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BOOK OF ABSTRACTS

**ABSTRACTS
IN ORDER OF FIRST
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SMAANZ 2021 – BOOK OF ABSTRACTS

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Fair play or foul play? The experiences of early-career and seasoned rugby referees

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For good reason, intention to continue (ITC) is the most common outcome variable in studies of match officials (Bernal et al., 2012; Fowler et al., 2019; Hancock et al., 2015; Symonds & Russell, 2018). Across sports and around the world, officials are leaving the role and not enough new officials are stepping up to take their place. In this study, three models were tested to better understand what drives officials' ITC. Early-career and seasoned referees were compared.

The first model builds on a four-dimensional conceptualisation of motivation for becoming, and continuing as, an official (Hancock et al., 2015): (i) sport-related, (ii) intrinsic, (iii) social, and (iv) extrinsic. A fifth motivation, (role-specific) was developed and also included. Perceived organisational support (POS) (e.g. Choi & Chiu, 2017; Cuskelly & Hoye, 2013; Livingston et al., 2017), organisational commitment (Gray & Wilson, 2008) and role commitment (Barnhill et al., 2018) have also featured in the sport officiating literature. This study explores the moderating effect of these three constructs on the motivation – ITC relationship.

Organisational influences such as perceptions of administrators (Cuskelly & Hoye, 2004, 2013; Forbes & Livingston, 2013), education (Ridinger et al., 2017), coaching (Baldwin & Vallance, 2015, 2016a), rewards (Forbes & Livingston, 2013; Titlebaum et al., 2009) and recognition (Auger et al., 2010; Dosseville et al., 2013; Livingston et al., 2017) have all been previously connected to intention to continue but are tested simultaneously here in the second model.

It has also been widely reported that abuse has a negative impact upon an officials intention to continue (Dell et al., 2016; Dosseville et al., 2013). However, the presence of a sense of community (SOC) increases the likelihood of an official continuing (Bernal et al., 2012; Ridinger, 2015). Therefore, the third model includes the moderating effect of SOC on the abuse-ITC relationship.

To explore these perceptions, experiences and intentions, questionnaire data (n=320) were generated from registered New Zealand rugby referees via an online survey. 96% of the respondents were male, 61% were less than 50 years old and 39% had five years or less experience. The sample was representative of the population of NZ's referees based on registration data obtained separately.

Descriptive statistics, t-tests and binary logistic regression (BLR) analyses were used to explore the three models. Selected results are presented here due to space constraints; the full set of results will follow. Significant mean score differences were found between early-career and seasoned referees for three out of the five organisational influences along with organisational and role commitment. BLR analyses highlighted several significant relationships between the constructs of interest and ITC. In many instances, the ITC relationships did not differ between the two focal groups. However, for seasoned referees' role-specific motivations ($OR=1.42$, $95\% CI=1.07-1.87$) and recognition ($OR=1.40$, $95\% CI=1.05-1.85$) were found to have a significant relationship with ITC whilst this was not the case for early-career referees. In contrast, role commitment had a significant relationship with ITC for early-career referees ($OR=1.83$, $95\% CI=1.04-3.20$) only. Contrary to existing research, this study found that abuse ($OR=0.88$, $95\% CI=0.72-1.07$) does not have a significant relationship with ITC for rugby referees in New Zealand.

The counterintuitive abuse finding may come down to context uniqueness in how abuse is perceived, and rugby referees may be conditioned to ignore it. This study highlights that early-career and seasoned referees are not homogenous groups in terms of their experience. Practitioners, therefore, need to adapt the way they recruit, support and attempt to retain officials specific to their stage in the journey. Furthermore, the findings suggest that seasoned referees also require support and shouldn't just be left to their own devices.

Keywords: Match Officials, Retention, Sport Management, Sport Participation, Perceived Organisational Support, Commitment, Experiences, Rugby

Legitimacy of an Emerging Strength and Conditioning Field
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Strength and conditioning is a young field caught in the convergence of health, sport performance, technology, and popular culture, creating a complex and varied network with several agendas and non-convergent interests amongst the public and private sector. One example of this divergence is a lack of unity and consensus of valued competencies and certification standards. In this industry important sub-sector of the sport industry, organizations may include or omit competencies related to a specific population, modality, and/or education at their discretion and to suit their particular niche or target market (Hartshorn et al., 2016; LaPlaca & Schempp, 2020).

There are various organizations and certifications to choose from within the field, which has led to numerous pathways for growth and entrepreneurial creativity, enhancing its overall growth and visibility. Conversely, the breadth and variation have also caused issues of delivery consistency and legitimacy perceptions (Gillham et al., 2017; Gillham et al., 2016; Trudel et al., 2010). The lack of consensus and disparate standards of practice may ultimately undermine and devalue efforts to improve competency standards, contribute to empirical-based scientific knowledge and practice, and increase professional development quality and consistency opportunities supporting the field. The purpose of this presentation is to conceptually outline the challenges of having multiple practice standards within the field and point to remedies for said challenges.

Institutional theory is a fruitful lens for exploring this issue of plurality within an industry. In this light, the strength and conditioning field seems bereft of a macro-level governance structure that could coalesce the field and institutionalize rules and standards of operation. That is, the field has an institutional void. Institutional voids may be understood as the absence, weakness, or failure of formal and informal institutions within a given context (Khanna & Palepu, 1997; Webb et al., 2019). An institutional void hinders market functions, development, transparency, and efficiency, affecting individuals and organizational choices, strategies, and actions (Doh et al., 2017; Khanna & Palepu, 2010). Moreover, whereas the lack of formal institutions may be helpful in entrepreneurship, the absence of standardized operation and certification procedures opens the door for illegitimate activities to occur within a field (Khanna & Palepu, 1997; Khanna & Palepu, 2010).

We conceptually explicate the necessity for macro-level institutional governance within the strength and conditioning field, focusing on the importance of legitimacy within fields and organizations, managing pluralism, and establishing organizational purpose and control (Hansmann, 1996; Kraatz & Block, 2008; Selznick, 1994). In addition, we examine the utility of institutional leadership, establishing boundaries, and the importance of plasticity and reflexivity. Contemporary research of sport-based institutional theory examines institutions and fields that have achieved legitimacy and stability—providing a superficial examination of macro-mechanisms supporting and enabling institutional change. As an emergent field, further exploration of strength and conditioning may provide vital insight into how institutions grow and mature toward legitimacy.

Which Comes First?: The Liking and Following Behaviour of Sport Fans

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Most athletes receive relatively little media attention and must rely on self-promotion for recognition and to establish relationships with fans and supporters (Geurin-Eagleman & Clavio, 2015). With limited opportunities from mainstream media, niche sport athletes frequently rely on alternatives such as social media (Puchan, 2004). Social media offers a venue where athletes can create, develop, promote, and manage their personal brands (Na et al., 2020; Su et al., 2020). Doing so requires that athletes focus on effective use of social media (Filo et al., 2015), yet they largely lack guiding strategy on the best techniques (Geurin, 2017).

Liking individual posts and following accounts for future updates represent two ways users engage with athlete content on social media. Both forms of engagement improve athletes' reach and visibility (Doyle et al., 2020) and represent key metrics in marketability (Kunkel et al., 2021). However, little is known about the interactions between post-level engagement (liking) and account-level engagement (following). Attractive content can trigger engagement at the post level and encourage account following to see similar content in the future. Greater understanding of the temporal sequence of liking and following behaviour would be helpful in identifying sources of engagement. We can also use the results to discern what types of post are most appealing to non-followers versus followers. We address two research questions:

RQ1: *What patterns are apparent in liking and following behaviour?*

RQ2: *What is the relative temporal sequence between liking individual content from athletes and following athletes' accounts on social media?*

To investigate these research questions, we collected account- and post-level data from athletes on the USA Paralympic team during the Tokyo 2020 Paralympic Games, which took place August 24, 2021 through September 5, 2021. Of the 234 members of Team USA, we were able to identify Twitter handles for 125 Paralympic athletes. We collected daily data on the number and identity of followers for each account and posts made by each account over the course of the Paralympic Games.

As of the Opening Ceremonies, the median account in our data set had 546 followers. By the day after the Closing Ceremonies, most athletes had seen minimal growth in the number of followers (median 15), while 15 had gained at least 100 followers. Two athletes (Jessica Long and Sam Grewe) each gained more than 1000 followers. While this represented 5% growth for Long, the second most-followed athlete on Team USA, it represented 30% growth for Grewe. Among athletes who entered the Games with at least 100 followers, this growth rate was exceeded by only Chuck Aoki (+923 followers; 39%) and Nick Mayhugh (+603 followers; 79%).

Follower growth for Grewe and Aoki can be traced to specific events. Aoki was an Opening Ceremonies flag bearer for Team USA and garnered ~40,000 likes and ~3,000 retweets from a tweet about achieving his childhood dream. Similarly, Grewe tweeted about an inspirational letter he received from a worker for the Tokyo 2020 Olympic Organizing Committee whose son is battling osteosarcoma, the same type of cancer that Grewe faced as an adolescent. That tweet has been liked ~60,000 times and retweeted ~10,000 times. By contrast, Mayhugh did not have a viral tweet during the Games and added followers steadily across the two weeks. Preliminary results indicate most likes come from non-followers and that followers are driven by viral tweets, where new followers have not previously engaged with content from the athlete. This has implications for audience growth and expected future engagement rates, key contributors to athlete marketability and monetization potential.

The Lived Experience of the Quantified Woman Footballer

Paul Bowell

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This paper will present preliminary findings from our study investigating women Australian Rules footballers' affective experiences of digital self-tracking and how the practice shapes their identity. Digital self-tracking is performed with small sensor-driven devices worn on the body, like Fitbits or Apple watches, which transmit back to processors or smart devices producing quantitative data (Bergroth 2019, p. 190). Women Australian Rules footballers at the national and state level present a unique sample, comprising of elite and amateur athletes (Alomes 2019). Previous academic research into digital self-tracking among women footballers has been limited to in-game performance monitoring (Clarke et al. 2018; Cust et al. 2019). Considering the scarcity of prior research and diversity of the playing group, buy-in, use, and understanding of digital self-tracking devices as a performance tool for women Australian Rules footballers—particularly when away from the club environment—is an area of particular focus for this study.

A growing body of academic work positions digital self-tracking activities as processes that can be embodied, becoming habitual actions which inform the tracker's sense of self and identity (Fors et al. 2020; Lupton 2016; Mopas & Huybregts 2020; Pink et al. 2017). At the same time digital self-tracking brings both sensed and felt actions into the foreground changing the way physical activities are experienced. Objective metrics are amplified at the expense of subjective measures bringing about at times consternation and confusion for the tracker (de Boer 2020). This creates a paradox, where a perceived objective identity is embodied at the expense of the subjective body. A further consideration for the athlete is their constructed identity, which is overwhelmingly built around their sport (Beamon 2012), with athletic ability, sport clothing and equipment forming critical vessels for their identity-making (Dashper & St John 2016). However, the scholarly connection between self-tracking and athletic identity is yet to be made.

This research will generate new insights into how the athlete's affective experience is conceptualised by understanding the interrelated actions of the footballer, their identity making and the digital self-tracking device. This will shape preliminary understandings of the athlete's construction of identity as a footballer. These considerations have shaped the study's research question: *How does women Australian Rules footballers' engagement with digital self-tracking shape their construction of identity as an athlete?* This will determine if digital self-tracking facilitates athletic identity, and how collectively the players experience performance monitoring.

An interpretive qualitative methodology of digital ethnography (Pink 2014; Pink et al. 2016) will be operationalised to investigate the research question. Focus groups, an effective method to research a group with a shared interest (Barbour 2007, p. 59), will generate the data. Connecting the relational and iterative research design is the paper's theoretical direction: affect. Affect draws on the Spinozian vitalist conceptualisation of embodiment (Deleuze & Guattari 1987; Massumi 2002). Affects are intensities felt through the body and recognised as feelings co-created by the player and device (Massumi 2002, p. 35). Preliminary data will demonstrate that the footballer's everyday affective relations shape their sensory-digital-material understandings, contributing to their construction of athletic identity.

“Warriors, not worriers”: Capturing the motives of obstacle course athletes.

Dr Tim Breitbarth, Swinburne University of Technology & Dr Richard Keith Wright,
Auckland University of Technology

Motivation is the driving force that activates and directs behaviour, for example, the ongoing maintenance of a physically active lifestyle. Ultra-endurance athletes are known to be highly motivated by a number of intrinsic and extrinsic considerations, including the desire to experience stimulation and attain social approval through external regulation. Obstacle Course Challenge (OCC) events, including the Spartan Race Series, mix rugged terrain trail runs with a series of agility-testing physical activities such as climbing, crawling and traversing. The mental strength and physical fitness of an OCC athlete is effectively being tested from the moment they sign up to compete in an event to the minute they find themselves crossing the finish line. Despite the rise in popularity of OCC events, a lack of understanding exists in terms of the intrinsic and extrinsic motivations of those who gain personal pleasure and a sense of social purpose from regularly pushing their body and mind to the maximum. This study employed the Sport Motivation Scale (SMS) with the intention of being able to offer a cross-examination of the motives shared by Spartan Racers living in the United Kingdom. The aim was to not only add to the current body of knowledge surrounding the motivation of endurance athletes, but to assess how the motivations of weekend warriors can change with age and experience. An anonymous survey containing 28 questions was distributed via the Spartan Race Ltd's participant database. This yielded 248 fully completed surveys. The data set extracted from the responses was analysed through SPSS. Confirmatory Factor Analysis (CFA) allowed for the verification of the subscale structure of the seven components of the SMS. An ANOVA test was then employed to compare OCC participant motivation with the individual's gender, age and weekly exercise routine. A series of paired sample t-tests were also applied to test the differences between OCC individual motivation and their participation as individuals or part of a team. Every subscale of intrinsic motivation (IM) and extrinsic motivation (EM) showed higher mean scores in motivation amongst those participating in OCCs as individuals. The highest motivation mean scores were found in males aged 16 to 24 and 55 to 64 years, two very different generational cohorts. The high EM score found amongst the non-competitive participants was unexpected. The most significant subscale of motivation presented from the results that were related to IM that was directly linked to personal experience (stimulation). The conclusions provide a confirmation that older adults enter OCC events for the challenge and the feelings of achievement. Collectively, the comparison of motivational drives amongst the Spartan racers has outlined several significant areas of interest, including the importance of teamwork, event participation history and regular non-competitive physical activity.

Keywords

Obstacle Course Challenge, Endurance Sport Events, Sport Motivation Scale, Active Ageing

Conceptualizing the Athlete Advocate to Activist Continuum

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Scholars have grappled with classifying and understanding the differences between advocacy and activism (Kluch, 2020; Parsons, 2016; Schmidt et al., 2018). Typically, advocacy is defined as speaking, writing, or arguing in support or defense of a cause (Parsons, 2016). Activism, however, can encompass many different forms (Kluch, 2020; Schmidt et al., 2018). Within sport, research has primarily focused on defining athletes as activists and not as advocates. Instead, researchers have investigated how athletes use their roles to promote social change (Haslett et al., 2020), to campaign for the voiceless and powerless (Lee & Cunningham, 2019), and to combat societal injustices (Agyemang et al., 2010). Although many use the terms “advocate” and “activist” interchangeably (Parsons, 2016), scholars have noted the existence of an advocacy-activism continuum, whereby the individual or entity displays varying degrees of involvement and risk regarding a particular cause (Poon-McBrayer & McBrayer, 2013; Ryan & Cole, 2014). However, scholars have yet to define or conceptualize that continuum. Therefore, the purpose of this study is to examine the definitions of advocacy and activism and conceptualize a framework to explain the advocate-activist continuum.

Rogers' (1983) diffusion of innovation model is helpful in this context to analyze how advocacy and activism efforts can influence different populations (Earl, 2016; Jeppesen, 2021). Diffusion, itself, is a type of social change where “new ideas are invented, diffused, and adopted or rejected, leading to certain consequences” (Rogers, p. 6). The diffusion of innovations model consists of five steps: knowledge, persuasion, decision, implementation, and confirmation. Within the context of this framework, when an athlete is informed about an issue, they will evaluate the message and determine how they would like to respond and would be categorized as new idea adopters: innovators, early adopters, early majority, late majority, and laggards. These categories are also indicative of the broad range of effort levels associated with an athlete's involvement in a particular issue or cause. Furthermore, the categories support Searle-Chatterjee's (1999) criteria for considering advocates as activists: self-ascription, a leadership role in relevant organizations, and substantial amounts of time and energy dedicated to the cause. For that reason, we define the categories based on the actions taken by the athlete to promote a cause. At one end of the spectrum (the informed advocate), the athlete will expend minimal effort to advance awareness of an issue (e.g., a social media post). At the other end of the spectrum (the archetypal activist), the athlete devotes an extensive amount of time to the issue (e.g., protests, starting an organization, lobbying the government for policy changes) (Schmidt et al., 2018).

Despite the vast research on athlete activism, there is a gap to conceptualize the evolutionary process of the varying degree of athlete activist behaviors. Grounded in the diffusion of innovation model, the study explains how athlete advocates become athlete activists and the categories in the athlete advocate-activist continuum. Practically, this

study provides a guide to determine how involved an athlete should be with a particular cause and how best to characterize their behaviors.

