

How Demographic Factors Effect Organizational Cohesion for Sports Management Business Employees

Wu, Mu-Cheng¹

Office of Physical Education, National Chin -Yi University of Technology, Taiwan

ABSTRACT: This study empirically investigates the relationship between demographic factors (including position, gender, age, education, marriage, working experience) and sports management business employees' organizational cohesion. The study was conducted on 465 sports management business employees in Taiwan. They were drawn from a variety of sports management business in Taiwan. The design of the present study is to test the means of groups against the overall sample; the data collected were analyzed using descriptive statistics by frequency distributions, percentages, means, and standard deviations. Also, a one-way analysis of variance (ANOVA) was conducted to determine if significant differences existed in demographic factors effect organizational cohesion for sports management business employees. Working experience, education, and Position were found that the top three most effecting variables of sports management business employees' organizational cohesion. Marriage was also found to affect the organizational cohesion. Married sports management business employees were significantly more involved with their jobs than single sports management business employees. Work experience, age and education were found that the least three effecting variables of sports management business employees' organizational cohesion. The ANOVA results also indicated that there had significant relationship between the demographic factors (including position, gender, age, education, marriage, working experience) and sports management business employee s' organizational cohesion.

KEYWORDS: *Demographic factors, Organizational Cohesion, Sports management business.*

I. INTRODUCTION

Committed employees contribute greatly to organizations because they perform and behave on achieving organizational goals [1]. Furthermore, cohesion to organizations has been found to be positively related to such organizational outcomes as job satisfaction, motivation and attendance [2]. Among antecedents of organizational cohesion are such personal factors as gender, marital status, position, education and age [3] [4]. Several scholars identified three types of organizational cohesion: affective, continuance and normative [5]. These three classifications of cohesion are conceptually and empirically separable [6]. Though there may be some overlap between affective and normative cohesion, both were relatively independent of continuance cohesion. Affective cohesion is employee emotional attachment to, identification with, and involvement in the organization and its goals. It results from an agreement between individual and organizational values so it becomes natural for one to become emotionally attached to, and enjoy membership in the organization [7] [8] [9] [10]. Continuance cohesion is willingness to remain in an organization because of personal investment in nontransferable investments. These investments include close working relationships with coworkers, retirement, career, and skills that are unique to a particular organization. They also include years of employment in a particular organization, involvement in the community in which the employer is, and other benefits that make it too costly for one to leave and seek employment elsewhere. Normative cohesion is that which is induced by a feeling of obligation to remain with an organization. This feeling of moral obligation is measured by the extent to which a person feels loyal to an organization, makes personal sacrifice to help it out, and not criticize the organization [11].

For this reason, this study empirically investigates the relationship between demographic factors (including position, gender, age, education, marriage, working experience) and sports management business employee s' organizational cohesion. Demographic factors of this study included six options: (1) position (including general sports management business director, head sports management business employee, assistant sports management business employee), (2) gender, (3) age, (4) educational level, (5) marriage situation, (6) working experience.

Therefore, the purpose of this study was to analyze organizational cohesion of sports management business employees in different demographic factors. Based on the discussion presented above, the current study proposes a little idea that demographic factors (including position, gender, age, education level, marriage situation, and working experience) and work setting could affect sports management business employees' organizational cohesion. As such, the following hypotheses were explored:

Hypothesis 1: sports management business employees have different organizational cohesion in different position.

Hypothesis 2: sports management business employees have different organizational cohesion in different gender.

Hypothesis 3: sports management business employees have different organizational cohesion in different marriage situation.

Hypothesis 4: sports management business employees have different organizational cohesion in different age.

Hypothesis 5: sports management business employees have different organizational cohesion in different educational level.

Hypothesis 6: sports management business employees have different organizational cohesion in different working experience.

II. METHODOLOGY

The entire population of sports management business employees (N = 465) from 34 sports management business in Taiwan were surveyed. Lists of personnel were generated from each sports management business personnel database. There were two different types of positions: managerial level, employee. Table 1 show the numbers and percentages of usable questionnaires based on sports management business employees' demographic factors (included position, gender, age, education level, marriage situation, and working experience). Lists of all Taiwan sports management business personnel from the ten Taiwan sports management business were generated and the questionnaire and a cover letter were mailed to the residential address of each employee. Two weeks after the first mailing, a post card reminder was sent. After another 7-10 days a follow-up questionnaire was sent to non-respondents. The design of the present study is to test the means of groups against the overall sample; the data collected were analyzed using descriptive statistics by frequency distributions, percentages, means, and standard deviations. Also, a one-way analysis of variance (ANOVA) was conducted to determine if significant differences existed in demographic factors affect organizational cohesion for sports management business employees. When the results of the ANOVA test were statistically significant, Post hoc Scheffé multiple comparisons were conducted to determine where differences between means existed. Statistical significance was accepted at an alpha level .05.

