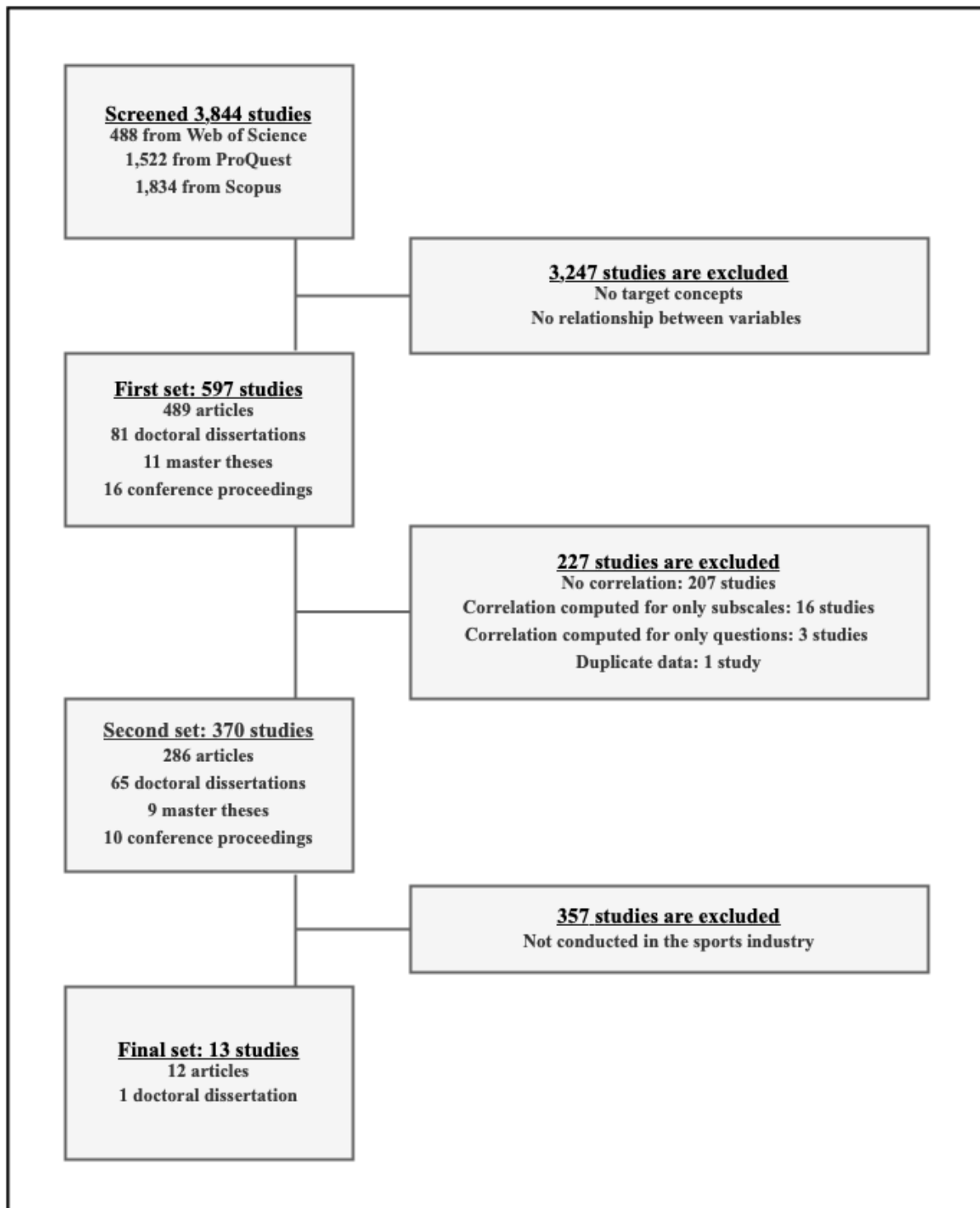
### *Coding Process*

The authors designed a coding process to determine the possible moderators affecting the surveyed relationships in the sports industry. The study's coded characteristics are also transformed into some common characteristics to discover new moderators for these relationships. In the beginning, the authors every distinctive characteristic of the studies. The country was also determined as a distinctive characteristic. Aftermath, it was noticed that

another feature could be added to the studies, and therefore the studies are coded again according to the new variable “continent”.