Sports Tourists' Attitudes Towards Thailand Targeting Sports Tourists

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The consequences of trying to contain or eliminate COVID-19 is expected to have a long-term impact on the global travel and tourism industry, with the sports event sector being one of the hardest hit in 2020 (Chang et al., 2020; Sheresheva, 2020). Prior to the emergence of COVID-19, sports event tourism had firmly established itself as one of the fastest-growing and most sought-after sectors within the world's largest export industry (Chalip & McGuirty, 2004; Page, 2015). Sports event tourism is widely seen as being a visible, viable and valuable contributor towards the development of local tourism and hospitality businesses, largely through the revenue generated as a direct and indirect consequence of hosting sports events (Hungenberg et al., 2019; Jeong & Kim, 2019). The Thai government pays close attention to the development of the tourism industry in Thailand, documenting its growth within the National Economic and Social Development (NESD) Plan. In 2017, the Thai government's twelfth NESD plan identified sports event tourism as a viable means of changing, rejuvenating, and re-developing the national image in the global tourism industry to become one of an international sports event tourism destination (Office of the National Economic and Social Development Council, 2017). The aim of this study was to identify some of the significant determinants that could either help or hinder Thailand's bid to become an international sports tourism destination. These findings focus on the importance of attitudes and perceptions within the sport event tourists' decision-making process.

The COVID-19 lockdowns encountered in New Zealand in 2020 and 2021 impacted the availability of potential participants for this exploratory study. The study utilised a convenience-based purposive sampling method that specifically targeted those who had previously travelled to Thailand and had some prior knowledge of what the nation has to offer sport tourists. Nine in-depth interviews were conducted over an eight-week period. Some of the participants had lived and/or worked in Thailand, whilst others were either Thai-born or of Thai heritage. Thematic Analysis was undertaken, allowing the researchers the opportunity to extract and evaluate a number of recurring themes. Unsurprisingly, the participants' socio-cultural backgrounds and past experiences influenced the attitudes and perceptions shared during the interviews. Thailand's accessibility and affordability to international visitors was seen as being a significant strength and opportunity to be exploited. Political instability, however, was regarded as a viable weakness and threat. Thailand's existing international tourism brand was described as being attractive, reputable, and positive, but the capability and competency of the local event organisers were considered an area in which the Thai government would need to invest. The safety and security of event participants and spectators were perceived as the most significant determinant in pulling sport tourists to Thailand. The findings focus on the need for Thai event producers and tourism promoters to work together to enhance the nation's reputation as a safe place to host major sports events. Although Thailand was not considered ready to bid for, let alone host, a mega sports event, its accessibility and affordability was deemed highly likely to appeal to active and casual sports tourists from nations such as New Zealand.

Implications of the Service Design and Business Model of Community Fitness Center

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ABSTRACT

Purpose: This paper provides the operational management of community fitness centers through the application of theory, including the scope of management, business items, service control, and asset management, and it echoes the government's 2020 "Silver Hair Fitness Club Pilot Program" to revitalize and improve the local sports resources and environment.

Methods: The document analysis method was used to present the interaction in the overall service network by referring to the steps and theoretical functions of service design thinking in terms of service definition, design principles, and service processes, and then to depict the operation picture of the organization. The paper also proposes measures for equipment, personnel, and resource management with reference to Osterwalder, et al.'s (2014) Business Model Canvas theory.

RESULTS: In addition to constructing the operational framework of a community-based fitness center, this paper also found that the organization's value definition has a profound impact on service effectiveness. In the theoretical extension, the service tools are integrated into the operational framework, and the theoretical functions are mutually reinforced and complementary. This effectively reduces the design barriers to the organization's business model.

Conclusion: The design of services can enhance service efficiency and value creation, and it is recommended that community fitness centers focus on the following in their future management. (a) customer health as the value proposition driver; (b) exercise facilities that take into account user safety as a key resource; (c) service activities that extend from equipment and equipment to link faculty, classes, and back-end support activities; (d) customer management that focuses on the design and optimization of each touch point in the service process; and (e) strengthening operational revenue by responding to the benefits of sports technology intervention. Finally, in terms of research limitations, it is not possible to explain the interaction between multiple service design tools in the service network or the overall business model, therefore, subsequent research is still needed to substantiate this.

**A study of retired athletes career adaption, perceived employability,
occupational well-being and job burnout**

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Mei-Yen Chen / National Taiwan Normal University

Athletes' career development and career transition has been a long-standing theoretical and practical concern for scholars, since the life of an athlete is unique in that they must devote a lot of time to high intensity sports training and competition. Therefore, to understand retired athletes' career transition, employability, career adaptation, this study adopted career construction theory. The purpose of this study was to investigate the relationship among career adaption, employability, occupational well-being and job burnout among retired athletes. This study distributed online questionnaire to retired athletes who had participated in Asian Games or Olympic Games. 121 valid questionnaires were collected through purposive sampling. The data were analyzed using descriptive statistics, internal consistency reliability analysis, independent sample *t*-test, one-way ANOVA with independent samples, Pearson correlation, and hierarchical linear regression analysis. The results found that (1) male retired athletes generally have a higher education and are mostly working in public education sector, and have had few career changes; (2) there were significant differences in career adaption, employability, occupational well-being and job burnout among retired athletes in different genders and age groups; (3) retired athletes' career adaptation and employability have significant explanatory power on occupational; (4) retired athletes' career adaption and employability have significant explanatory power on job burnout. This study recommends a lifespan approach to career counseling, focusing on the enhancement of the athlete's intrapersonal skills and the accumulation of personal resources to assist athletes in proactively improving career adaptation and perceived employability. In today's changing environment, they can ultimately achieve higher occupational well-being and lower job burnout in both sports and non-sports fields. Athletes who can effectively manage their post-retirement career development are expected to reduce the consumption of non-essential counseling resources.

Keywords: human resources management, career planning, career transition

Senior Leaders and CSR: A Case Study of Professional Sport Team Strategic Engagement in Community Sport for Development

Ryan Clutterbuck (Brock University), Alison Doherty (Western University), & Marika Warner (MLSE Launchpad)

There continues to be interest in the socially responsible activities of professional sport teams (Babiak & Wolfe, 2009; Walzel, Robertson, & Anagnostopoulos, 2018). Over the past decade, scholars have examined the strategic implementation, and investment benefits, of a variety of forms of corporate social responsibility (CSR) engagement, by professional sport teams in a range of countries (Walzel et al., 2018). Our study builds on and complements this work, with the case study investigation of the engagement of a Canadian professional sport corporation – Maple Leaf Sports and Entertainment (MLSE) – in a community sport for development initiative – MLSE LaunchPad.

The purpose of our study was to describe the collective interest and strategic considerations of MLSE's senior leaders in CSR in general, and the LaunchPad initiative specifically. We were guided by the research questions: (1) Why is MLSE involved in CSR, and what is the strategic process of engagement and evaluation? And (2) What was the strategic process of engagement with the LaunchPad initiative?

Evolving insights regarding the institutionalization of CSR among professional sport teams has been framed by their perceptions of meanings and motives for engagement (e.g., Sheth & Babiak, 2010), internal and external driving forces (Babiak & Wolfe, 2009), and the strategic decision-making process (e.g., Anagnostopoulos et al., 2014; Heinze, Soderstrom, & Zdroik, 2014). With its focus on senior leaders' perceptions of each of these theoretical frames, this case study provides rich insight to the interests and strategic considerations that shaped the establishment of the MLSE LaunchPad.

This presentation shares the findings of semi-structured, conversational interviews (Patton, 2015) with eight senior leaders of MLSE. The findings highlight MLSE senior leaders' interests in and commitment to CSR in general, and the sport for development initiative specifically. Of particular note is the variation among the leaders regarding factors influencing the establishment of LaunchPad. Some perceived that strategic partnerships, internal change champions, and stakeholder management were the most important factors, while others indicated ethical/moral considerations, and control over monitoring and evaluation were most important. Also notable are the different perspectives on how the initiative got started, and who was instrumental.

The study provides new insight to the engagement of professional sport corporations in socially responsible and philanthropic activities, particularly in the Canadian context where there is a dearth of related research (Walzel et al., 2018). The case study also adds to the limited, in-depth investigations of a single organization (cf. Heinze et al., 2014), answering Walzel et al.'s call to "identify (new) factors that either facilitate or constrain the enhancement of CSR in the wide, multistakeholder context in which [Professional Team Sport Organizations] exist and operate" (2018, p. 522).

Environmental sustainability policy in Australian Olympic Sport

Rubiana Cury, Dr Millicent Kennelly* & A/Prof Michael Howes*
Griffith University

This study explored environmental sustainability and climate change policies in Australian Olympic sport organisations. A strategic intent of the International Olympic Committee (IOC) Sustainability Policy (2017) is to inspire and assist Olympic Movement stakeholders in developing and promoting sustainable sport. Working in conjunction with the United Nations, the IOC supports the Sport for Climate Action Framework, which the Australian Olympic Committee has signed. Although this indicates a degree of concern for sustainability in Australian Olympic sport, it is unclear to what extent environmental sustainability and climate action are currently embedded within Australian Olympic sport organisations. Therefore, this research questioned the uptake of these initiatives by conducting an analysis of policies adopted by relevant sport organisations.

Using a process similar to McCullough et al. (2020), this study collected 50 publicly available documents published on the official websites of 46 Australian sport organisations. Documents that contained the terms “sustainability”, “environment” or referred to aspects of the natural environment (e.g., air quality, weather conditions, etc.) were considered eligible for analysis. Documents were analysed using an assessment framework of environmental sustainability integration in sport that was adapted from Becken et al. (2020). Specifically, the framework evaluated: signalling (i.e. the number of published documents), coverage (i.e. how substantial these published documents were), scope (i.e. whether the target was environmental sustainability, climate change adaptation, or both), and alignment (i.e. they made reference to national and international environmental policies and/or frameworks).

Overall, it was found that Australian Olympic sport organisations had a limited commitment to environmental sustainability, but there was an awareness of environmental issues and some initial responses were adopted. The results show that 78% of the organisations presented none or one publication linked to environmental sustainability and climate change. None of the organisations had a consolidated coverage which required identifying an environmental sustainability progress report. The evidence further showed a significant misalignment to national or international environmental policies and frameworks as 85% of the organisations did not have any publication or have not referenced any alignment on their published documents. However, there was a level of recognition on the need to adapt to challenges imposed by environmental and climate issues. The scope of documents from 96% of the organisations with at least one publication addressed environmental sustainability, climate change, or both. This study suggests that the Australian Olympic sport could implement a more comprehensive environmental sustainability approach and align more its initiatives with national and international environmental policies to improve their contribution to environmental targets.

Key words: environmental sustainability, climate change, environmental policy, Olympic sport

Integrating social system frameworks and organisations within the Australian sport system: Understanding enablers and inhibitors to innovative participation approaches

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As rates of participation in organised sport remain stagnant across Australia (Sport Australia, 2019; Eime et al., 2016), sport organisations face challenges attracting and retaining participants; a challenge which has recently been exacerbated by the COVID pandemic (Elliot et al., 2021). Sport participation opportunities in Australia have traditionally been delivered through a federated sport system consisting of organisations at national, state, regional and local levels (Shilbury Karg, Rowe, & Phillips, 2017), and recently with unitary organisational models becoming increasingly common in Australia (O'Boyle & Shilbury, 2017). Sport organisations at various levels develop a range of strategies to attract, retain, transition and nurture participants (Sotiriadou, Shilbury, & Quick, 2008). However, stagnating rates of participation in Australia negatively impact these organisations, as low rates of participation can limit their operational capacity, performance outcomes, and ultimately undermine their long-term viability. Traditional sport also operates in competition with external providers who deliver participation programs and services through non-profit (e.g., ParkRun, a community running event provider) or for-profit (e.g., Zwift, an indoor cycling application) models. To remain competitive in the sport participation landscape, traditional sport organisations need to consider how they might develop and utilise more innovative approaches to engage participants if they are to remain competitive in a dynamic and competitive consumer market (Hajkowicz, Cook, Wilhelmseder & Boughen, 2013). This presentation will examine the innovation and sport participation literatures to present a conceptual framework that intends to inform future research and practice in the adoption of innovative delivery by traditional sport organisations.

Innovation is defined as “the multi-stage process whereby organisations transform ideas into new or improved products, services or processes, in order to advance, compete and differentiate themselves successfully in their marketplace” (Baregheh, Rowley & Sambrook, 2009, pp. 1334). The development of innovative approaches is typically reliant upon resources available, market preferences, proprietary activities, and institutional structures (Van de Ven, Polley, Garud & Venkataraman, 2008). Traditional sport organisations often face challenges in efforts to establish and sustain innovative sport participation approaches, potentially having a negative impact upon participation. By comparison, organisations that deliver sport participation opportunities outside of traditional sport can be considered to have a competitive advantage due to agile structures and cultures, and reduced institutionalisation (Borgers et al., 2018). Interrogation of the factors that influence sustainable innovation approaches by traditional sport organisations is necessary to advance thinking and understand factors that support or constrain these organisations in efforts to engage and grow sport participation.

The aim of this presentation is to introduce a novel conceptual framework to explore and compare the ability of traditional, unitarian, and competing ‘for profit’ and ‘non-profit’ sport organisations to develop, and deliver, sustainable innovative participation strategies. The framework draws upon a social systems approach to innovation (Van de Ven, Polley, Garud & Venkataraman, 2008), and their

subsequent influence upon innovation outcomes (Hoeber, Doherty, Heber and Wolfe, 2015) within the Australian sport context. This conceptual framework is intended to be used in and guide future research to explore factors that influence the ability of sport organisations to adopt innovative strategies and how these differ within different types of sport organisations. This information will advance the understanding of factors that support organisations to develop sustainable innovations, increasing the ability of sports organisations to grow participation, support operational capacity, deliver high performance outcomes, and enhance long-term viability.

The Role of Mediatization in the Process of Renegotiating Sport's Role in Society During COVID-19: A Case of Villains and Outsiders

Sam Duncan, Holmesglen Institute & Swinburne University of Technology
Tim Breitbarth, Swinburne University of Technology

In their reflections on mediatization in the sports context, Boyle (2012) and Whannel (2012) were intrigued by the way an investigation into the sport and media space relates to the society that surrounds sport media's production and "the bigger questions of our time." The global COVID-19 pandemic has disrupted many taken-for-granted assumptions and rituals concerned with how - and for whom - professional sport is produced and distributed (Skinner & Smith, 2021). At the same time, it may have accelerated the emergence of an already slowly occurring, deeper discomfort in the relationship between commercialized and highly mediatized sport and its role in society, especially by magnifying inequalities such as the role of women in sport (Symons et al., 2021), and the widening gulf between professional and amateur sport (Nauright et al., 2021).

This research contributes to an understanding of the concept of mediatization and, in particular, of the process by which the historically celebrated role of sport in media and society diminished under the influence of the pandemic. To achieve this, we employ the process-sociological approach of Norbert Elias (1976, 1978). He sees social figurations to emerge through the process of fluctuating interdependencies, and, in particular, the social stratification of "established" and "outsiders" to understand community formations and the relational model of inter-group tensions. Elias' work has started to receive attention in the wider context of (deep) mediatization and communicative figurations (Hepp, et al., 2018; Kuipers, 2018).

Our case study focuses on the media's coverage of the 2021 Australian Open to illustrate how the media, as an active, fluid mechanism, fuels the renegotiation of sport's importance in society. For Elias, a case study (or "real-type," as opposed to Max Weber's "ideal-type") allows to analyze the meaning of something as a temporary fickle, yet often lasting or slowly brewing concept emerging through the shifting asymmetrical power balances of interdependent human activity (Goudsblom, 1977). It bridges the micro/macro divide inherent in most social sciences. Studying change for Elias is the task of finding the links between particular sequences of social events and deciding how this sequencing can best be explained. In this sense, we view mediatization as the interconnection between media, society, and culture, where social perceptions, norms, and trends emerge as a result of the interplay between various fields of society, rather than the media alone.

The media coverage of the 2021 Australian Open undoubtedly carried a far different tone, sentiment, and narrative than in most other years. Indeed, its more negative reporting appeared to be in constant negotiation with the fears and anxieties of Melburnians during the pandemic and, its 112-days of strict lockdown in the second half of 2020 – but also a shifting understanding of who is 'established' and who are 'outsiders'. This is best encapsulated in a notion by prominent ABC Radio Melbourne host Virginia Trioli (2021) stating: "Everyone who went through the lockdown is a Melburnian forevermore". Ultimately, the media renegotiated sport's place in society by diminishing its role in creating, fostering, and sustaining communities. The pandemic has put under the microscope the social legitimacy of almost any organisation and operation (Paine, 2020), therefore the findings of this research hold relevance for managing and developing professional and commercial sport in particular.

AUTOMATED SPORTS REPORTING: MEASURING ENJOYMENT

Sam Duncan, Holmesglen Institute and Swinburne University; Jessica Kunert, University of Hamburg; Adam Karg, Swinburne University

Communications and marketing functions are increasingly utilising automation and artificial intelligence as part of a shift toward digitalisation and efficiency. This includes sport media organisations, who are turning to automated processes to develop match reports for amateur and professional leagues globally. Automation allows a larger volume of games and matches to be covered, and reduces time-consuming activities including typing out the structure of the matches (Kunert, 2020). It also enables sports reporters to produce descriptive match reports quicker, and therefore focus on other more in-depth content such as feature articles. However, a cited limitation of this type of journalism is its formulaic style. Sports journalists have been found to complain about the outputs' lack of complexity, (Thurman, Dörr, & Kunert, 2017) and consumers have often given automated reporting lower marks for stylistic elements (van der Lee, Verduijn, Krahmer, & Wubben, 2018).