III. RESULTS

The response rate to the questionnaire was 57.0% (n = 265). Forty questionnaires used to establish test-retest reliability were also excluded. The remaining questionnaires (n = 265) comprised the sample. Ranking and mean values, in ascending order, of total organizational cohesion variables of sports management business employees are presented in Table 1. Primarily, the variables of working experience (Mean = 7.81), education (Mean = 6.53), and Position (Mean = 6.31) were the top three most effecting variables of sports management business employees' organizational cohesion. Marriage (Mean = 4.93), gender (Mean = 4.37), and age (Mean = 3.11) were the least effecting variables among sports management business employees' organizational cohesion.

Table 1: Rankings of Total Organizational Cohesion Variables

Variables	Mean Rank	Mean
Working experience	1	7.81
Education	2	6.53
Position	3	6.31
Marriage	4	4.93
Gender	5	4.37
Age	6	3.11

Organizational cohesion Based on Demographic factors: Table 2 shows the ANOVA results of organizational cohesion among sports management business employees based on their demographic factors (included position, gender, age, education level, marriage situation, and working experience). For organizational cohesion based on position, the results of the one-way ANOVA test indicate there were statistically significant

differences between sports management business employee's organizational cohesion based on the position ($F=37.174, p=.000$). The results of the Scheffe' post-hoc test (see Table 3) indicates the general sports management business directors had statistically significantly higher organizational cohesion than head sports management business employees, and assistant sports management business employees. The results of ANOVA and Scheffe' post-hoc test supported the

Hypothesis 1: sports management business employees have different organizational cohesion in different position. For organizational cohesion based on gender, the results of the one-way ANOVA test indicate there were statistically significant differences between sports management business employee's organizational cohesion based on the gender ($F=32.531, p=.000$). The results of the Scheffe' post-hoc test (see Table 3) indicates female sports management business employees had statistically significantly higher organizational cohesion than male sports management business employees. The results of ANOVA and Scheffe' post-hoc test supported the

Hypothesis 2: sports management business employees have different organizational cohesion in different gender. For organizational cohesion based on marriage, the results of the one-way ANOVA test indicate there were statistically significant differences between sports management business employee's organizational cohesion based on the different marriage situations ($F=22.381, p=.000$). The results of the Scheffe' post-hoc test (see Table 3) indicates married sports management business employees had statistically significantly higher organizational cohesion than single sports management business employees. The results of ANOVA and Scheffe' post-hoc test supported the

Hypothesis 3: sports management business employees have different organizational cohesion in different marriage situation. For organizational cohesion based on age, the results of the one-way ANOVA test indicate there were statistically significant differences between sports management business employee's organizational cohesion based on the different marriage situations ($F=27.442, p=.012$). The results of the Scheffe' post-hoc tests (see Table 4) indicate sports management business employee's age is between 30-39 had statistically significantly higher organizational cohesion than other sports management business employees. The results of ANOVA and Scheffe' post-hoc test supported the

Hypothesis 4: sports management business employees have different organizational cohesion in different age. For organizational cohesion based on education, the results of the one-way ANOVA test indicate there were statistically significant differences between sports management business employee's organizational cohesion based on the different education ($F=34.513, p=.034$). The results of the Scheffe' post-hoc test (see Table 5) indicates sports management business employee with a master's degree had statistically significantly higher organizational cohesion than other educational level sports management business employees. The results of ANOVA and Scheffe' post-hoc test supported the

Hypothesis 5: sports management business employees have different organizational cohesion in different educational level. For organizational cohesion based on working experience, the results of the one-way ANOVA test indicate there were statistically significant differences between sports management business employee's organizational cohesion based on the different working experience ($F=33.175, p=.041$). The results of the Scheffe' post-hoc test (see Table 6) indicates sports management business employees with six to ten years of working experience had statistically significantly higher organizational cohesion than other sports management business employees. The results of ANOVA and Scheffe' post-hoc test supported the Hypothesis 6: sports management business employees have different organizational cohesion in different working experience.

Summary: Position, work setting, and gender were found that the top three most effecting variables of sports management business employees' organizational cohesion. General sports management business directors were had statistically significantly higher organizational cohesion than other level sports management business employees. Private sports management business' sports management business employees had statistically significantly higher organizational cohesion than sports management business employees who in other work setting. Female sports management business employees also had statistically significantly higher organizational cohesion than male sports management business employees. In the present study, marriage was found to affect the organizational cohesion. Married sports management business employees were significantly more involved with their jobs than single sports management business employees. Work experience, age and education were found that the least three effecting variables of sports management business employees' organizational cohesion. The ANOVA results also indicated that there had significant relationship between the demographic factors (including position,

gender, age, education, marriage, working experience) and work setting and sports management business employees' organizational cohesion.