After the coding process, the authors determined the possible moderator variables together. Moderator variables are the variables that are expected to make the effect size distribution becoming heterogeneous. Table 1 shows the characteristics of the collected studies.

**Figure 1.** Flow chart of the study selection process



**Table 1.** Summary of Studies

No	Researchers and publication year	Sample Size	Type of Facility	Occupation/ position	Country
1	Bravo et al., 2019	383	University	Coach	USA
2	Cho and Lee, 2021	519	Various	Coach	Singapore
3	Choi and Chiu, 2017	172	Football league	Football referee	South Korea
4	Cunningham and Sagas, 2004	300	University	Coach	USA
5	Gullu et al., 2020	117	School	Physical education and sports teacher	Turkey
6	Kim, 2009	2627	University	Coach	USA
7	Kim and Kim, 2020	187	Community Sport Facility	Employee	South Korea
8	Kim et al., 2011	196	Gym	Fitness instructor	South Korea
9	Lee and Chelladurai, 2018	324	University	Coach	USA
10	Macintosh and Doherty, 2010	416	Gym	Fitness instructor	Canada
11	Peachey et al., 2014	196	University	Senior athletic administrator	USA
12	Terason, 2018	356	Gym	Fitness instructor	Thailand
13	Yildiz, 2014	142	Gym	Fitness instructor	Turkey

## RESULTS

### *Data and Publication Bias*

According to the surveyed relationships, three data sets were formed:

1. Group (job satisfaction-intent to quit): 10 samplings-10 studies
2. Group (organizational commitment-intent to quit): 6 samplings-6 studies
3. Group: (job satisfaction-organizational commitment): 5 samplings-5 studies

**Table 2.** Heterogeneity Analysis Results

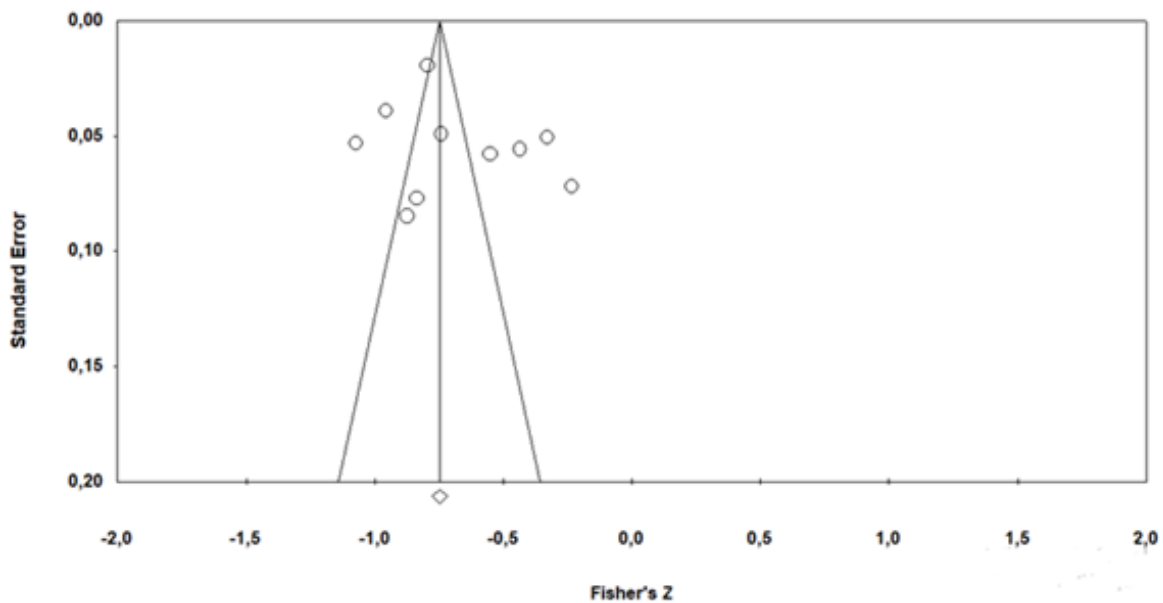
Heterogeneity	Q	I <sup>2</sup>
1st set	139.665	94.988*
2nd set	1207.973	99.752*
3rd set	5.482	45.274*