In today's digital age, media and sports organisations increasingly measure the value of their content based on enjoyment and engagement metrics (Chen et al., 2019). A consumer's enjoyment levels can regulate their willingness to engage with content and the depth and frequency of their engagement (Davidson, 2018). High engagement metrics, including clicks, likes, shares, retweets and analysis of themes and sentiment of the comments generated by the article or post, assist in attracting advertisers, who for most publishers, remains the primary source of revenue for media organisations (Chen et al., 2019).

Within a self-determination theory framework, this study seeks to understand enjoyment based on the satisfaction of our intrinsic needs and as a regulator of our intrinsic motivations and actions. By measuring if automated articles impact enjoyment, we can also begin to understand how this can impact levels of engagement. Given the importance of enjoyment and engagement metrics for media and sports organisations and the direct links to advertising revenue, understanding a consumer or reader's response to automated content is a critical issue.

To better understand how automation impacts 'enjoyment', a multi group online survey based on Tamborini et al.'s (2011) multi-dimensional measurement of media enjoyment will be conducted via Qualtrics. The first group will read a human written match report and the second a non-edited automated match report. Both groups will answer a series of 5-point Likert-type scale questions designed to measure 'enjoyment' and other enjoyment indicators including 'absorbing', 'arousing' and 'competence'. The choice of sample articles was based on the availability of non-edited, fully automated articles relevant to Australian sports fans. An A-League match report was sourced from sports data and analytics company, Stats Perform, who use their self-service natural language generation platform, Wordsmith, to create automated articles. Once the automated article was secured, a human written match report of the same match was sourced from Australian Associate Press (AAP).

The analysis will compare and test for differences in the attitudes of the two research groups based on the different articles. Demographics, fandom levels and variables about sport consumption will be collected as potential control variables to be used in the analysis.

This study will seek to provide sports media publishers, and communications functions of sport organisations with a better understanding of consumer attitudes towards automated sports reporting. Findings will also assist media organisations with the ongoing development and training of automated programs to maximise consumer enjoyment and engagement.

Keywords: automation, automated journalism, enjoyment, engagement, audience perception

Exploring leaders roles in national sport organisations change processes

Eleanor Faulkner

Supervisors: Adam Karg, Emma Sherry, Jonathan Robertson, and Sen Sendjaya
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As a result of ongoing professionalisation and commercialisation, the sport industry faces increasing complexity and change as a result of social, structural, technological and governance challenges. How organisations manage and navigate change is of enduring importance. If not well managed, both function or performance may be threatened, and organisations risk maintaining 'old ways', retaining inefficiencies, and suffering increased levels of uncertainty and turnover.

Institutional work has previously been used to explore how individuals can influence, and are influenced by, existing sport institutions (Agyemang, Berg & Fuller, 2018; Washington & Patterson, 2011). Analysing sport institutions from a work perspective allows for both the identification and explanation of social structures and mechanisms that constrain institutional behaviour (Scott, 2004), and the micro-foundational role of individuals in building the very same social structures and mechanisms (Lok & Rond, 2013). In particular, institutional work can enable the analysis of institutional leaders role in creating, maintaining, or disrupting change within sport (Lawrence et al. 2009).

Although it is recognised that innovation changes sport organisations, little is known about institutional responses and how leaders may have to alter, maintain, or disrupt institutional arrangements (Nite & Washington, 2017). Broadly, institutional work has been used to analyse how individuals change and maintain institutions, but little research has focused on the leaders' role regarding the outcome of change processes in national sport organisations. As such, this research examines leaders' perspective on why change in sport does (or does not) happen via an institutional work perspective. While there are many types of change, the specific focus of this research will be on *social change*, where national sport organisations seek to enact social or cultural change within their sport.

We will outline our research approach, where our study will use semi-structured interviews with current and former leaders of corporate national sport organisations within Australia. Through thematic analysis, findings will seek to uncover how leaders perceive their role and influence on change within their organisation. As well as leader roles, data collection will focus on leader's perceptions of barriers and facilitators of change, as well as the presence and role of cynicism towards change in sport.

The research seeks to contribute to wider institutional research concerning how leaders play a role in sport organisations and social change. Identification of the reasons why sport organisations may be reluctant or unable to enact change based on their environment can help to inform future research towards institutional leadership and in particular, maintenance and disruption of institutions. Further, understanding the perceptions and role of cynicism impeding change within the organisation will contribute to managing change in the sport context.

Administrative legacies of Paralympic Games: initial results from ongoing research on the Rio 2016 Games.

Carlos Eugenio Zardini Filho
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The concept of legacies in sports has been changing over time. Recently, some authors highlighted that legacy is linked to something “left behind”, in an action that was previously planned for future purposes (Darcy & Appleby, 2011; Gilbert & Legg, 2011; Preuss, 2007). However, authors such as Gratton and Preuss (2008) pointed out that legacies can result from planned or unplanned courses of action. This broader scope regarding the concept of sports legacies illustrates the importance of broader and innovative research on the subject. In addition, the literature regarding sports legacies from the Paralympic Games needs more and broader studies (Pappous & Brown, 2018). For instance, more research is needed to investigate the impact of the Paralympics on policies and practices in host cities (Adair et al., 2017).

From a distinct angle, it is said that major sports events usually offer new experiences to individuals and organizations. New experiences that may generate organizational learning. Malfas et al. (2004) argued that sport-specific administrative capabilities can be acquired from experiences of mega-sports events, which eventually can return as a benefit to the administration of a sports organization.

This ongoing research addresses the necessity of more and broader studies on sports legacies, however, focusing on administrative legacies from the Rio 2016 Paralympic Games. Therefore, the objective of this research is to explore potential administrative legacies of the Rio 2016 Games from the perspective of managers of national sports organizations/NSOs. Managers from five para-sports national organizations in Brazil have been interviewed. Content analysis and the Nvivo software are the main pillars of the data analysis of this research. This study has exploratory and descriptive features, using a multiple case-studies design.

Initial results showed that the Paralympic Games were able to create administrative legacies for NSOs. However, most of the benefits left from the Games took place through non-institutional initiatives. The findings also suggest that the Games had different impacts on the five NSOs, resulting in different legacies and perceptions.

As an example of the limitations faced in this research, a clear distinction between legacies from the Olympic and Paralympic Games has been challenging, mainly in the organizations that manage both Olympic and Paralympic sports in Brazil.

Keywords: Paralympic sports; Sports legacies; Administrative legacies; National Sports Organizations.

Examining organisational response in addressing the complexity of violence against women in sport through the World Café method

Dr Kirsty Forsdike, La Trobe Business School, La Trobe University & Professor Simone Fullagar, Department of Tourism, Sport and Hotel Management, Griffith University

In this presentation we report on the experience and findings of an innovative collaborative and active participatory method to address Australian sports organisations' response to violence against adult women participating in sport.

Sport is a complex cultural site that is both empowering for women and girls, and a site where violence, harassment and inequality are perpetuated. Violence against women is at "epidemic proportions" (World Health Organization, 2018) and has far reaching negative mental and physical health consequences for women, men and children (Lum On et al., 2016; World Health Organization, 2013). Sport is heralded as a space through which to deliver primary prevention of violence against women more broadly, often through sport for development programs (Hayhurst et al., 2018; Hills & Walker, 2017; Jaime et al., 2015; Seal & Sherry, 2018). Prevention programs that combine both primary and secondary prevention often use bystander interventions, focusing on prevention of violence against women as perpetrated by male athletes (exacerbated by a hypermasculine social environment) (Exner-Cortens & Cummings, 2021; Jaime et al., 2018; McMahon, 2015). While this work has been important there is a lack of research and prevention that focuses on women's risk of being victimised in their role as athletes, administrators or volunteers and related relationships. In the wake of high profile sport governance failures both in Australia and overseas, sport organisations are under pressure to review policy and management responses to address all forms of violence against women (Lang et al., 2018). Sport organizations are both part of the problem and solution to how violence against women is addressed.

We discuss the process and outcomes arising from a unique collaboration involving researchers and professionals to explore key gaps and challenges in sport organisations' responses to violence against women. Using the World Café method in a one-day research forum in Victoria, Australia, we brought together State sport organizations, violence against women organizations and multi-disciplinary researchers to reflect upon the multiple contexts that shape violence against women in community sport. The World Café method is a participatory method drawing together many different stakeholders (Lohr et al., 2020, p.2). It follows "a simple yet powerful conversational process for fostering constructive dialogue, accessing collective intelligence, and creating innovative possibilities for action" (Brown, 2005, p. 4).

Drawing together insights from feminist, more than human and socio-ecological perspectives, we explore the challenges and opportunities for organisational action to address violence against women. We advance a gendered lens for understanding how power relations shape sport management practice contexts as well as future research into organisational thinking, research, and responses to violence against women in and through sport.

Human resource management in Brazilian football: Sports coaching recruitment and dismissal

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Sports coaches foster a gradual process of planning, leading, and reflecting on their training sessions to build athletic performance (Jones et al., 2011; Robinson, 2010). Despite their focus on progressive development, football coaches usually have to take the blame when game results are either negative or below expectations, which leads to termination of employment occurring sooner than initial forecasts. Even though scholars have stressed causes and consequences of coaching turnovers (Frick, 2018; Dobson & Goddard, 2011; Galdino et al., 2021), specific knowledge is needed around the effective hiring and firing steps experienced by professional coaches, and to what extent these processes mirror common human resource management practices. Therefore, this study asks the following research question: how do football clubs actually handle coaching recruitment and dismissal processes? The present research is analyzed in the context of Brazilian football.

Existing studies have outlined the importance of comprehending the hidden elements of job insecurity in professional sports coaching (Gammelsæter, 2013; Kelly & Harris, 2010; Nissen & Wagner, 2020), which may encourage the adoption of strategic human resource management as a means to optimize personnel selection, performance evaluation, and leadership succession in sports clubs (Armstrong, 2006; Kerwin, 2016; Longley, 2018; Taylor et al., 2015). Thus, this research is specifically framed on an in-depth understanding around the processes of recruitment and selection, as well as the termination of employment, whose lenses may shed a light to the entry and exit stages experienced by elite coaches in professional football.

Qualitative, semi-structured interviews were held with 26 elite coaches from Brazil, who had collectively been employed by all 43 professional football clubs that participated in the *Brasileirão* from 2003 to 2020. Based on a deductive-inductive approach (Braun et al., 2016; Terry et al., 2017), the content analysis framed two categories (hiring and firing stages) with three main themes (decision-makers, decision-making, and methods), which were sustained by specific subthemes.

For the hiring stage, coaches emphasized how approaches tend to be random and vague. Given the absence of technical knowledge among decision makers, recruitment and selection are mostly driven by coaching availability, recent results, popularity, and salary range. Surprisingly, the predominant hiring method exercised by Brazilian club officials relies on a simple telephone call. For the firing stage, coaches reported their disbelief about any objective analysis backing up the claims defended by club officials, as they only dismiss coaches to satisfy the outside, transferring their responsibility to try alleviating the external and internal pressure.

Overall, the results suggest there is a professional gap to attend the recruitment, evaluation, and replacement of football coaches in Brazil, neglecting a strategic rationale towards human resource management and organizational behavior within the sport. Consequently, decision makers should incorporate professional measures around personnel assessment, stimulating evidence-based decisions to improve coaching selection, retention, and succession.

Keywords: employment, labor market, leadership, organizational behavior, personnel.

FIFA World Cup as a source of cultural capital? Unmet expectations of symbolic recognition in the elite sport habitus

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The aim of this study is to explore whether the experience in the FIFA World Cup translates into the creation of cultural capital and how it influences the participants over the long term. The theoretical lens that guided this study is cultural capital. Previous studies found and reaffirmed the influence of social class on the type of sport one consumes. However, there remains a necessity of examining the inverse relationship, wherein the symbolic recognition associated with sport participation (e.g., participating in the FIFA World Cup), helps participants to acquire better opportunities over the long term.

The concept of cultural capital, as theorized by Bourdieu (1984), intends to expose the discriminatory aspect of contemporary society that embodies the prevalence of meritocracy, through which people become alienated from the opportunity structures to assume and exercise power within their society (Warde, 2006). He paid particular attention to the intergenerational transfer of power, which contributes to the perpetuation of inequality along the social, economic, and cultural dimensions of human life. Cultural capital refers to cultural signals that symbolize high status (Storr & Spaaij, 2018). Examples include preferences, tastes, knowledge, skills, credentials, all of which possess the propensity to exclude people from or enable people to gain proper access to vital resources. Such an interpretation of cultural capital is applied in the context of sport since not only the involvement in sport may be indicative of one's social status, but also it possesses an inclination to act as a source of cultural capital (e.g., sport volunteering) with which one might gain upward social mobility.

The current study utilizes competitive sport as its setting and invited seven participants (average number of international appearances 72) of the 2019 FIFA Women's World Cup. This enabled the researchers to trace whether and how the symbolic recognition (credentials) of their involvement resulted in the creation of cultural capital in the post-event context. In order to attain this objective, a longitudinal qualitative research design was utilized, wherein the first set of semi-structured interviews was conducted in September 2019 while the participants were contacted every year for subsequent interviews.

The analysis of three data sets revealed a wide array of cultural capital outcomes that included a) financial gains such as contract negotiation and sponsorship, b) becoming acquainted with modern football trends, which functions as an asset to better perform in the domestic league, and c) expectation on receiving more coaching opportunities after their athletic career. However, while some outcomes remain constant others tend to fade away with time passing (i.e., financial gain, media exposure). This suggests, despite the symbolic recognition embedded in being a FIFA World Cup participant, the cultural capital outcomes expose their limits in replicating the broadened opportunity

structure over time. Furthermore, the radius, in which the cultural capital outcomes materialize, is confined to the sport habitus of football (i.e., coaching opportunities) and does not transfer into the other sphere of social life (i.e., limited opportunities outside of football industry). Lastly, the sport habitus of female elite football tends to be influenced by the level of success at the competition, which requires continuous observation through further investigations. The findings reveal important management implications for sport governing bodies. While the symbolic recognition of one's experience in football's pinnacle translates into cultural capital, its narrow- and limitedness in providing various opportunity structures are prone to pose difficulties to persuade the public to be a part of the sport. Also, while broadened coaching opportunity remains as the only viable long-term cultural capital outcomes, practitioners including governing bodies, coaches, career counselors, and human resource managers ought to aid the national team members in materializing their privileged experiences into the other areas of sport or beyond the scope of sport.

An Example of Foresight Study on Building Capacity for ESports in Iranian Universities

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Background: With the advent of innovative digital technologies, today's global entertainment market continues to evolve creating new forms of entertainment. This includes the development and world-wide growth of competitive video gaming or 'eSports'. (Jacobson, 2021). Its popularity is evidenced by the amount of participants, spectators, and media coverage, as well as organizers considering eSports for inclusion in major sport competitions. With the growth of eSports across colleges and universities, there are opportunities to develop both academic and extracurricular programs related to competitive gaming. Institutions are starting to offer classes and degrees in eSports and related fields (Tirinzoni & Berezansky, 2021).

Methodology: The research method is mixed methods based on semi-structured interviews with faculty members of Allameh Tabataba'i University, University of Tehran, and Shahid Beheshti University and used the method of purposive sampling. Eighteen (18) of them were interviewed and participated in the study. The "interpretive validity" is contemplated as a research validation method to answer the research questions by spreading and presenting a questionnaire to the contacts of academics the co-authors have in the aforementioned universities in Iran.

Results: The results show that faculty members believe that eSports will become more effective in the future of Iranian universities. The use of eSports will lead to more innovation and creativeness in all Universities, with creating a coordinated structure among universities and the digital environment - their students, professors, and administrative staff can play an important role in eSports. Also, the growing impact of eSports on university programs in Iran can be seen especially in the field of Sports Sciences and Sport Management. By creating a platform for the application of eSports in universities, a suitable alternative to traditional teaching and learning can be made. However, disharmony of existing infrastructure with the requirements of the digital world is seen as the main issue to the application of eSports and its positive effect on Iranian universities.

Keywords: *eSports, Digital Technologies, Higher Education, Sport Science, Sport Management*

Transforming the experiential learning of sport management undergraduates into transferable employability signals during job recruitment and selection

Mary Grant, LaTrobe University Melbourne, Clare Hanlon and Janet Young, Victoria University Melbourne

A high expectation exists from managers in the sport management (SM) industry sector for graduates from undergraduate (UG) SM programs to have extensive practical experience and employability (Bradbury et al., 2021). It is unclear however, from the literature reviewed, of the consistency in relation to the alignment of SM industry employability expectations with SM higher education and the contribution practical experience plays to graduate employability (de Schepper & Sotiriadou, 2018; Emery et al., 2012; Smith et al., 2018). Also unclear is how SM employers recognise employable graduates (Drover et al., 2018; Piopiunik et al., 2020).