Table 2: ANOVA Results of Organizational cohesion among sports management business employees Based on Their Demographic factors

Variables Variable	Organizational cohesion	
	F	p
Position	34.174	.000
Gender	32.531	.000
Marriage	22.381	.000
Age	27.442	.012
Education	34.513	.034
Working Experience	33.175	.041

Table 3: Differences in organizational cohesion means based on Position, Gender and Marriage (Scheffe Test)

Groups for Position, Gender and Marriage		Means	1	2
Position Groups	Group 1 – Managerial Level	6.85	*	
	Group 2 – Employee	5.74		*
Gender Groups	Group 1 – Female	5.71	*	
	Group 2 – Male	4.98		
Marriage Groups	Group 1 – Single	4.53		
	Group 2 – Married	4.74	*	

Table 4: Differences in organizational cohesion means based on Age (Scheffe Test)

Age Groups	Means	1	2	3	4	5
Group 1 – Below 20	3.13					
Group 2 – 20 to 29	3.53					
Group 3 – 30 to 39	3.61	*				
Group 4 – 40 to 49	3.57		*			
Group 5 – Above 50	3.62			*		

Table 5: Differences in organizational cohesion means based on Education (Scheffe Test)

Education Groups	Means	1	2	3	4	5
Group 1 – High School or below	1.31					
Group 2 – Associate Degree	1.62					
Group 3 – Bachelor's Degree	2.85					
Group 4 – Master's Degree	3.12	*				
Group 5 – Doctorate Degree	3.07		*			

Table 6: Differences in organizational cohesion means based on Work Experience (Scheffe Test)

Work Experience Groups	Mean s	1	2	3	4	5
Group 1 – Below 1 year	3.89					
Group 2 – 1-5 years	5.02		*			
Group 3 – 6-10 years	5.87	*				
Group 4 – 11-15 years	3.78					
Group 5 – Above 16 years	3.12					

IV. CONCLUSION

This study suggests that demographic factors and work setting variables are directional in effect of organizational cohesion. On the other words, the demographic factors and work setting can be the reasons for effect of involvement for sports management business employee’s job. Any particular demographic factors and work setting may have more influence on organizational cohesion for sports management business employees. The results of this study help sports management business’s managers and leaders understand how to enhance their sports management business employees’ organizational cohesion. Further research should be conducted in order to find other factors that could contribute to sports management business employees' organizational cohesion. Second, further research should be conducted to find the relationship between demographic factors; work setting and organizational cohesion in the different organizations. Finally, researchers could use another research method to find deeply result about sports management business employee’s organizational cohesion in future studies.

REFERENCES

- [1] Anand, R., & Udasuriyan, G. Emotional Intelligence and its relationship with leadership practices. *International Journal of Business Management*, 5(2), 2010, 65-76.
- [2] Beam, M. M. Emotional Intelligence and Team Cohesiveness. Theses, Dissertations, and Capstones , 2012, Paper 303.
- [3] Burchell, M., & Robin, J. The great workplace. New York: The Great Workplace Institute. ISBN 978-0-470-59832-0. 2011.
- [4] Chen, C. C., Lee, Y. H., Huang, T. C., & Ko, S. F. Effects of stress interviews on selection/recruitment function of employment interviews. *Asia Pacific Journal of Human Resources*, 2017, Doi:10.1111/1744-7941.12170.
- [5] Cherniss, C., Exstein, M., Goleman, D., Weissberg, R. P., Cherniss, C., Extein, M., & Weissberg, R. P. Emotional Intelligence: What Does the Research Really Indicate? *Educational Psychologist*, 41(4), 2010, 239-245. Doi.org/10.1207/s15326985ep4104.
- [6] Coleman A. M. A Dictionary of Psychology (3rd Ed.). Oxford University Press. ISBN 9780199534067, 2008.
- [7] Côté, S. Emotional Intelligence in Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 2014, 459-488. <https://doi.org/10.1146/annurev-orgpsych-031413-091233>.
- [8] Reina D., Reina M., & Hutnud D. Why Trust Is Critical to Team Success. Research Report. Retrieved from <https://www.reinatrustedbuilding.com>, 2017.
- [9] DuPlessis, M., Wakelin, Z. & Nel, P. The influence of emotional intelligence and trust on servant leadership. *SA Journal of Industrial Psychology*, 41(1), 2015, 1-9.
- [10] Eisele, P., & D’Amato, A. Psychological climate and its relation to work performance and well-being: The mediating role of Organizational Citizenship Behavior (OCB). *Baltic Journal of Psychology*, 12(1), 2011, 4-21.
- [11] Ernst & Young. What is your emotional IQ? Retrieved from URL: https://issuu.com/daniellez9/docs/what_is_your_emotional_iq_2e65fb8aee222f, 2017.
- [12] Kharbanda, P., & Sapramadan, J. Emotional Intelligence in Recruitment and Selection. *International Journal of Management, MIT College of Management*, 3(1), 2015,37-39.