\*: significance at .01 level

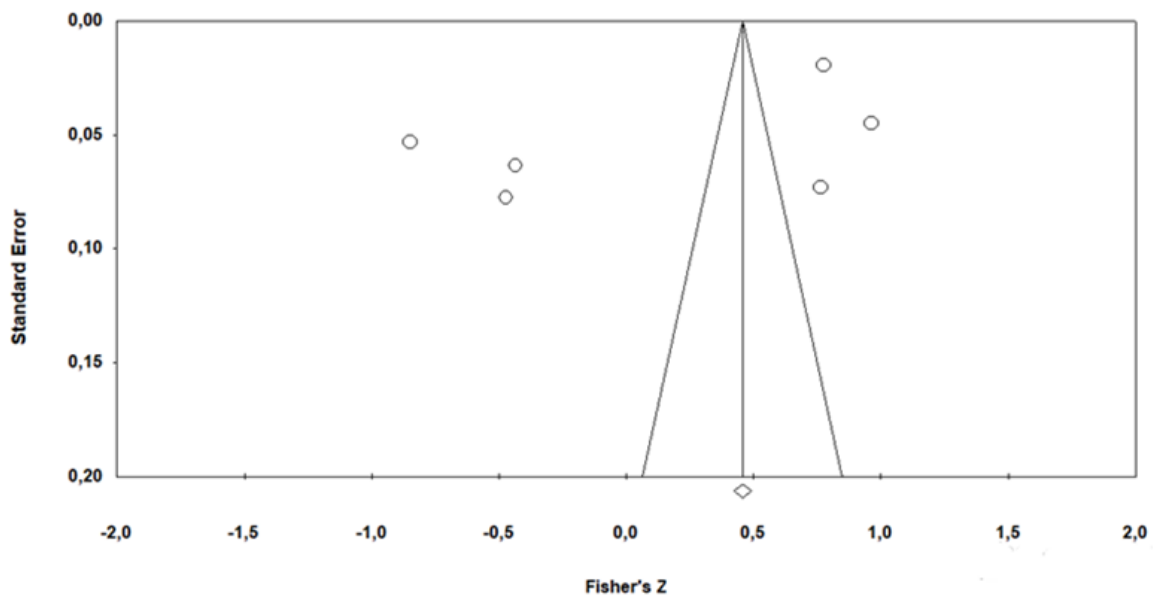
The heterogeneity of each data set was tested, as shown in Table 2. The Q values and I<sup>2</sup> values of each data set are also shown in this table. The analysis results confirmed that each data set was heterogeneous at .01 level. I<sup>2</sup> statistic of the first two data sets, which indicates the percentage of variability due to the differences between studies compared to the variance of sampling, is over 90%. The highest I<sup>2</sup> belongs to the second data set, which includes the relationship between organizational commitment and intent to quit. The lowest I<sup>2</sup> belongs to the third data set, including the studies correlating organizational commitment and job satisfaction. Consequently, the random-effects model is used.

A meta-analysis study may provide more valid and reliable results by integrating more quantitative findings. But publication bias affects the reliability and validity of a meta-analysis study. When the tests detect publication bias, it is necessary to use artifact correction methods. These methods can be accepted as the techniques aiming to correct the inconsistency caused by publication bias. The funnel plot technique will be used to determine the tendency of publication bias. The first funnel plot is in Figure 2. The distribution is symmetrical. Symmetrical distributions mean no missing part of the collected studies and no sign of publication bias.