The purpose of the study was to determine how practical experience can align the career learning and development, and the subsequent capacity of graduates from UG SM programs to transparently signal their employability during job recruitment and selection. Two research questions were formulated to identify classifications of graduate-entry SM roles that stipulate practical experience as a prerequisite, and the signals that SM employers seek from graduate-entry job applicants on practical experience during job recruitment and selection processes.

A mixed methods approach was adopted in three stages. Stage-One, a job advertisement audit collected 200 graduate-entry SM positions. Stage-Two, semi-structured interviews were conducted with 10 sport managers identified from the job audit. Stage Three involved the conduct of an online employability survey which incorporated eight Employability Dimensions (Rosenberg et al., 2012) with corresponding items, garnering responses from 166 sport managers.

Results identified six SM job classifications that distinguish broad role functions specific to the SM discipline. A new preparation phase of employability called the Pre-Condition Phase that illustrated factors which characterise the SM industry sector was developed. In addition, ten distinct Observed Signals were identified comprising key practical indicators. Each contribute to defining and showcasing employability, experiential learning post practical experience completion, and outlining how SM employers interpret these signals during job recruitment and selection.

A new paradigm, the Graduate Employability Cycle of Learning, with three cycle phases was developed from the findings to develop graduate employability. The Phases are: 1) the Pre-Condition Phase; 2) Kolb's (1984) Experiential Learning Cycle Phase, which validates the process of learning through practical experience; and the 3) Observed Signals Phase.

Distinctive SM industry sector awareness factors and indicators, identified in the Pre-Condition Phase and Observed Signals, could guide career development, and enhance graduate capacity to adapt to an increasingly competitive, transformative, global SM job market. The research findings culminate in a new approach to graduate employability, the Graduate Employability Cycle of Learning to assist the SM industry and higher education sectors to foster graduate employability collaboratively, beyond the classroom.

Keywords: graduate employability, career learning and development, practical experience, sport management, experiential learning

Champions of change? A review of gender equity in Australian Sports Commission annual reports, 1984-2020

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Gender equity initiatives to improve the inclusion of women in all aspects of sport have been attempted for many years (McLachlan, 2019). They are not always effective and at times achieve the opposite of their intended purpose (Hargreaves, 1990; Larsson, 2014; Norman, 2016; Shaw & Frisby, 2006). In 2020 the (then) Australian Sports Commission (ASC) Chair John Wylie made the following statement in the 2020 ASC Annual Report Chair's Report:

The ASC has played a pivotal leadership role in creating better opportunities for females in all areas of sport – as competitors, coaches, administrators, board members, and through better commercial support. (Australian Sports Commission, 2020, p. 11)

My research sought to test this assertion by exploring the ASC's track record in gender equity initiatives across the 36 annual reports published since 1984, ASC's first year of operation. By taking a pragmatic and mixed methods approach influenced by critical feminist theory, I developed a coding framework around gender equity references that explored coverage, initiatives, achievements, and funding.

Annual reports were chosen as the key data source as the ASC is required by legislation to produce an annual report and submit to the relevant Minister (Parliament of Australia, 2013). Each report provides an annual summary of activities, priorities, achievements, and financial records. What is highlighted in these reports can be considered a reflection of what was considered important at the time. This can also hint at what was considered less important to highlight or include.

The process uncovered 189 gender equity initiatives with a concentration of these occurring in the late 1980s and early 1990s. How gender equity initiatives were posited varied. There were clear examples of periods where ASC had a strategic and organisation priority towards gender equity, contrasted with periods where references to women in sport or gender equity initiatives were rare. Types of gender equity initiatives broadly evolved from information, marketing, workshops, guidelines and policies in the 1980s and 1990s to higher concentrations of grants and specific development programs in the 2000s and 2010s centred on 'fixing the women' (Shaw & Frisby, 2006). Intersectional initiatives were rare. Typically, the ASC annual reports noted success from gender equity outputs and claim these as achievements without supportive evidence. Insights around funding impacts was limited. Of the initiatives mentioned across the 36 years, 17% were associated with funding amounts.

When compared to academic reflections on the history of Australian sport policy (For example Nicholson & Hoye, 2011; Stewart, Nicholson, Smith & Westerbeek, 2004), these findings reveal a side to Australia's recorded sport policy history that appears to have been overlooked. The history of ASC's role in gender equity initiatives and leadership, as varied as some of it has been, deserves to be recorded (and potentially debated) in these spaces. Further research is required to fill in the missing information, specifically the gaps on program funding, effectiveness and impact.

Examining UN SDGs in Practice: From “we’re addressing more than five” to “it’s not something we really relate to actually”

Ashlyn Hardie & Marlene A. Dixon, Texas A&M University

The United Nations Sustainable Development Goals (UN SDGs) remain an important guiding voice for sustainable development. The latest progress report urged “all actors to dramatically increase the pace and scale of implementation efforts” (United Nations, p. 2) in order for the 2030 goals to be achieved. This urgent call not only demands increased production and impact of UN SDG-based initiatives, but also improved reporting capacity, quality, and processes for those initiatives. Sport, notably the sport for development and peace (SDP) sector, has immense potential to impact the achievement of the goals (Lindsey & Darby, 2019; Lynch, 2016).

Conversations surrounding the SDGs often focus on the methods of measuring and reporting progress (McCullough et al., 2022), and means by which sport organizations can achieve greater progress towards the goals (Lindsey & Darby, 2019). In this way, the SDGs seem to have achieved a space in which it is assumed that they are helpful in guiding sustainable development from a national to grassroots level. Taking a bottom-up approach to the UN SDGs in the sport context, before efforts are continued to explore *how* sport organizations can better impact and report progress towards the goals, it should be considered *if and why* organizations do/do not want to engage with the SDGs and implications thereof.

Nonprofit organizations are often dependent on external stakeholders for various forms of resources (Jones et al., 2020). Consistent with resource dependency and institutional theories, issues associated with nonprofit organizations’ need for funding and support, is that dependent organizations are often forced to partner with stakeholders that have misaligning values, priorities, and/or logics (Meyer & Rowan, 1977; Svensson 2017), which can result in various tensions and resulting issues.

While this power-related issue is highly noted in the nonprofit, and SDP specific sectors, it has received limited attention with regard to how the UN SDGs could contribute to the issue. This gap in research has informed the following research questions of this study: (1) To what extent are grassroots SDP leaders engaging with/utilizing/working towards the UN SDGs, and what motivates their engagement (or lack thereof) with the goals? (2) To what extent do grassroots organizations utilize the UN SDGs, to inform various organizational decisions and their approach to obtaining partnerships and funding? (3) What are the positive and negative impacts the SDGs are having on the SDP sector?

This in-progress study utilizes semi-structured interviews embedded in a critical narrative approach to engage with a purposeful criterion sample of approximately 20-25 grassroots sport providers from the vast international network of SDP practitioners. Initial findings (from 9 completed interviews) indicate a range of positive, negative, and apathetic grassroots perspectives of the goals’ influence on the SDP sector, and the overall external partnership experience. Implications for findings include a need for critical reflection of the goals’ influence on the organizations within sport, and a more strategic bottom-up approach to framing, integrating, and decision-making with reference to these goals.

Understanding sport coaches' work in the private youth sport sector

Edward Horne - University of New Mexico, Gemma Miller – University of New Mexico

Sport coaching is considered a complex process (Duffy et al., 2011). Although sport coaching has garnered increasing attention from scholars in recent decades, our understanding of coaches' roles and the environment within which they operate remains limited. This is especially true, in the increasing popular revenue-driven youth sport sector. The revenue-driven youth sport sector is widely regarded as the preferred setting for both general sport participation, as well as high-performance youth sport development (Coakley, 2010). In the revenue-driven setting, coaches must balance on-court/field roles with the financial needs of their organization, as well as their own livelihoods (Coakley, 2002; Hyman, 2010). Coaches then, must contend with fulfilling multiple roles and expectations. Yet, our understanding of how coaches manage the various roles and demands in this setting is limited. The purpose of the study then, was to examine how coaches manage the needs and demands of the revenue-driven environment and their organization in their coaching role.

Role theory (Biddle, 1986) and Dixon and Bruening's (2005) top-down multilevel model guided the study. Role theory is a theory of human behavior associated with role-taking, role-consensus, role-compliance and role-conflict (Biddle, 1986). Dixon and Bruening's (2005) top-down model provides a guiding framework for examining how macro- (i.e., environment) and meso-level (i.e., organization) factors influence actors at the micro-level (i.e., coaches). The study was guided by the following research questions:

1. What do coaching roles encompass in the revenue driven, youth sport sector?
2. How are coaches' roles impacted by their organization's structure and the revenue-driven youth sport environment?

Semi-structured interviews were conducted with twelve coaches. A focus group with eight coaches of was then conducted. A purposive sampling technique was employed to identify participants who met the selection criteria. Snowball sampling was utilized to reach further participants. Questions were guided by the two frameworks mentioned previously. Deductive reasoning utilizing a priori, thematic coding (Miles, Huberman, & Saldaña, 2014) was utilized using the guiding theoretical frameworks, with researchers being mindful to identify new categories that may emerge from the data.

Although participants' experiences varied, common themes did emerge from the data, to fit the guiding frameworks: (1) organizational hierarchy, (2) wage structure, and (3) role conflict. In addition to meeting multiple, often competing, expectations in their role, coaches are impacted by their form of compensation. Coaches are often paid by hour. Therefore, they are motivated to maximize hours spent teaching, as Coach 1 pointed out: 'It doesn't make sense to prioritize other duties, when I'm only paid for time on court.' Consequentially, coaches are limited in the time they can devote to athlete development, Coach 2: 'I can only give adequate attention to 3 or 4 players.' The study's findings suggest coaches are impeded by the organizational structure under which they operate, while assuming a great deal of the financial risk under the hourly pay structure. A structure that coaches suggest is the norm in this sector.

The Relationship among paternalistic leadership, pay satisfaction and team performance in amateur baseball players.

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Abstract

Coaches' leadership behavior and players' salary satisfaction affect players' performance. Studies have mostly discussed the relationship among occupations, sports, and players. However, the present study proclaimed that amateur players should also be considered as having a paid occupation. Under such an assumption, players' performances were also affected by the coaches' leadership behavior and players' salary satisfaction. Studies on organizational behavior in sports have mostly focused on transactional, transformational and other leaderships. Nevertheless, various cultures generate leadership behavior of diverse characteristics. For example, paternalistic leadership was the emerging mainstream leadership style in traditional Chinese culture. In addition, when discussing organizational behavior, studies have often used team cohesiveness and organizational citizenship behavior as variables to construct perceived scales. However, this study claimed that in the current sports fields, using data from games for analysis would be more objective and truthful. Thus, this study adopted paternalistic leadership as an independent variable, performance data as dependent variables, and salary satisfaction as a moderating variable to examine the leadership behavior of amateur coaches. This study utilized two scales, namely a paternalistic leadership scale and a salary satisfaction scale, to collect the data of amateur baseball players in Taiwan, such as their batting and pitching performances in a Taiwanese top amateur league (2021 Taiwan elite amateur spring league) as dependent variables. Through convenience sampling, online and printed questionnaires were distributed. A total of 257 questionnaires were retrieved, and 224 of them were valid. SmartPlus 3 was used for data analysis. The research results showed that each scale exhibited favorable reliability and validity. Paternalistic leadership was positively correlated to salary satisfaction, whereas salary satisfaction was negatively correlated to team performance. The result concurs with the finding of literature: paternalistic behavior positively affected salary satisfaction. Under the interaction of the ternary leadership model of authoritarian, benevolent, and virtuous leadership, paternalistic leadership could affect players' degree of satisfaction about their salary. Nevertheless, the salary and work style of Taiwanese amateur athletes are similar to those of civil servants. After the athletes are hired as regular employees, their salaries do not differ much, and they are not under the risk of being laid off. We believed that this constituted the main reason why salary satisfaction and team performance were negatively correlated. This study suggested that to increase players' performance, amateur sports teams should establish incentives to inspire their performance. Academically, we suggested that objective data should continue to be verified through data analysis.

The effect of living a calling and overwork climate on burnout and intention to change career within the sport industry

Matt Huml (Cincinnati), Liz Taylor (Temple), Marlene Dixon (Texas A&M), & Jeffrey Graham (Tennessee)

Employees have long attempted to match their career goals with their passions, or their calling. Individuals who are able to live out their calling tend to be the most committed, happiest, and most engaged employees (e.g., Dixon & Graham, 2017). Living one's calling has been positively associated with work-nonwork enrichment (Hirschi et al., 2019), career commitment (Duffy et al., 2016), meaningfulness (Dixon & Graham, 2017), job satisfaction (Duffy et al., 2011), and ability to overcome work-related obstacles (Duffy & Sedlacek, 2007). While less examined, emerging evidence also suggests that living out a calling can result in negative work and life outcomes, also known as "the dark side" of calling (e.g., Michaelson & Tosti-Kharas, 2019). Some have suggested that workaholism, burnout, and even worker exploitation are associated with working within one's calling (Duffy et al., 2018). Evidence suggests these negative outcomes may be related to individual characteristics as well as organizational factors (Weight et al., 2021). Therefore, the purpose of this study is to examine the interaction of calling and overwork climate on negative work-related behaviors.

The sample consisted of 4,522 intercollegiate athletic department employees from NCAA institutions. We used Qualtrics software to create and distribute an online-based survey to assess participants' levels of living a calling, overwork climate, personal and work-related burnout, and intent to change career. The Calling and Vocation Questionnaire (Dik et al., 2012) was used to measure the participant's calling to their vocation. Next, the Overwork Climate Scale (Mazzetti et al., 2014) was used to assess the work expectations of employees within their current work environment. The Copenhagen Burnout Inventory (Kristensen et al., 2005) was used to assess the level of participant burnout. To measure intent to change careers participants were asked how much they agree with the following two questions: (1) I sometimes think about changing careers and (2) I intend to change careers during the next year. The authors used simple and multiple linear regression to analyze our hypotheses.

We found that calling was negatively associated with the intent to change career. This is an interesting finding because past studies have reported a positive relationship between living one's calling and their career commitment (Duffy et al., 2016; Duffy et al., 2018). Our study provides evidence that at least in the sport profession, living one's calling is more likely to deter them from switching careers. This finding might be context specific. Contrary to expectations, we also found that as an employee's calling increased, their personal and work-related burnout decreased. These findings differ from studies in other fields that have linked living a calling to overwork activities, such as workaholism (Bunderson & Thompson, 2009) and burnout (Schaufeli et al., 2009a). This may signal those employees who have a high level of calling for their profession have some form of resistance to negative work-related outcomes. Lastly, we found that in the presence of an overwork climate, the protective effects of calling on burnout and career change intent disappear. This finding provides empirical support of the proposition that workplace conditions mitigating the benefits provided to those living their calling (Duffy et al., 2018). Our findings show organizations creating an unethical

expectation for working beyond an employee's responsibilities nullified a burnout protector for high-calling employees.

The Unseen Religious Minority Athletes from the Islamic Republic of Pakistan

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Texas A&M University¹ and University of Jeddah²

Introduction. The Islamic Republic of Pakistan, with a population of more than 220 million, is the second-largest Muslim and the fifth largest country in the world by population (World Population Review, 2021). However, religious minorities makeup of less than 4% of Pakistan (Pakistan Bureau of Statistics, 2021). Despite facing severe discrimination and exclusion in various social settings, religious minorities in Pakistan have made their mark at elite-level sports (Cricket Country, 2021; Fuchs & Fuchs, 2019). For instance, Danish Kaneria (leg-spinner), having Hindu faith, was one of the former leading cricketers from Pakistan. Similarly, Yousuf Youhana (now Mohammad Yousuf: right-handed batsmen) started his career in the Pakistani national cricket team with the Christian faith but converted his religion to Islam (Cricket Country, 2021). However, despite Pakistani religious minorities' historical interest in sports, especially in cricket, there remains a dearth of scholarship about their lived experiences. Moreover, there is an overall paucity of research about religious minorities' experiences in sports in conservative Muslim countries.

Literature Review. Previously, scholars have underscored that religious minorities, such as Christians, face dual discrimination in Pakistan (Fuchs & Fuchs, 2019; Walbridge, 2003), first because of their religious faith, and secondly, they are marginalized due to their minority caste (Walbridge, 2003). Further, strict religious laws, such as blasphemy regulations imposed by the Pakistani constitution, make it difficult for minorities to participate in social activities (Forte, 1995). Hence, untangling the lived experiences of Pakistani minority athletes can offer a valuable understanding of the multiple forms of oppression they face in a predominantly conservative society.

Purpose. This study's purpose is to explore the lived experiences of Christian and Hindu cricket athletes living in Punjab, Pakistan, through the lens of intersectionality (Crenshaw, 1989).

Method. In this ongoing study, we are collecting data from Christian and Hindu athletes residing in the province of Punjab, Pakistan. These athletes are participating in cricket at the community level. Further, to achieve the study purpose, we would be conducting existential-phenomenological semi-structured interviews (Husserl, 1931). We would be analyzing the interviews inductively via using Elo and Kyngäs' (2008) three-phase content analysis method (preparation, organization, and reporting)

Significance. This study is the first of its kind concerning Pakistani religious minorities in sport, which will aid to untangle multiple forces of repression affecting their sport (cricket) participation. The multiple forces of oppression expounded in this study will offer recommendations to sport managers about improving religious minorities' sports participation in conservative Muslim countries. Our this presentation at SMAANZ will offer the audience an understanding of how religious minorities are participating in sport outside the Western World.

