

**The relationship between employees - Involvement and satisfaction with professional sports team owned by the corporation and their organizational commitment**

*Jawang Oh, Seoul National University*

*Sangwoo In, Seoul National University*

*Joon-Ho Kang, Seoul National University (Advisor)*

**Management/Leadership  
Session 1**

**Thursday, May 29, 2008  
8:00 AM - 8:25 AM**

**Presentation (25-minute)  
Abstract 333**

In general, many corporations utilize sport to enhance brand equity. However, recently firms such as McDonald's, Bayer, and John Hancock are using sports as a new way of enhancing employees' satisfaction and organizational commitment. Employees are considered internal customers and their satisfaction is one of the key success factors for corporations (Rust, Stewart, Miller, & Pielack, 1996). Sports can be a vehicle to build positive emotional relationships with employees as well as customers, which leads to increasing morale, solidarity, satisfaction and commitment (Crompton, 2004; Eckstein & Delaney, 2002). This paper attempts to demonstrate the efficacy of sports for internal marketing. Specifically, the purpose of this study is to examine the relationships between employees' organizational commitment and their involvement and satisfaction with sports teams owned by the corporation.

A survey questionnaire was distributed via e-mail to a total of 4000 employees of a leading telecommunication company in Korea, which runs a professional baseball team and a professional basketball team. A total of 1,439 employees replied and were used for analyses. The demographic profile of the sample is as follows: 1,194 are males (83%) and 245 are females (17%); 350 are under 30 years old (24.3%), 336 are between 30-34 years old (23.4%), 544 are between 35-39 (37.8%), and 271 are over 39 years old (14.5%); 386 are less than 3 years of work experience in the current company (26.8%), 536 are between 4 and 10 years (37.3%), and 517 are over 10 years (36.9%). The survey includes the measures of employees' organizational commitment (Mowday, Steers and Porter, 1979), attitude toward the teams involvement (Chang, 2003) and satisfaction with the teams, and demographic variables. Cronbach's alpha and confirmatory factor analysis was used to examine the reliability and the validity of the measures. T-test and regression analysis were conducted to analyze the data.

The results of this study are as follows: (1) Those with positive attitude toward the sport teams showed higher organizational commitment than those who do not. (2) Those who are satisfied with the sport teams showed higher organizational commitment than those who are not satisfied. (3) Those with high involvement with the sport teams showed higher organizational commitment than those with low involvement. (4) Involvement with the sport team is a more significant factor influencing organizational commitment than satisfaction with the sport team. Theoretical and managerial implications are provided.

Key words: organizational commitment, involvement, satisfaction, internal customer (employee)