**Figure 2.** *Funnel Plot of 1st Data Set*



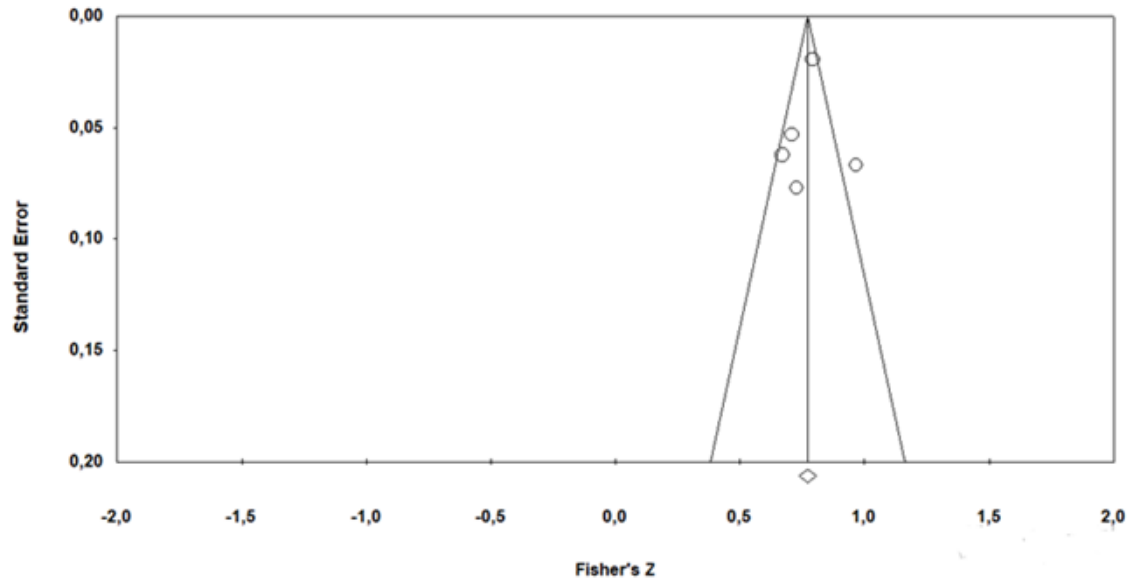
**Figure 3.** *Funnel Plot of 2nd Data Set*





The second data set includes studies correlating organizational commitment and intent to quit. The funnel plot of this data set is indicated in Figure 3. The distribution of the second data set is not clear. The third data is in Figure 4; it also did not indicate an asymmetrical distribution. But it is difficult to determine the symmetry and a quantitative analysis method will be used to detect publication bias.

**Figure 4.** Funnel Plot of 3rd Data Set



Duval and Tweedie's trim and fill test is another technique used to test publication bias. The results of this test are indicated in Table 3. These results did not include a sign regarding publication bias: there were no trimmed studies and difference between observed and estimated values.

**Table 3.** Publication Bias Test Results

Duval and Tweedie's Trim and Fill Test			Confidence Interval (CI)		
1st data set	Trimmed studies	Point to estimate	Lower limit	Upper Limit	Q value
Observed values		-59951	-68983	-49083	139.66549
Adjusted values	0	-59951	-68983	-49083	139.66549
2nd data set	Trimmed studies	Point to estimate	Lower limit	Upper Limit	Q value
Observed values		-50812	-56797	-44293	254.41675
Adjusted values	0	-50812	-56797	-44293	254.41675
3rd data set	Trimmed studies	Point to estimate	Lower limit	Upper Limit	Q value
Observed values		-63113	-59141	-66779	5.48184
Adjusted values	0	-63113	-59141	-66779	5.48184

### Findings Related to Effect Sizes

This study used the random-effects model as all the data sets were heterogeneous. The relative weight of the studies and the forest plot of the first data set is shown in Figure 5. The standard measure of the meta-analysis is the effect size, and it is used to determine the surveyed relationship's strength and direction (Borenstein et al., 2009). Pearson correlation coefficient values are collected to find the effect size. The effect size of the first data set is negative and H1 is accepted. The effect of job satisfaction on turnover intention is  $-0.60$  ( $r = -0.59951$ ) and it reveals that job satisfaction has a large-level effect on turnover intention (see Cohen, 1988).