Exploring the Integration of a Design Thinking Activity into the Practice of a Professional Sport Organisation

Greg Joachim, Nico Schulenkorf, Katie Schlenker, Stephen Frawley
& Adam Cohen (University of Technology Sydney (UTS))

Design thinking is a human-centred approach to innovation that makes the *ostensive* and *performative* components of design practice (i.e., the *thoughts* and the *actions* of expert designers) accessible to non-design practitioners (Carlgren, Rauth & Elmquist, 2016) such as sport managers. Alignment with themes of design thinking practice has been discovered in extant sport for development research (Joachim et al., 2020) and within the practice of an Australian professional sport organisation: the Sydney Sixers of the Women's and Men's Big Bash League (Joachim et al., 2021a). This early work on design thinking in sport management highlighted that sport organisations are capable of the *performative* component of design thinking practice and need only to engage with the *ostensive* component to enjoy the human-centred outcomes design thinking can generate. Accordingly, an intervention was recently undertaken to introduce a design thinking activity – the Lightning Decision Jam (LDJ) – to the Sixers in a standalone workshop as a means of 'completing' their design thinking practice (Joachim et al., 2021b).

The present study extends this work by exploring the manner in which the Sixers subsequently adopted the LDJ into their ongoing practice and annual strategic planning cycle, as well as the modifications they made to the LDJ in doing so. A qualitative case study approach was employed, with data being collected through semi-structured interviews, observation, and shadowing. The study focused on two executions of the Sixers' modified version of the LDJ, both of which occurred during their 'planning days' (the primary strategy event in their annual planning cycle). The modifications they made to the LDJ included jettisoning one step of the process and shifting other steps to different stages of their annual strategic planning cycle. Ultimately, the Sixers' use of the modified LDJ was found to have improved the organisation's practice via the structured implementation of reflection and, by extension, the enhanced generation of organisational knowledge.

Our presentation will highlight implications for and contributions to the sport management field. The Sixers' modification of the LDJ constitutes what Doherty (2013) termed *conceptual blending* – merging a borrowed theory (design thinking) with the unique traits of the new focal context (sport management practice) – demonstrating that design activities can be meaningfully and usefully incorporated into sport management practice to achieve human-centred outcomes. Further, the reflective components of the LDJ restored reflection (and the knowledge generation such reflection can enable) to the Sixers' practice. The LDJ, then, might help sport organisations to restore the reflection which is often missing from their practice (Edwards et al., 2002). Indeed, the Sixers' use of knowledge-in-action to engage in reflection-in-action within the LDJ reinforces the potential value of studying such phenomena in sport management practice, possibly toward generating new sport theories of reflection.

Female-Friendly Environments in Community Sport Clubs

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The benefits of sport participation for females include improved psychological wellbeing through building self-esteem, social integration, and can contribute to a reduction in stress, depression, anxiety and loneliness (Hanlon, Morris, & Nabbs 2020). In addition, adolescent girls who participate in sport outside of school are more likely to be physically active during their transition from adolescence to adulthood (Jose, Blizzard, Dwyer, McKercher & Venn, 2011). Despite these benefits, women and girls have historically been, and continue to be, underrepresented throughout sport (Eime et al., 2021). It is reported that males participate in sport at a significantly higher rate than that of females (Eime et al., 2016; Sport NZ, 2019). As a result, the examination of attributes that encourage female participation in sport is an important research focus.

Over the past 10 years, research has focused predominantly on the individual and social determinants of women and girls' participation in club level sport, but much less at the organisational level (Casey et al., 2017). Community sport clubs are the primary venue in which both women and girls, as well as men and boys, engage in sport. Some community sport clubs have larger gender differences in participation levels than do others, yet little is known about the influence of the environment in women and girls' participation. Whilst some community sport clubs believe the women and girls participation issues are beyond the control of clubs and are perceived as a product of societal constraints rather than clubs' actions (Rowe et al., 2018), there is recent evidence that suggests a 'female-friendly environment' positively influences women and girls' participation in club sport (Casey et al., 2017; Hanlon et al., 2019). Studies suggest both social environment factors (Casey et al., 2017) and physical environment factors (Hanlon et al., 2019) are associated with females' participation in club sport. Therefore, further research is required to better understand female-friendly environments that will facilitate increased participation.

This research project was conducted in conjunction with the 2021 National Sport Club Survey (NSCS). The NSCS is an annual snap shot of the management and operation of NZ's sport clubs. Representatives of over 1000 sport clubs across 80 sports, across all 16 regions of NZ completed the 2021 NSCS which closed in mid-September. Ten items exploring the dimensions of female-friendly environments (Casey et al., 2017; Hanlon et al., 2019) were embedded in the 2021 NSCS. Analyses of these dimensions alongside club characteristics like size, code, financial position, governance metrics and more will uncover valuable insights. Also embedded are open-text items asking for a further description of each of the ten specific aspects of a female-friendly environment. Analyses of this data will lead to a better understanding of the nature of female-friendly environments in community sport clubs. This knowledge may assist in the development and implementation of strategies to improve women and girls' participation in sport.

A Critical Exploration of Governance at the Community Level of Sport

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Purpose: The purpose of this research is to critically explore the application of design archetypes in community level sport organizations to determine the theoretical relevance of current governance models created at the national and international level of sport.

Background: Within the governance of sport, design archetypes created at the national level involve the definition of who has power, who makes decisions, how other stakeholders make their voice heard in the sport context, and how individuals are held accountable within decision making process (e.g., Ferkins et al., 2005; Hoye et al., 2020; Kikulis et al., 1992; Parent et al., 2018). Moreover, professionalization of all levels of sport has occurred at a rapid rate (Dowling et al., 2014; Shilbury & Ferkins, 2011) with limited critical reflection on the impact of professionalization on how governance of sport is operationalized at the community level. For example, principles of planning and organizing within a board room archetype may blend with principles for defining effectiveness within a kitchen table archetype. Community sport organizations rely on volunteer board members and paid staff to not only function from an operational standpoint (Hoye & Cuskelly, 2006), but are also now responsible for strategic planning (e.g., membership growth; diversity, equity, and inclusion; sponsorship activation) that crosses principles of planning, organizing, and definitions of effectiveness. As such, how design archetypes fit within the community sport context requires exploration to understand how governance is defined and experienced.

Methods: With the exploratory nature of the study, a qualitative ethnographic approach was appropriate. For one sport, six regional districts, across Ontario, Canada representing diverse geographical areas (urban, suburban, rural) and player densities participated in the study. Importantly, these regional organizations govern sport clubs that serve thousands of sport participants in the community area. Observations during monthly/bi-monthly board meetings took place for one year with each district (58 total observations with 6 district boards), alongside interviews with 31 board members from these districts. District policies and documents were also analyzed concurrently with over 1200 total pages of board meeting observation notes, interview transcripts and documents to analyze. Concurrently, bi-weekly team analysis meetings occurred over 2.5 years. Data analysis was guided by an interpretative approach to thematic analysis to search for patterns of meaning across the qualitative dataset (Braun et al., 2016; Sparkes & Smith, 2014).

Implications/Contributions to the Body of Knowledge: The findings outline several important elements of design archetype within these boards. In particular, the structures of planning, organizing, and definitions of effectiveness were inconsistent across boards and often crossed planes of kitchen table and boardroom designs (e.g., Parent et al., 2018). Moreover, the composition of the board influenced how governance was experienced in this context. In particular, the identities of volunteer board members influenced planning and definitions of effectiveness within governance of their boards. From a theoretical standpoint, the data challenges the current frame of sport governance into design archetypes. At the community level in particular, the data suggest that idiosyncratic resolutions based on the volunteer nature of these boards and the balance of power between staff and volunteers must be considered when defining governance in this context.

She's Been Given Out: Public Sentiment Toward Cricket Australia's Transgender Policy

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This study addressed the following research question: What sentiments were evident in social media responses to Cricket Australia's transgender inclusion policy announcement? While sports have traditionally been used as a tool for the spread of values and principles, it is an arena that allows for discrimination, almost always based on gender (Shaw & Cunningham, 2021) and/or race (Cunningham, Wicker, & Walker, 2021). Sentiments towards transgender athletes is nuanced. For example, trans men are more accepted than trans women, and that trans athletes were more accepted in non-elite sport than elite sport (Tanimoto, & Miwa, 2021).

In October 2019, eight Australian national sporting organisations unveiled guidelines for the inclusion of transgender people in their respective sports. The eight organisations were the Australian Football League, Cricket Australia (CA), Hockey Australia, Netball Australia, Rugby Australia, Tennis Australia, Touch Football Australia, UniSport Australia, and Water Polo Australia. Most of these policies focus on athletes competing in community sport and are designed to provide everyone the opportunity to participate in sport, regardless of sex or gender identity. Cricket Australia adopted the International Cricket Council's (ICC) Gender Recognition Policy in elite-level competition in 2017, which was created to accommodate transgender and gender diverse athletes in international tournaments. The ICC drew on the International Olympic Committee's Transgender Guidelines to formulate their player eligibility criteria. CA aims to promote gender diverse and transgender people who want to engage in community cricket based on their gender identity, whether this corresponds to the sex they were born at birth, and who are supported in doing so in a healthy and supportive setting. The organization believes that cricket is a sport for all ages and sport everybody should enjoy.

The focus of this presentation is on CA's policy and more specifically, the sentiments which characterised CA's Facebook community responses to CA's transgender inclusion policy announcement. In this study, comments were extracted from Facebook. Hugging Face was utilized to spin the transformer models for the Sentiment Analysis. Simultaneously, Microsoft Excel and Microsoft Power BI were used for calculations and creating visualisations.

The key findings of the study are that transgender inclusion is a polarising issue, negative-comments outnumber positive-sentiment comments, and that Male to Female (M2F) transition references outnumber Female to Male (F2M) transition references. Additionally, policy support was aligned on the premise of inclusion of trans and gender diverse athletes in cricket whilst policy criticisms were based on the concerns for safety and fairness for cisgender women and girls, the exclusionary nature of the policy, and opposition to political correctness.

Feeling nonverbal participation experiences of children with disability with the world: observing contextual, affective, and embodied entanglements in community sport.

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Backdropped by an argument that understanding how to create positive sports environments will benefit from knowing how participants communicate negative and positive participation experiences, this presentation highlights the theoretical and methodological issues of sports management research involving people with complex communication needs, including studies involving nonverbal children. It concludes by provoking thought that affective, entangled and embodied research methods or *research by feeling with the world* may offer unexpected insights into the worlds of under-researched people and provide context and credence for other lines of inquiry.

Studies including Dionigi and Gard (2018) argue that factors influencing sports participation decisions are varied and complex. Many, including Cardinal (2013), associate one such factor, negative feelings, with physical activity avoidance. Others highlight that youth sport program designs that reflect the building blocks needed by all young people from life situations by balancing performance excellence outcomes with increased physical activity participation and enhanced personal development objectives can reasonably expect to create positive experiential environments (Cote' & Hancock, 2016; Coakley, 2011). Therefore, understanding how participants communicate feelings of negative and positive experience may be important to sport policymakers, academics, and practitioners.

Recently, a small group of researchers using the Martin Ginis et al. (2016) conceptualisation of experiential aspects of physical activity participation for people with physical disability have expanded knowledge of the experience of physical activity participation in rehabilitation and community-based exercise program contexts. Underpinned by aspects of Bronfenbrenner's conceptualisation of experience, Deci and Ryan's self-determination theory for human functioning and wellness and the Moll et al. (2015) Do-Live-Well framework; these collective works contribute to an understanding of six subjective experiential factors that influence the physical activity participation experience of people with physical disability in specific contexts. However, despite the original 2017 study acknowledging the need, subsequent research is yet to advance knowledge of the perspectives of people with non-physical and complex disability. Further, despite acknowledging the affective and contextual nature of experience, these studies do not utilise embodied or observational methods to collect participant data.

Methodological and ethical difficulties may explain the rarity of research involving people with complex communication needs, especially studies involving nonverbal children. Correspondingly, this project faced several ethical challenges. However, like Johnson (2011), participant observation provided a means to manage pre-existing, possibly unequal, relationships on free consent, researcher positioning, participant-observer role changes and researcher-field influence while yielding rich, deep data that revealed interactions not previously apparent to me as a sports practitioner. Further, influenced by Gill's (2019) intersection of philosophers Wittgenstein, Merleau-Ponty and Austin, embodied research yielded unexpected insights into the worlds of children with complex communication needs. Additionally, understanding that researchers can use their bodies to subconsciously and

consciously feel with the world in which we are continually entangled to make sense of nonverbal cues may also inform other lines of inquiry.

Women in the boardroom: Organizational differences among German sport governing bodies

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Half of the German population and almost half of the labor force are women (Federal Statistical Office, 2019; 2021), but the gender distribution in management positions is far from balanced. In the sport sector, only 20% of the board members of German national and regional sport governing bodies are women (Lesch et al., 2021). In recent years, some sport organizations have developed guidelines to achieve equal gender representation, however, 43.6% of German sport governing bodies do not consider this a priority (German Olympic Sports Confederation, 2020). Thus, the willingness to initiate organizational change varies in this context. Therefore, this study examines organizational characteristics of sport governing bodies with different women representation on the board. The purpose of the study is to investigate whether certain organizational characteristics (e.g. board size, women memberships) are associated with lower or higher women representation. Serving the purpose, two research questions are proposed: (1) Are there different groups of German sport governing bodies in terms of women representation on the board and (2) if so, how do these groups differ with regard to organizational characteristics?

Since sport organizations are closely linked to their tradition, it can be difficult to change mindsets and patterns of actions, which are embedded in the organizational culture (Burton, 2015). This culture may include the mentality that women do not fit the expectations of leadership (Richards et al., 2021). According to critical mass theory (Kanter, 1977), a certain share or number of women is necessary to influence the organizational culture and overcome underrepresentation linked to an organization's structure. Existing research suggests beneficial effects of gender diverse boards. For example, sport organizations with gender diverse boards were found to have better organizational outcomes (Lee & Cunningham, 2019) and fewer organizational problems (Wicker et al., 2020). Regarding organizational characteristics, Wicker and Kerwin (2020) reported higher women representation in younger Canadian sport governing bodies with larger membership numbers, which represent sports like gymnastics or equestrian.

Quantitative data of German sport governing bodies at the national and regional level ($n=930$) were collected at the beginning of 2021, including the share and number of women on the board and further organizational characteristics, such as board size and the number of (women) memberships. Additionally, 51 dummy variables capture the type of represented sport and further 16 variables capture the German state where the organizations have their headquarters. The empirical analysis consisted of two steps. First, a two-step cluster analysis was carried out. Second, an analysis of variances (ANOVA) and a post-hoc test were performed to examine organizational differences between the clusters.

The cluster analysis revealed three clusters: low women representation ($M=0.08$ and 0.39% women, respectively), medium women representation ($M=1.63$ and 18.43%), and high women representation ($M=3.87$ and 42.59%). Additionally, the ANOVA and post-hoc test revealed significant differences regarding board size, the number of women memberships, several type of sports, and if the organization represents only an Olympic-sport or both Olympic and Non-Olympic sports. The results provide evidence of organizational differences between clusters, suggesting that several organizational factors are associated with gender diverse boards.

Contradictory Logics in an Institutional Field: Club Sports Logic vs. School Sports Logic

Thomas E. Mabrey, Jr. (University of New Mexico) & Luke Mao (University of New Mexico)

An institutional conflict exists within American youth sports between club sports and school sports based on differing views over purposes and expectations of participation in youth sports. Club sports, in America, are a collection of all-star traveling teams, specializing athletes, and sport industry actors (Gregory, 2017). The goals of the club sport athlete are to gain individual visibility, a collegiate scholarship, or status (Koba, 2014; Bennett et al, 2020). School sports conversely are highly regulated educational institutions believing the purpose of sport is to create better students and better citizens by teaching character, fair play, and American values (Camire, 2014; Gardner, 2015). Millions of athletes are playing in both school sports and club sports and this dual participation will continue (Mape, 2017).

From institutional theory perspective, the conflict has been conceptualized as the conflict of institutional logics (Bennett et al, 2020). Institutional logics are the collective thoughts of organizational actors (Bettis & Prahalad, 1995). When organizational actors possess heterogeneous sets of beliefs, legitimacy of logic will be challenged. When core sets of beliefs and purposes are contradictory within an organizational field, actions and decisions by actors will be driven by the dominant logic (Washington & Patterson 2011). When analyzing conflicting logics, the historical foundation of competing beliefs must be evaluated (Washington & Ventresca, 2008). The competing logic of club sports and school sports began a century ago. Early in the 20th century, sport competitions were being professionalized through the creation of revenue producing sporting events (Washington, 2004; Pruter, 2013). High schools were rife with reputed abuses and chaotic conditions; therefore, educational leaders created that "Athletics are Educational" to stop reputed abuses (Howard, 2019; Pruter, 2013). Simultaneously, the National Collegiate Athletic Association (NCAA) and the Amateur Athletic Union (AAU) were fighting for control of the best athletes through their debates over the definition of amateurism (Washington & Ventresca, 2008). The club sport as "sport for prestige" logic, meaning that sport was about creating visibility of the best athletes to generate revenue, was then established. Yet, because club sports and school sports share resources such as athletes, parents, facilities, and time, the tenets of institutional theory predict that competing logics would create pressure in organizational fields.

