Experiences and Meanings to Work For Mega Sport Event: A Comparative Study on Olympic Organizing Committees in Korea and Japan

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This study seeks to shed light on what are the challenges, obligations and meaning to work for the Olympic Games Organizing Committee (abbreviated, OCOG). It focuses on employees of Olympic and Paralympic Games Organizing Committee of PyeongChang 2018 in Korea and Tokyo 2020 in Japan, which have different historical, economic, and political backgrounds. The purpose of this study is to analyze and compare how the unique characteristics impact to their job performance, and to prepare a plan to improve the administration of OCOG into an administration organization proper to Olympic environment. Working for mega sport events such as the Olympic Games and the World Cup is shaped by the unique characteristics of the event organizing committee and those characteristics affect the implementation. In order to fulfill the aims, a sampling frame based on OCOG which are located in PyeongChang, Korea and Tokyo, Japan was established by and thereby two organizing bodies were selected, and the participants are five of each OCOG lower level employees. The data was obtained by semi-structured interviews conducted in December 2017 for 2018 PyeongChang Olympic Organizing Committee employees and March 2018 for 2020 Tokyo Olympic Organizing Committee employees. The interview questions were developed by researcher utilizing a review of relevant literature. The interview data was analyzed by conceptual coding that transforms raw data into patterns and constructs, and key phrases and paragraphs were extracted, labeled, and categorized. The NVivo 12 was used for data analysis. This study indicates that nine factors which influence the job performance and behavior of OCOG employees, and it has been suggested that a number of factors in two constructs: Personal motivation and Demand on organization. Each of the two constructs has several factor categories with contributing concepts, and each category has several sub conceptions. The Personal motivation construct included five factors: Self development, Interpersonal enjoyment, Symbolically significant environment, Uncertainty, and Achievement. The Demand on Organization construct included four factors: Bureaucracy, Disorganization and lack of expertise, dissatisfaction and commitment, and Overabound people. In terms of this result, ideal behavior factors could be one that contributes significantly to other factors such as the Bureaucracy factor could affect to Disorganization and lack of expertise factors. Each of the two OCOG has similar and different factors with contributing concepts, and there are several sub conceptions within each factor. In conclusion, this study finds: organizational factors provide challenges; socio-cultural characteristics affect each OCOG; time-dependent characteristics affect work behavior, and negative factors and the commitment of the employees is variable.