Choi and Chu, 2017  
 Cunningham and Sagas, 2004  
 Kim, 2009  
 Kim et al., 2011  
 Lee and Chelladurai, 2018  
 Macintosh and Doherty, 2010  
 Terason, 2018  
 Yildiz, 2004

**Figure 5.** Forest Plot of the 1st Data Set

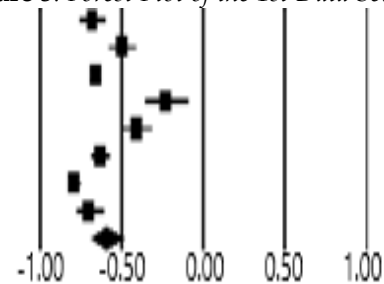


Figure 6 indicates the forest plot and relative weight of the studies in the second data set. The effect size of the second data set is also negative and H2 is accepted. The effect of organizational commitment on turnover intention is  $-0.51$  ( $r = -0.50812$ ) and it is almost the same as the effect of job satisfaction. This value also reveals that organizational commitment has a large-level effect on turnover intention (Cohen, 1988).

Cunningham and Sagas, 2004  
 Kim, 2009  
 Kim et al., 2011  
 Terason, 2018

**Figure 6.** Forest Plot of the 2st Data Set

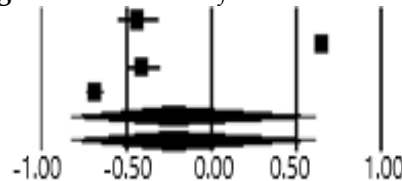
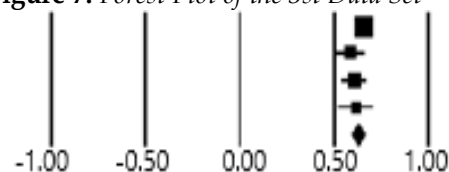


Figure 7 shows the forest plot and relative weights of the third data of the collected data. The effect of job satisfaction on organizational commitment is negative and H3 is also confirmed. The effect size is computed as  $0.63$  ( $r = 0.63113$ ), which indicates that the power of this effect is large (Cohen, 1988).

Kim, 2009  
 Kim et al., 2011  
 Terason, 2018  
 Choi and Chu, 2017

**Figure 7.** Forest Plot of the 3st Data Set



*Moderator Analyses*

Table 4 showed the moderator analysis results. The coaches worked in universities and fitness instructors worked in gyms. Therefore the moderating effect of occupation and workplace is tested simultaneously. The impact of occupation was not significant for the first group (1st data set) for the second group (2nd data set). Type of workplace was not also a significant moderator for the second group (2nd data set). Accordingly, H4 and H5 is not supported. H6 could not be tested as the distribution of the data was eligible for such a moderator analysis.

**Table 4.** Moderator Analysis of 1st and 2nd data sets

Concepts	k	N	r	CI		Q	Q <sub>b</sub>
				Lower Limit	Upper Limit		
<b>Job satisfaction-intent to quit (1st dataset)</b>	10	5622	-.600*	-.690	-.491	139.665	
<b>Moderator (occupation)</b>							0.411ns
<b>Coach</b>	5	4153	-.535	-.685	-.341		
<b>Fitness instructor</b>	4	1110	-.624	-.787	-.379		
<b>Organizational commitment-intent to quit (2nd data set)</b>	6	3716	-.508*	-.568	-.443	1207.973	
<b>Moderator (occupation/workplace)</b>							1.472ns
<b>Coach/university</b>	2	2797	.153	-.789	.880		
<b>Fitness instructor/gym</b>	2	606	-.567	-.781	-.235		

\*p < .01; ns: not significant

**DISCUSSION**

The quality of the service given in the sports industry has been closely linked to intent to quit. Job attitudes, including intent to quit affect the operations of the organization. Turnover and intent to quit the employees have various costs. Moreover, job attitudes have a significant effect on the performance of both the employees and the organization (Cogliser et al., 2009).