The pressure of conflicting logic within school sports, however, has only received sporadic research. This study aims to explore the conflicts between school sports and club sports. More specifically, we address the following three questions: Are there contradictory logics from club sport actors creating pressures for school sport actors? What are the conceptualized pressures in the field for school sport actors? And what are the recommendations from school sport actors for the future of club sports logic?

A case study in the context of New Mexico school sports and club sports is conducted. Three methods are employed to address research questions: (a) survey of school sport head coaches in New Mexico from the sports of volleyball (n= 150), boys' and girls' basketball (n=300), boys' and girls' soccer (n=100), softball (n=75), and baseball (n=75); (b) document reviews of the New Mexico Activities (NMAA) policy development in the last decade; and (c) interviews of athletic leaders. The research project is still on-going. The preliminary results will be presented during the conference. This project contributes to the understanding of the

impact of club sports on school sports in the wake of the possible deinstitutionalization of school sports.

Athlete wellness experiences of collegiate sport services: A TSSR approach

Eric MacIntosh, Erika Gray, Yiqi Yang & Keita Kinoshita

Transformative sport service research (TSSR), a theory derived from consumer behavior, aims to better understand stakeholder's and their personal and collective well-being outcomes (Anderson et al., 2013; Inoue et al., 2020). TSSR seeks to build a body of knowledge about the ways in which wellness may be enhanced through a variety of services offered, delivered, and experienced by the stakeholder (Inoue et al., 2020). In this case, wellness is viewed as a holistic concept oriented toward optimal health of the person (Kim et al., 2020). Researchers have noted that to understand athlete wellness, it is imperative to examine both mental and physical health since they can determine how a person is in fact 'doing' within their environment (e.g., Breslin et al., 2017). This examination draws several parallels to a person-centred approach within human resource management (Chelladurai & Chang, 2000).

In this study, we examined the collegiate athlete as a benefactor of sport services for the purpose of understanding how they experience and perceive the environment to foster or counter their wellness. Qualitative research was conducted to provide a rich account of the athlete experience within their service environment. Prior to conducting the study, a university ethics board approved the research. A purposeful random sampling technique was used with recruitment commencing from a posting on an intercollegiate website. This was followed by an email to all athletes regarding the study. If interested, athletes were asked to contact the researcher directly through email to learn more about the research and their rights (e.g., voluntary, anonymous, confidential). Due to Covid-19 health protocols at the University, all interviews were completed using Zoom. Interviews were conducted from January until April 2021 during the pandemic pause to play. Sixteen semi-structured interviews were completed. The interviews were transcribed verbatim and sent to participants to confirm accuracy. Once verified, transcripts were uploaded into the NVivo 11 software and thematic analyses steps were used to identify, develop, and report themes (Braun & Clarke, 2006).

Three higher order themes emerged and were named: unsafe sport environment, safe sport environment and service environment changes needed. Within these themes, physical and mental health are featured with various services (e.g., physiotherapy, psychological support) discussed. Further, findings include aspects of the internal environment (e.g., policies, codes of ethics, educational modules), stakeholder (coach, trainer, administrator, peer) support, socialization and further education on safe sport practices which can both degrade while also potentially fostering greater wellness. The presentation will go into further details about what athletes felt needs to change.

The sport environment and its competitive nature is laden with risks for the student athlete requiring a balance between athletics and academics simultaneously. TSSR aims to better understand how available services are experienced to generate wellness. This study provides a window into the athlete experience during the pandemic pause of play and contributes to the emergent body of knowledge regarding the service environment and that influences a person's wellness. This research draws several implications for TSSR within college sport and provides suggestions to help embed new ways of developing and fostering services to help create greater athlete wellness.

Unpacking Unrealistic Optimism in Athletes' Career Expectations

Christopher M. McLeod, University of Florida

N. David Pifer, Florida State University

Nola Agha, University of San Francisco

Emily P. Plunkett, University of Florida

Researchers have discovered that athletes have extremely unrealistic expectations of becoming professional or Olympic athletes (Kennedy & Dimick, 1987; Lee, 198; NCAA, 2019; Sailes, 1998). However, these studies measured unrealistic optimism at the group level, making it impossible to distinguish unrealistic athletes from those who have a legitimate reason to think they are better than their peers (Shepperd et al., 2013). Other research on unrealistic optimism inside and outside sport also neglected to “unpack” the key events in peoples’ expectations and has tended to assume that unrealistic optimism is caused by individual biases rather than organizational behavior (Kruger & Evans, 2004; Weinstein, 1980).

The purpose of this exploratory study is fourfold: (a) to examine whether athletes’ career expectations are unrealistically optimistic using individual and group measures; (b) to examine unrealistic optimism when athletes are asked to “unpack” their career expectations; (c) to examine the potential consequences of unrealistic optimism, and, (d) given the meagre research on unrealistic career expectations, to identify potential variables that can guide future research and theory building. We used a career tree procedure in the context of minor league baseball that addresses the limitations of group-level research by comparing baseball players’ expectations to personalized predictions created by a machine learning algorithm.

Twenty-one minor league baseball players were interviewed using a career tree protocol. The career tree protocol elicited in-depth predictions of career advancement through the minor league levels, culminating in MLB play. We used a machine learning algorithm developed by Pifer et al. (2020) and trained on all players selected from 2003 to 2011 in the MLB draft to measure the accuracy of players’ predictions. Interviews were also coded to identify theoretical antecedents and consequences of unrealistic optimism.

Players were unrealistically optimistic between 76% and 86% of the time across three career tree measures. However, only 10% were unrealistically optimistic about their chances of making it to MLB next season, suggesting athletes can be realistic about certain aspects of their careers. Errors were greatest for estimating advancement and the chances of being out of the system. Errors also increased for predictions further into the future. Most players were unrealistically optimistic according to group- and individual-based measures, although group-based measures misidentified some players as unrealistically optimistic. Thirteen potential antecedents were identified in the interviews including four organizational behavior variables. Interviews suggest that players with high expectations accept unfair pay, enter the development system and persist, forgo dual career and life opportunities, and work harder than they would otherwise. Overall, organizational behaviors are partly responsible for athletes having unrealistically optimistic career expectations and organizations seemingly take advantage of the labor market benefits of employing unrealistically optimistic athletes.

Governance Structures in Professional Sports Leagues: Consolidating and Refining the Case for an Independent Commission

Joshua McLeod, Dan Parnell, David Shilbury

For professional sports leagues across the world (including the major US sports and European football), the most used governance structure reflects a 'representative model'. Within this structure, decision-making power rests directly with, and is shared by, the clubs within a league. For instance, in the English Premier League, decisions pertaining to the regulation of the league are voted on by its 20 constituent clubs (or more specifically their owners), with a certain majority required for decisions to take effect (McLeod, 2021). While the representative structure has strong democratic roots, it also has considerable disadvantages for sport leagues. Key among the structure's weaknesses is its tendency to engender self-interested decision-making that is debilitating to whole-of-league progress. Political cartels are susceptible to forming under this structure, which can paralyse initiatives capable of bringing positive change (Ross & Szymanski, 2006).

An alternative and lesser used governance structure is the 'independent commission' model. This model involves clubs electing a commission (or 'board') of usually around eight people who are considered to be independent to govern their league. This is thought to increase the likelihood that decisions are made in the best interests of the clubs as a whole (Hoye, 2006). Forms of the model are adopted in Australia's leading sport leagues – namely the Australian Football League (AFL) and National Rugby League (NRL).

The purpose of this conceptual paper is to analyse the 'independent commission' governance structure and argue how adopting a revised version of it could be beneficial to professional sports leagues worldwide. While previous research has noted the benefits of having independent directors on sport boards (Hoye, 2006; Ferkins & Shilbury, 2015), there has been surprisingly little analysis of the independent commission structure from a systemic perspective. This paper represents a first attempt to specifically theorise about how the structure should and does work, presenting a model encompassing four core components: (1) the independent commission, (2) accountability, (3) independent judiciary and (4) commission structure and composition. We consolidate and refine the case for why this rarely used structure represents a strong alternative for professional sports leagues globally, before discussing the prospects for reform. This research paper is timely and important given the problems associated and stemming from inefficient governance structures in professional sport, particularly European football.

The theoretical contribution of this work is in reinforcing the utility and need for a multi-theoretical approach involving organisational, systemic and political perspectives to understand sport governance structures. A future research agenda is proposed.

**Sport governance change: Revisiting the power of inertia
(New Zealand national sport organisations' nomination committee adoption
and design)**

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Director selection plays an important role in board composition, and hence board, and organisational, performance (Molloy et al., 2019). Nomination committees (NCs) are intended to contribute to the structure, processes, and outcomes of director selection. Whilst NCs are common in some jurisdictions and are recognised as an 'emerging international phenomenon' (Stenling et al., 2020, p. 638) in nonprofit sport governance, there is limited research in this space. Considered 'neglected' (Nachemson-Ekwall & Mayer, 2018, p. 1) in the corporate literature and with negligible scholarly attention in nonprofit sport, the use of NCs merits closer examination.

The focus of this presentation is stage two of a three-stage NC research project. The descriptive stage (stage one) resulted in the development of a fourfold classification of New Zealand national sport organisation (NSO) NCs. Four NC types were classified based on NC composition (who elects/appoints the NC members – internal or external) and NC powers (who elects/appoints the directors – the members or the NC). The purpose of stage two was to examine the drivers for the adoption and design of NCs by New Zealand NSOs. What were the internal and external drivers for, and intended benefits of, these different NC types? The answers to these questions, intended to assist future NC strategic design, implementation, and evaluation.

Underpinned by the critical realist morphogenesis-morphostasis approach (Archer, 1995; Lipscomb, 2009) to organisational change, this study (stage two) applied a multi-case comparison design (Kessler & Bach, 2014). Four NSO NC cases were chosen, one from each type in the NC composition and powers-based fourfold classification. Data, focussing on the NSOs' initial NC adoption, was collected via semi-structured interviews (n = 32) and organisational documents (governance reviews, constitutions, annual reports, and general meeting records). The interview transcripts were subject to template analysis (Brooks et al., 2015) with the organisational documents analysed (Bowen, 2009) for triangulation purposes.

Initial data analysis suggested the power of resource dependence (Slack & Hinings, 1992) over isomorphism in the adoption of NCs with normative isomorphism (Slack & Hinings, 1992, 1994) and strategic choice (Phelps & Kent, 2010) playing a significant role in NC design. Two unexpected results are explored relating to the concept of inertia and the lack of clearly defined intended NC benefits. In terms of inertia (Kikulis, 2000), all four NSOs demonstrated varying degrees with some implementing earlier and more effective inertia forcefield-piercing strategies than others. In this presentation, we share those inertia-piercing strategies and suggest that, for industry and academia alike, we neglect, at our peril, the power of inertia in designing and implementing effective sport governance change initiatives.

Key words: nonprofit sport governance, director selection, nomination committees (board appointment panels), continuity (inertia) and organisational change theories.

Exploring how strategy practitioners confer procedural legitimacy to strategic planning in nonprofit community sport

Kristen A. Morrison, University of Toronto & Katie E. Misener, University of Waterloo

Community sport organizations (CSOs) such as minor baseball associations are grassroots organizations that provide affordable and accessible sport participation opportunities (Doherty et al., 2014). Leaders of CSOs increasingly recognize that strategic planning may help them navigate a changing and complex environment, such as competition from other clubs, a changing community profile, and expectations from governing bodies (Morrison & Misener, 2021). Strategic planning is therefore an important management tool that nonprofit leaders can use to enhance their decision making, develop strategic thinking, build commitment to organizational priorities, and improve their organization's social and financial performance (Bryson et al., 2018).

However, the individuals who lead the strategic planning process (i.e., strategy practitioners) and their choice of planning activities may have important consequences for how stakeholders view the resulting strategic plan. Organizational stakeholders' overall perceptions of organizational legitimacy are based on their evaluation of diverse dimensions of organizational practices, structures, or outcomes (Bitektine, 2011; Lock et al., 2015). One of these dimensions that social actors use to evaluate an organization's overall legitimacy is procedural legitimacy, which reflects whether stakeholders view their organization's procedures, processes, and practices (e.g., strategic planning) as congruent with social and cultural norms (Bitektine, 2011). In the context of community sport, Lock et al. (2015) have argued that procedural legitimacy has particular relevance, and thus warrants further consideration.

The purpose of this current study was to examine the relationship between different approaches to strategic planning and procedural legitimacy. The research draws on a strategy as practice (SAP) perspective which emphasizes strategy as something that people do, rather than something that an organization has, and instead considers the materialization of strategy as a social process (Johnson et al., 2007). The following research questions guided this study: (1) What are the roles of strategy practitioners in CSOs?; (2) How do strategy practitioners engage in strategic planning through their choice of activities?; and (3) How do strategy practitioners and their choice of activities contribute to procedural legitimacy?

A comparative case study method was selected to provide contrasting examples of various approaches to strategic planning and to provide rich and unique detail into how strategic planning is practiced in CSOs. The selection of these contrasting cases allowed for a comparison of findings to determine whether findings were specific to one case or consistent across multiple cases (Merriam & Tisdell, 2015). Four CSOs from one Canadian province that self-identified as recently engaging in formalized strategic planning for the purpose of growing their membership were purposefully selected. Data were gathered and triangulated through the following sources: (1) semi-structured interviews with the president or their representative; (2) focus groups with staff and board members; and (3) document analysis of each club's strategic plan.

The findings highlighted four roles that strategy practitioners hold within their clubs (i.e., consultant, board member, staff member, facilitator) and three general types of activities that indicate varying levels of stakeholder involvement in planning. Each of these roles and types of activities will be described in detail during the presentation and discussed in light of current literature. Implications for theory and management practice will also be discussed. As such, the study offers new insight into the role of strategy actors in building legitimacy within this grassroots context.

Simply the best? A discourse analysis of the NRL public relations response to the controversial 2020 television advertisement.

Dr Angelique Nairn & Deepti Bhargava (Auckland University of Technology)

At the beginning of March 2020, the National Rugby League (NRL) released its 2020 television advertising campaign "Simply the Best." Developed by The Monkeys, the advertisement was designed to update the original 30 year old campaign. Although the new Simply the Best retained Tina Turner, the advertisement saw the interlacing of snapshots of current and former players and 'iconic' NRL moments. Immediately after its release, the advertisement received public condemnation. Sports journalists labelled the advertisement as "a bland exercise in box-ticking" and divisive, while footy fans objected to what was perceived as politically correct messages.

The unprecedented response from key publics signals the emergence of a paracrisis where an organisation experiences disruptions to organisational operations (Valentini & Kruckeberg, 2016) and where an organisation's reputation is threatened (Coombs, 2015) because of negative mainstream and social media coverage (Owyang, 2011). Accordingly, organisations need to engage in crisis communications to mitigate the impacts that negative public opinions can have on their short and long-term survival. In the days following the negative publicity, NRL representatives responded by altering aspects of the advertisement so as not to ostracise fans of the game, yet they refused to apologise for the advertisement and maintained their support for its continued broadcast. Eventually, the COVID-19 situation and temporary shutdown of the NRL competition saw the cancellation of the advertisement.

Against this backdrop, we sought to analyse the NRL public relations response to the backlash. To this end, we used discourse analysis to evaluate articles released about the advertisement on the official NRL.com website, as well as interviews with then CEO Todd Greenberg and Chief Commercial Officer Andrew Abdo that featured in legacy media. Our intention was to explore how the 'controversy' was framed, and what the responses revealed about the organisation and its identity. The analysis reveals that the NRL were quick to defend the advertisement for its message of unity using declarative statements, emotive language, and active voice (to name a few). The approach indicated that the NRL were asserting their position opting to take an authoritative stance that acknowledged the negative positions of the public, but which emphasised that the NRL felt gratified in their decisions in supporting their new angle on the Simply the Best campaign. However, their decision to alter aspects of the advertisement and later to pull it from circulation, undermined their stance and ultimately disseminated mixed messages. The responses of the CEO and CCO typify a reactive strategy (Smith, 2017) and signal that the NRL were looking to project an image of the game that did not seem to align with the positions of their target publics.

Conceptualizing prosocial behaviors as institutional work within sport organizations

Calvin Nite – Texas A&M University (principal author), Nicole Melton – University of Massachusetts-Amherst

Institutional work, defined as “the broad category of purposive action aimed at creating, maintaining, and disrupting institutions” (Lawrence & Suddaby, 2006, p. 216), has emerged as a relevant framework for examining institutionalization within sport settings (Nite & Edwards, in press). Scholars have shown how concerted actions have created (e.g. Dowling & Smith, 2016; Nite, Ige, & Washington, 2019), disrupted (e.g. Agyemang et al., 2018; Heinze & Lu, 2017), and maintained (e.g. Nite, 2017; Edwards & Washington, 2015) institutions. Generally, institutional work research within sport management has focused primarily on macro-level accounts of institutional work by showing how sport organizations navigate and manipulate their institutional environments. Thus, micro-level perspectives of institutional work have been somewhat underdeveloped in the sport management literature.

Hampel et al., 2017 suggested *relational* institutional work, which suggests that individuals “influence institutions through their interactions with others” (Hampel et al., 2017: 572). as an important area for future research to address calls for understanding the day-to-day “lived experience of organizational actors” (Lawrence et al., 2011, p. 52). As an inherently relational phenomenon (see Grant, 2007), we suggest that engaging in prosocial behaviors may provide the means for creating, maintaining, or disrupting institutions and institutional processes. Defined as “social acts performed to create and maintain the well-being of others, including individuals, groups, and organizations as a whole” (Brief & Motowidlo, 1986, p. 710), prosocial behaviors can be voluntary or part of an employee’s formal role, and can be either rewarded or unrewarded (Organ, 1997). Importantly, while these behaviors often impact actors on an individual level, a growing body of work suggests these actions have broader implications for organizations as well (e.g., Sun, Arye, & Law, 2007; Bashshur & Oc, 2015).

The purpose of this presentation is to explicate how individual actors may influence institutional arrangements within sport organizations through their enactment of prosocial behaviors. In lay terms, we outline how those engaging in positive behaviors may impact the taken-for-granted norms within sport organizations. Thus, we respond to Nite and Edwards (in press) call to develop better understandings of institutionalization by integrating established theoretical perspectives to bolster the theoretical underpinnings of institutional work within sport settings. We incorporate theoretical tenets from frameworks such as organizational citizenship behavior, organizational justice, and leadership to advance our understanding of institutional work within sport settings. Whereas much of the institutional work research in sport has focused primarily on governance and macro-level institutions (e.g. Dowling & Smith, 2016; Edwards & Washington, 2015; Nite et al., 2019), we provide insights into the micro-level practices being implemented by individuals that may impact sport institutions.

Keywords: Institutional Work, Institutional Theory, Pro-social behavior

Illegitimate Pursuits of National Legitimacy: Critically Examining Sport Mega Events in Developing Countries

Calvin Nite – Texas A&M University (principal author), Khalid Ballouli – University of South Carolina & John Nauright – Mount St. Mary's University

Traditionally, sport mega events (SMEs) have largely been hosted by Global North and Western countries with developed economies that are better equipped to absorb the increasingly exorbitant costs of hosting such events (Dowse & Fletcher, 2018; Grix & Lee, 2013). Over the past quarter century, there have been increased efforts from non-Western countries bidding for and ultimately securing the rights to host SMEs such as the Olympics or the Federation Internationale de Football Association (FIFA) World Cup. In particular, emerging global powers like Brazil, China, India, and Russia (BRIC countries) have endeavored to use SMEs as key elements of broader campaigns to showcase their cultures and economies on the world stage to encourage foreign investments and to fuel other political agendas (Cornelissen, 2010; Curi et al., 2011). That is, these types of countries appear to be utilizing SMEs as means for achieving global legitimacy.

However, scholars and critics alike have raised concerns of the ethics and legitimacy of developing countries pursuing national agendas using SMEs (Darnell, 2012; Jackson & Scherer, 2013; Talbot, 2021). For instance, the 2016 Olympics in Rio de Janeiro notoriously displaced underprivileged citizens to construct various stadiums (Curi et al., 2011). Most recently, the bid for the 2022 FIFA World Cup in Qatar was marred with bribery scandals and precarious worker conditions, becoming a stark example of unethical practices within SMEs (Brannagan & Giulianotti, 2015; Brannagan & Rookwood, 2016; Horne, 2017). The issues associated with hosting of SMEs highlight an interesting theoretical dilemma, as it seems that the pursuits of global legitimacy may often be built upon illegitimate practices. Whereas being perceived as legitimate provides important access to resources and global cultures that can be integral to the growth and development of a country's economy and political standing (Gilley, 2006; Mulligan, 2005; Wicaksana, 2021), it is important to question the costs associated with the pursuit (Nite & Hutchinson, 2018).

The purpose of this presentation is to critically explore the pursuit of international legitimacy by developing nations through the hosting of SMEs. Specifically, we are concerned with the impacts of illegitimate practices on vulnerable populations and how those practices, in our view, undermine the positive impacts and legacies of the SMEs. Drawing upon the case of Qatar and the awarding and staging of the 2022 FIFA World Cup, we theorize the process of awarding the right to host the event and the actions taken toward preparing the country's sport infrastructure as illegitimate practices. Through this inquiry, we highlight the dichotomy of pursuing national legitimacy through illegitimate means. Thus, we discuss the implications of our theorizations for those studying SMEs and other relevant sport domains such as sport for peace and development and event legacies.

In Nigeria, government interference in sport is more harmful to sponsorship drive than corruption.

Bob Olukoya Esq, PhD researcher, Loughborough University London.

Keywords: Nigerian sports, sponsorship, corruption, Nigerian government, Integrity

Introduction:

The title of this abstract is derived from the outcome of a 3-year PhD-level research focused on '*exploring the relationship between corruption and sponsors apathy in Nigerian sport*'. The very popular Nigerian men's football (Nigeria Professional Football League – NPFL) and basketball (Nigeria Professional Basketball League – NPBL) leagues were used as case studies. The respondents for this study using a combination of questionnaire surveys and semi-structure interviews include players from both leagues, coaches, fans and the media. Others are club owners, football and basketball federations, government agencies, sponsors and league administrators.

Findings:

One of the main finding from this study was that despite the widespread perception of corruption in Nigeria, illustrated by the Transparency International 2020 corruption perception index that ranks Nigeria 149 out of 180 countries, with a score of 25/100, most Nigerians within the sport sector and more importantly the sponsors, do not attribute their apathy to corruption. They rather point the finger at other factors, such as government interference and lack of professionalism within the sector. It is the position of respondents that if the bottlenecks and bureaucracy that tend to perpetuate government domination of club ownerships in the Nigerian leagues are removed, sponsors will indeed find the leagues attractive and sponsorship inflow into the clubs and the leagues in particular will increase exponentially. By way of context, out of the 20 teams that competed in the 2021/2022 edition of the NPFL, 18 were owned by an arm of the Nigeria government and or its agencies, while only 2 were privately owned. In the basketball league (NPBL), out of the 16 teams currently participating in the abridged 2021 season, only 5 were privately owned. The negative effect of the domineering presence of government in club ownership ranks higher in the submissions of respondents. Nigerians – corporate and individuals, it seems can work their way round incidences of corruption better than dealing with government, its agencies and complexities. This is certainly not suggesting that the Nigerian sport sector is isolated from the wider societal corruption malaise in Nigeria. It is simply that government interference is a bigger problem.

Conclusion

Aside from government interference, lack of professionalism, there are three other factors that ranks higher than corruption in the opinion of stakeholders. To the researcher, who is also a Nigerian and a stakeholder, these findings opens up even broader opportunities within Nigerian sports. Rather than erroneously focusing on corruption as the dominant factor for sponsor apathy, global partnerships could be sourced to tackle those prevailing influences.

Interpersonal violence against children in Australian community sport: quantitative data on the extent of the problem and the roles of peers, coaches and parents in perpetrating the violence

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The rates of children participating in organised community sport in Australia are some of the highest in the world. Sport participation can provide many benefits, but for these to be actualised, the sport environment needs to be safe. International data suggests there is a high prevalence of interpersonal violence (IV) against children in sport (Vertommen et al., 2016; Parent et al., 2020). Interpersonal violence is multifaceted and comprises neglect/psychological, physical and sexual violence, with psychological violence often underpinning other forms of violence (Mountjoy et al., 2016). In Australia, the understanding of IV against children in community-level organised sport is limited. Quantitative data on both the extent of IV against children in sport, as well as the type of perpetrators of the IV (i.e. peers, coach and parents), are critical to informing child safeguarding policy development. This study presents the first measures of psychological/neglect, physical and sexual violence against Australian children in community sport. The Violence Towards Athletes Questionnaire (VTAQ) (Parent et al., 2019) was retrospectively implemented in a convenience sample of Australian adults (over 18 years). The online survey was completed by 886 respondents who reported on their experiences of violence as a child (under 18 years) in community sport in Australia. More women completed the survey (63%) than men (35%), and over 60 sports were represented. 82% of respondents reported experiencing at least one form of violence as a child in sport and one third of respondents experienced all three forms of violence. Psychological violence was most prevalent (76%), followed by physical (66%) and sexual (38%) violence. In terms of the roles of peers, coaches and parents in perpetrating different types of violence, peers were the most frequent perpetrators (73%), and more than half of the respondents experienced violence by a coach (60%), and a third by a parent (35%). Peers were the more frequent perpetrators of both psychological violence (69%) and sexual harassment (31%). Coaches had committed psychological and physical violence against more than half of the respondents. Finally, the rates of sexual violence by a coach (both with and without contact) were particularly high in light of international data. In this study sample, most adults reported experiencing IV during participation in sport as a child. This study demonstrates that violence against children exists in all forms in Australian community sport. Our data on type of perpetrator for each form of violence is novel and the high rates of coach and peer violence is particularly concerning. Awareness and recognition that IV exists in sport is a first step towards improving the response to and prevention of violence in sport, as well as further research in the field.

Key words: interpersonal violence, youth sport, community sport, abuse, children

Experiences of women and girls in male-dominated sport: a gendered-socioecological approach

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Women and girls' participation in male-dominated sports, such as Australian football and cricket, has increased at the community club level (Eime et al., 2021). Studies on women and girls' experiences in male-dominated sports have primarily focused on micro psychosocial analyses of barriers they face in accessing and playing these sports, and showed that barriers are compounded by gender norms and hegemonic masculinity (Abadi & Gill, 2019; Bevan et al., 2020). Understanding of the reasons women and girls participate in male-dominated sports and the benefits they gain from participation is limited. In addition, a multi-level understanding of factors influencing sport participation in male-dominated sports, which goes beyond the micro psychosocial factors and include community and organisational factors, is critical to inform targeted policy development and sport practice. Socio-ecological theory is a useful framework to understand the complex relationships between people, organisations and social structure influencing sport participation behaviour and experiences (Sallis et al., 2006). Informed by the socio-ecological framework overlapped with a gendered understanding of how women and girls experience a male-dominated space, this study aimed to identify the intra-/interpersonal, sport club/organisational, and societal factors shaping the motivations, benefits and challenges women and girls face when participating in male-dominated sports. This qualitative study included semi-structured interviews with 15 women and girls (aged between 16 and 48 years) who played a range of male-dominated sports at the community level. The data was transcribed verbatim and thematically analysed, informed by a gendered-socioecological approach (LaVoi & Dutove, 2012; Taylor et al. 2020). Results demonstrate that a wide range of factors influence women and girls' experiences in male-dominated sport. Some of these factors are commonly reported in sport by women and girls (and also men and boys in some sports) such as religious commitments, cost of participation, support of significant others (family, friends, coaches), volunteer shortages and proximity of clubs to their home or neighbourhood. However, several factors specific to participation in male-dominated sports shaped women and girls' experiences. Club leadership generally valued the inclusion of women and girls and was committed to the development of the skills of women and girls to play within male-dominated sports. However, some of the most negative influences stemmed from prevalent gendered norms and stereotypes that continue to privilege men's participation and leadership in sport, whereby there was an unconscious gender bias within club practices and community behaviours that marginalised women and girls. This study contributes to the body of research on gender and sport and demonstrates how a diverse range of factors at multi-levels of individuals, community, and society form complex relationships that influence girls and women's participation and experience. It is critical for future studies to take into consideration the gendered nature of participation. Further cultural and organisational changes are needed to shift power in societies to not only provide the same opportunity for women and girls to participate in male-dominated sports, but also provide equitable division of power and resources within these opportunities.

Key words: experiences of women and girls, sport participation, community sport, male-dominated sports

Some positive economic benefits from hosting Sporting Mega Events: Bucking the trend

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Hosting Sporting Mega Events (SMEs) such as the FIFA World Cup and Olympic Games are costly, typically run over-budget (Preuss, 2007) and with short-lasting economic benefits, (Baade & Matheson, 2004; Allmers & Maennig, 2009; Li et al., 2013). Predominantly, research on this topic focuses on the service sector - mainly the tourist industry (Dansero & Puttilli, 2010; Vierhaus 2019; Baade et al., 2021).

In addition, existing studies focus on the economic benefits of hosting a SME, during or after the event window. This is because during the event, international tourists arrive to watch the SME and economic benefits are claimed to arise after the event, as part of the development of establishing a long-term tourism and hospitality strategy from hosting (Solberg & Preuss, 2007).

Thus, the industrial sector is often overlooked. A notable exception is a study by Hayduk & Rewilak (2021); however, they address whether industrial firms in a host region, disproportionately benefit from hosting a SME compared to other similar regions within a country. Likewise, the few studies that examine the economic benefits that may arise ex-ante a SME focus on the stock market (Berman et al., 2000; Veraros et al., 2004; Leeds et al., 2009; Hayduk, 2021), or the country-level (Tien et al., 2011; Billings & Holladay, 2012; Langer et al. 2018), with no studies at the firm-level.

Given this research gap, we examine whether hosting a SME provides any ex-ante economic benefits to industrial firms, previously neglected in the literature. To address the research question, we implement quantitative data analysis, specifically multivariate regression, using a fixed effects estimator. The data is from *Orbis* for over 16,000 firms, from 18 countries who placed bids to host either the Olympic Games or FIFA World Cup, over the period 2008-2018 inclusive. Therefore, it composes of a global panel. The dependent variable used to measure economic benefits at the firm-level are a firm's pre-tax profits.

Hosting a SME may increase pre-tax profits to total assets between 0.5-0.8 percentage points, where the mean value in the dataset is 4.0%. This is a non-trivial amount; but its economic significance may not offset the huge expenses associated with hosting a SME. This is because not all firm profit is taxed and returned to the government. In addition, we test whether the economic benefits from hosting are stronger in closed economies in comparison to open economies. We find industrial firms may increase pre-tax profits from hosting in closed economies by 0.6 percentage points and find no statistically significant effect in open economies.

The findings are significant for policymakers as when considering bidding for a SME, they should (i) not neglect the industrial sector and (ii) search for economic benefits ex-ante the event. This is because under cost-benefit analysis, neglecting these benefits from the industrial sector and prior to the event, may turn a bid that first appears loss-making, into one that could be potentially profitable.

In addition, policymakers should consider the openness of their economy when bidding. This is because not all SME production may take place in a host city or country. Whilst, it would be difficult to argue that stadiums and athlete villages would be manufactured away from the host, intermediate products manufactured by industrial firms, to be used in the final stages of production, may be imported from abroad. Thus, nations more open to trade may be more likely to import these inputs, as opposed to manufacturing them internally, limiting the host's economic benefits.

A realist systematic conceptualization of Sustainability in Sport for Development and Social Change (S4SC)

Alex Richmond (University of New South Wales)

Sport for Development and Social Change (S4SC) continues to gain prominence in the sports management literature. This article contributes empirical findings to address the conceptual gap of sustainability in this field. 'Sustainability' is a diverse and sometimes incoherent term. It is challenging when funders, policymakers, industry, and community may not share the same conceptualization. This leads to potential differences in understanding and resourcing sustainability options available to organizations. This inquiry took its theoretical and evaluative cues from a network of S4SC organisations who 'do sustainability'. For this reason, the study engages Fourth Generation Evaluation (4GE), a methodology that asks the end-user to drive the trajectory and responsiveness of the study design. Findings reveal sustainability as a system of distinctive variables and activities in an organization which work together to achieve the organization's mission. The discussion presents a visualization of a more broadly encompassing conceptual framework to understand sustainability and its different meanings at different levels and for different knowledge systems. This study contributes to the field of S4SC the applicability and usability of this conceptual framework to better understand the parameters, facilitators, and barriers to the sustainability options of this unique and growing case of organizations.

Institutional Theory in Sport: A Scoping Review

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Keywords: legitimacy, isomorphism, change, fields, logics, work

Institutional theory has generated considerable insight into fundamental issues within sport. This study seeks to review scholarship that has utilized institutional approaches to investigate phenomena in the empirical context of sport and provide recommendations for future research.

Periodically, institutional theorists have taken stock of the field to stimulate discussion and advance knowledge (e.g., Nite & Edwards, 2021; Washington & Patterson, 2011). Our scoping review complements these studies by offering the first empirical review of the institutional theory in sport literature. Three electronic databases were searched (Scopus, Web of Science, SPORTDiscus) to ensure a comprehensive coverage of institutional studies in sport. One-hundred-and-eighty-eight studies were selected based on Arksey and O'Malley's (2005) search protocol and meaningful engagement with concepts derived from organizational institutionalism (Greenwood et al., 2017).

Our findings indicated that 229 researchers had (co)authored 188 studies since 1979. Over half (54%) of these studies have been published since 2013. Three in four studies (76%) were located within sport journals (e.g., JSM, SMR, ESMQ). The remaining studies mainly appeared in mainstream management literature (e.g., AMJ). The most prolific researchers were identified as T. Slack (19), M. Washington (11), E. Skille (10), and B. Hinings (10). Three-hundred-and-six institutional constructs were utilized within the 188 studies identified in our population, averaging 1.6 constructs per study. Building on the work of Washington and Patterson (2011), the most commonly applied constructs were change (77); legitimization (including [de]institutionalization) (73); isomorphism (49); logics (46); work (including entrepreneurship) (26); fields (27); and other (i.e., translation, leadership, decoupling) (8).

Institutional theory has become one of the central theoretical perspectives in sport studies. Contemporary institutional theory now covers a vast territory, from individual agency to world society. Despite this, no structured empirical review of this literature had been attempted. This is an important oversight for a discipline wishing to theoretically advance as an academic field, and practically influence the provision of sport. By providing an empirical review of institutional theory in sport we hope to expediate the diffusion of ideas between mainstream- and sport- management in the hopes of realising the collective benefits of a joint venture in the future.