The effect size of job satisfaction in the sports industry is larger than in other industries on intent to quit. A significant difference between the hospitality industry and the sports industry was also determined: the power of the organizational commitment's effect was higher in the hospitality industry and the opposite for the sports industry. The employees

working in the sports industry paid more attention to job satisfaction than organizational commitment than those working in the hospitality industry. These results can be the relatively less importance of the organizations in the sports industry. The tasks and duties can be more important for the employees than the organizations. This structure may make job satisfaction more important for the employees.

The first data set provided an effect size of  $-.60$  and it reveals that job satisfaction has a large-level effect on intent to quit (Cohen, 1988). These results were higher than the other meta-analysis studies (Tett & Meyer, 1993) conducted in the health industry (Choi & Kim, 2016), in the hospitality industry (Park & Min, 2020), and in the child welfare industry (Kim & Kao, 2014).

The second data set's effect size was negative, it was  $-.51$ . The effect of job satisfaction on organizational commitment was negative. The effect size is computed as  $.63$  ( $r = .63113$ ), which indicates that the power of this effect is large (see Cohen, 1988). It is not higher than the results of previous research using the meta-analysis technique (Tett & Meyer, 1993; Choi & Kim, 2016; Kim & Kao, 2014; Park & Min, 2020).

The last effect size was  $.63$  (job satisfaction and organizational commitment). The direction of this relationship is positive and its power is large (Cohen, 1988). This finding is almost the same as the finding of Choi and Kim (2016) that studied this relationship among Korean nurses. Their study determined this effect size as  $.62$ . This evidence showed that the employees working in the sports industry found the effect of job satisfaction on organizational commitment as high as the nurses. Consequently, H1, H2, H3 are tested and confirmed.

The moderator analysis could not determine a significant moderator affecting the surveyed relationships. The strength of the relationship between job satisfaction and intent to quit and the relationship between organizational commitment and intent to quit is lower for coaches than the instructors. But the occupation is not a significant moderator for these studies. The moderator analysis included coaches and instructors but not referees. H4 and H5, regarding the moderating effect of workplace on the relationship between job satisfaction and turnover intention and the relationship between organizational commitment and intent to quit, are not confirmed. The effect size of the coaches working in the universities was smaller than the fitness instructors working in the gyms, but this difference is nonsignificant. The allocation of the studies was not eligible to test H6.

#### *Limitations and Future Research*

The study contributes to the findings discussed above as it was the only meta-analysis study surveying such interrelationships in the sports industry. But it was not possible to

determine any moderators affecting the surveyed relationships. Future studies can test the effect of the surveyed moderators or new moderators.

## CONCLUSION

The findings of this meta-analysis research found that the effect size of the correlation between job satisfaction and organizational commitment and intent to quit and the effect size of organizational commitment on intent to quit is large in the sports industry. Moreover, the effect size of job satisfaction and organizational commitment on intent to quit is negative, and the effect size of the correlation between job satisfaction and organizational commitment is positive.

The managers working in the sports industry need specific findings to form a successful management perspective in the sports industry. This study could provide such usable specific information for these managers. Furthermore, the findings of this study can be used by future researchers.

## Acknowledgements

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## Authors' contributions

The research is designed by the first and the corresponding author. The first and corresponding author reviewed the studies in the literature to collect the data and designed the study. He also analyzed the collected data on CMA and prepared the findings for the study according to PRISMA. All authors contributed to the introduction and discussion sections equally.

## Declaration of conflict interest

There is no conflict of interest regarding this meta-analysis research.

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