Internationalization of Cycling's Grand Tours: The Changing Face of the Peloton

Samantha Roberts, & Michael D. Oldham, PhD, Texas A&M University-Commerce

Since its inception in 1903, the Tour de France has grown from an event involving 60 cyclists from five countries to 176 riders representing 30 nations from across the globe. The Giro d'Italia, which began in 1909, and the Vuelta a Espana, established in 1935, have seen their races follow that same pattern of internationalization. With riders from more traditional cycling nations, including France, Belgium and Italy, competing against Eritreans, Ethiopians and Colombians, the faces of the Grand Tours (the Tour, Giro and Vuelta) are very different from years past (Van Reeth, 2016). Therefore, as the profile of races has changed, race organizers must also respond to new challenges, both positive and negative, and begin to adapt to demands from spectators and athletes.

This presentation will address a number of questions posed in a broader research study. First, at what points, during each of the Grand Tour's respective histories, did they see an increase in both the number of riders and the nationalities represented? Second, how has international growth influenced the governance of the Union Cycliste Internationale (UCI) and its showcase events, while contributing to the growth of other cycling competitions around the world (Morrow & Idle, 2008)? Third, how have the media and sponsorship environments changed throughout the history of the Grand Tours, as the profile of the race has changed? For example, as the number of Colombian riders, and subsequent Colombian success at these races, has increased, has there been an increase in both media coverage and sponsorship revenue originating from South America?

The presentation will conclude by discussing the future of professional cycling and the Grand Tours and suggest strategies that would allow race organizers the opportunity to not only capitalize on the existing global dynamics of each race, but continue to grow the sport more widely across cultural and geographic markets.

Balancing Social and Business Logics in Community Oriented Practices: Experiences of Community Managers in Professional Sport

Dr Jonathan Robertson, Deakin University; A/Prof. Adam Karg, Swinburne University of Technology; Dr Katie Rowe, Deakin University; Dr Katherine Raw, Western Sydney University

Over recent years, professional sport organisations have become increasingly involved in community-oriented practices (COP) (Rowe, Karg & Sherry, 2019). COPs encapsulate a broad array of corporate social responsibility and sport for development efforts and can be defined as a 'range of discretionary and externally focused activities delivered by (or in partnership with) professional sport teams that have specific, targeted, positive impacts on community stakeholders. Such benefits may span, but are not limited to, the focus areas of education, health, social cohesion, disability, gender, livelihoods, peace and sport participation' (Rowe et al., 2019, p. 376).

COPs represent a constant, but often peripheral part of the operation of professional sport organisations and are structured and operationalised in different ways. Consequently, perceived tensions can arise between the assumptions, values and goals managers believe they are working toward. For example, allocating internal resources to social development functions relative to high performance or commercial goals can cause conflict between business and social oriented logics that in turn lead to internal tensions (Raw, Sherry, & Schlenker, 2021), that can manifest in organisational dysfunction (Raw, Sherry, & Rowe, 2019). Therefore, balancing institutional logics not only represents a practical challenge for community managers in professional sport, but also represents an important emerging area of research (e.g., Dixon & Svensson, 2019; McSweeney et al., 2021; Raw et al., 2021).

Our research aims to investigate how the relationship between business and socially oriented logics influences COPs in professional sport organisations. The context of our study was a non-profit, professional sport league in Australia. Within this league, we interviewed twelve community managers from twelve nationally representative teams. Interviews were transcribed verbatim before undertaking an embedded case study analysis process (Yin, 2014).

Drawing upon Besharov and Smith's (2014) typology of logic multiplicity within organisations, our findings identified two relationship types between business and socially oriented logics: corporate, and developmental. When social development logics were perceived by managers to be closely linked to business logics, the community practices and programs were designed in a way that emphasised business outcomes such as brand promotion, fan engagement, and marketing or sponsorship benefits. Alternatively, when social development logics were perceived to have greater autonomy and priority by managers, they were distanced away from business logics. In these instances, community managers emphasised social developmental objectives and logics within community practices, including education, health, and increased trust and perceived legitimacy within the community. Our findings enhance understanding around the practical realities associated with balancing business and social logics in COP settings within professional sport organisations. In addition, theoretically, our findings extend upon current research by offering empirical insight into logic multiplicity in professional sport teams, and thus help to illuminate the management systems and boundary conditions associated with this.

Covering the home nation at its home games: An analysis of Australian nationalistic broadcast coverage of the 2018 Commonwealth Games

Olan Scott, Brock University & Bo Li, Miami University (Ohio)

In the context of international sporting contests, which typically attract great interest globally, the coverage of these events by media help to define, influence, and sometimes reflect mainstream beliefs. Although media consumers have no influence over how stories are framed, editors and journalists can construct their narratives and stories to attract, maintain, and foster continued media consumption (Scott et al. 2014; Vincent & Crossman, 2012). Informed by self-categorization theory, this study strove to investigate how nationalism was portrayed to the masses during the 2018 Commonwealth Games that were held in Australia.

Prior scholars (e.g., Chalip, 1992; Eagleman et al., 2014; Scott & Kunkel, 2016) have explored the content of the mega sporting events from multiple perspectives, ranging from the storylines embedded into the coverage to gender, race and ethnicity. However, a primary focus has involved the role of nationalism --particularly the degree of focus on a nation's "home" team as opposed to participants from other nations. However, while studies on the Olympics in an Australian context has received some focus (e.g., Eagleman et al., 2014; Knight, MacNeill, & Donnelly, 2005; Scott & Kunkel, 2016; Scott et al., 2019, 2020), no quantitative content analysis has explored the Australian rendering of the Commonwealth Games in terms of clock-time, salience, and descriptive renderings; a significant void given the prominence of Australia in terms of medal winnings, sporting culture, and its role as a multiple host of the Commonwealth Games.

The Commonwealth Games, which positions itself as one of the largest and most important quadrennial sporting events globally and around one-third of the world takes part in this event (Martin, 2018). The 2018 Commonwealth Games coverage was held in Gold Coast, Australia, attracting 6600 athletes competing from over 71 nations and territories (Gold Coast, 2018). The event was broadcast in nearly watched by 1.5 billion audience across the world (Gold Coast, 2018). In Australia alone, nearly 16 million viewers watched the Games on Channel Seven, the official broadcast of the Commonwealth Games (Queensland Government, 2018).

Focusing on the Australian Commonwealth Games telecasts through a nationalized perspective could be particularly insightful, as many have argued it is among the most home-nation focused of all media (Billings, 2008). Thus, this study focuses on the role of nationalized focus in the 2018 Commonwealth Games as conveyed through Australia's Seven Network's main channel. Through focusing on quantitative measures of clock-time, salience, and description, important insights can be ascertained as to the nature of home vs. "other" distinctions within Australian Olympic media content. Results and implications of this study will be presented at the conference.

Questioning research methodology assumptions: a reflective research approach.

Sally Shaw (University of Otago)

In this presentation, I reflect on my use of an online mixed-methods approach in research, with lesbian, bisexual, gay, takātapui, queer/questioning and other marginalised sexualities (LGBTQ+) women on their experiences of rugby in Aotearoa/NZ. The research was supported by NZ Rugby (NZR). I engage in the four elements of reflective research process (Alvesson & Sköldberg, 2018), providing a framework through which I explore my use of this method, which was new to me as an exclusively qualitative researcher. Using this example, I offer opportunities for researchers to question their own assumptions about methodology and method; and implications for sport management research.

Clarification of the primacy of interpretation: Research depends on interpretation, which in turn relies on the personal and theoretical positions of the researcher. My research is informed by my personal identity as a gay, cis-woman who supports inclusion in sport organisations; and theoretically by critical theories (e.g. Author, 2001; 2020). I advocate critically for qualitative methods (Hoeber & Shaw, 2017).

Awareness of the political-ideological character of research: Methodology comprises the theoretical, philosophical, ontological and epistemological approaches that inform method. Critical theory, power, the socially constructed world, and the ambiguity of data inform my methodological choices (Shaw, 2019).

Systematics and techniques in research procedures: Normally, I would advocate for in-depth interviews and participant journals as a way to examine the LGBTQ+ community members' experiences. As the NZR project evolved, however, I was offered access to a database of all women over 18 years registered with NZR: over 6,000 women. With limited resources and time, interviews alone were not an appropriate tool. I had to address my long-held assumptions about choosing the 'right [methodological] tools for the job' (Cross, 2020) and whether mixed-method data would provide insight, in this context (Shaw & Hoeber, 2016).

Reflection in relation to the problem of representation and authority:

Questioning the *representation* of data and *authority* of the researcher is key to understanding the source of knowledge in research (Alvesson & Sköldberg, 2018). I defined concepts such as gender, sexuality, power, and relationships between them for the purpose of creating the survey. My knowledge, or *authority*, rather than the participants', was therefore at the forefront of the survey. This contradicted my methodological views and denied the opportunity to co-construct such concepts with participants. In contrast, the survey led to more authority to be expressed by participants than in an interview, including: true anonymity through online text entry; time to compose their thoughts for an open text response; a lack of potentially intimidating one-to-one contact with a researcher (Braun, 2020). Data are still being collected, however, my first thoughts on *representation* include the sheer number of women who can be represented in a survey: a bonus for industry-focussed research.

Value for sport management: In order to keep sport management research relevant, industry-engaged, and forward-looking, researchers need to challenge our familiar and safe methods. Reflective methodology offers us one way to do this, whatever our preferred methods might be. This approach takes us down an unfamiliar path but with a clear reflective, methodological map, might allow us to develop innovations in method to enhance research in the field.

Change Makers: Community-Based Action Research to Enhance Social Inclusion for Migrants and Refugees in Sport

Professor Ramón Spaaij, Institute for Health and Sport, Victoria University, Associate Professor Brent McDonald, Institute for Health and Sport, Victoria University, Dr Fiona McLachlan, Institute for Health and Sport, Victoria University & Dr Carla Luguetti, Institute for Health and Sport, Victoria University

Change Makers is a collaborative program led by Victoria University's Sport and Social Change Living Lab in partnership with community organisations, state sporting associations and local government. The program aims to drive systemic change toward transformative social inclusion of migrants and refugees in sport and physical activity in Melbourne's West. The project creates and maintains a community of practice of more than 60 Change Makers from a range of sports and community groups who are trained, mentored and supported to design and implement innovative projects that address structural and cultural barriers to participation. Beyond participation, Change Makers seeks to enhance the representation of migrants and refugees in positions of leadership in local sports clubs. In this presentation, we explain the rationale for the program, the theory of change that underpins it, and the community engagement and co-creation mechanisms adopted in the program. We reflect on the lessons and implications of the Change Makers methodology for policy and practice aimed at promoting inclusive sport.

Keywords: community engagement; community sport; cultural diversity; inclusion; social change

Performing in Digital Spaces: Identity Work in Sport Influencer Marketing

Yiran Su (University of Georgia) and Bradley J. Baker (Temple University)

Background and Theoretical Foundation

Sport-related influencer marketing via social media platforms has seen explosive growth over the past few years. The rise of influencer marketing on social media, which focuses on connecting companies with their target market through influential users (Talaverna, 2015), is built upon consumers' tendency to seek information from individuals with whom they have a higher level of interpersonal closeness than traditional heavily mediated celebrities (Hahn & Lee, 2014). Within the extant body of work on athletes' digital self-branding, most studies have involved content analysis of their social media posts (Geurin & Burch, 2017). Yet, little is known about how sport influencers transition athletic identity to influencer identity and how these dual identities are constructed and negotiated.

Social identity researchers coined the term *identity work* to refer to "the range of activities individuals engage in to create, present and sustain personal identities that are congruent with and supportive of the self-concept" (Snow & Anderson, 1987, p. 1438). Athletic identity describes the degree to which an individual identifies with the role of athlete. Athletic identity work is therefore executed through playing sports, working with teammates and coaches, and projecting such identity to family, friends, and the media. With the rise of social media, athletes are empowered through multiple channels to present and promote their brand image and an athlete identity is often the dominant theme of athletes' digital presence (Doyle et al., 2020). In transitioning into or adopting a second role as influencers, athletes need to actively remake themselves into a brand via online persona work (Marshall, 2020). Understanding the identity work of acquiring a new identity (i.e., as an influencer) based on the existing role identity (i.e., athlete) is therefore essential to help athletes and brands better manage the new business landscape.

Method and Findings

We examine the opportunities, challenges, and tensions inherent within sport influencers' identity work through qualitative inquiry using in-depth interviews. Data for the current study came from interviews with 18 individuals within the sport-related influencer marketing ecosystem on TikTok. Participants include the CEO ($n = 2$) or business and content manager ($n = 2$) for four sport-specialized influencer marketing agencies and 14 sport-related influencers (amateur athletes = 6; professional athletes = 8). In the context of our study (in China), a professional athlete is someone who trains systematically and competes at a national level.

Informants suggested that the transformation from athletic identity to influencer identity involves a process of establishing and building a new public persona. The public persona is crafted through writing scripts, rehearsing and filming sport-related content, and editing video. Through filming TikTok videos, athletes-turned-influencers reinforced their athletic identity and reformed this role identity to conform to influencer marketing norms. In this regard, their visual and physical presentation on social media not merely showcases the action of sport, but also represents discursive activity that shapes their identity.

Our informants were challenged and frustrated by the competitive digital environment. Athletes need to learn the logic of the attention economy where *traffic is everything* and the audience is not necessarily their fans. Findings further suggest that professional and amateur/recreational athletes follow different paths in becoming an influencer. There are tensions between these two groups about who is more trustworthy in disseminating information and as a source of sporting expertise.

“Listen to Us”: Sport for Development Practitioners’ Insights for Funders on Capacity-Building

Per Svensson (Louisiana State University) & Ashlyn Hardie (Texas A&M University)

A robust body of scholarship now exists on Sport for Development (SFD). In sport management, advancements have been made in terms of program design, external partnerships, leadership, innovation, as well as how SFD managers manage the growing pressures and paradoxes associated with emerging hybrid organizational forms (Raw et al., 2020; Schulenkorf et al., 2016; Svensson & Cohen, 2020; Welty Peachey et al., 2018). Numerous other topics have also been explored. One commonality across studies in prior literature is that researchers have argued for the importance of a critically grounded approach if meaningful and sustainable outcomes are to be achieved (Schulenkorf, 2017). The importance of considering the voices of practitioners in decisions about the future of the SFD field has further been emphasized along with the need for engaging those on-the-ground leaders in the development of more targeted capacity-building initiatives. Funding issues have been noted as ongoing capacity challenge for many SFD organizations. Yet, few studies have directly explored how practitioners themselves view these topics. A few exceptions include Svensson et al.’s (2021) exploratory study on the meanings SFD practitioners attribute to innovation, Whitley and colleagues (2019) survey study on how different stakeholder groups view the current state of SFD, and Shin et al.’s (2020) qualitative inquiry on SFD practitioners’ perspectives on strategies for effective organizational management. The purpose of this study was therefore to begin to address the existing knowledge gap on practitioner perspectives capacity building. Specially, we were guided by two research questions: (1) how do SFD practitioners believe that funders could best support future SFD efforts?; and (2) what are their most pressing capacity needs for their respective organizations?

We draw on open-ended survey responses from leaders of 140 SFD nonprofits from across a broad range of geographical locations, which were collected as part of a global survey on resource management in SFD. The qualitative data from the open-ended survey responses were coded through a two-cycle inductive coding process (Saldaña, 2021). Both researchers independently read all responses and completed an initial round of coding. Those initial interpretations were compared and discussed before a second cycle of coding was completed to refine the data analysis through more focused coding. The findings revealed several themes regarding how practitioners believe SFD funders need to change including: a focus on multi-year funding for sustainability; investing in more support for overhead expenses and capacity-building; facilitating collaboration/networking; better consideration of local contexts in funding decisions; and improved trust and power dynamics in funder relationships. Respondents had conflicting opinions on whether funders should support innovation and entrepreneurship. As far as capacity needs, responses were diverse but staff training and development along with financial resources for hiring more paid staff emerged as two common perspectives. Others included the need for enhanced fundraising, stable revenues, grant writing, improved management skills, and enhanced evaluation skills and systems. These findings have important theoretical implications for the nature of organizational capacity in SFD. Additionally, practical implications include the potential that funders are missing opportunities to help realize the full potential of the organizations they fund. The findings from this study allow for the identification of ways to advance SFD funding and capacity-building approaches.

Thinking Differently: Effectuation Theory and Sport for Development

Per G. Svensson (Louisiana State University) & Gareth Jones (Temple University)

A growing interest in Sport for Development (SFD) during the past decade has resulted in a sizable body of scholarship on many different aspects of the management of sport for social change organizations (Jones et al., 2019; Schulenkorf, 2017; Welty Peachey, 2019). In response to the limited resources and extensive capacity challenges prevalent in the SFD field, researchers have begun to explore innovation and entrepreneurship as important concepts for advancing the field (e.g., McSweeney, 2020). Svensson and Cohen (2020) introduced the concepts of bricolage and effectuation as viable frameworks for understanding (a) how some SFD leaders creatively re-configure resources to develop innovative new solutions and (b) the decision-making informing their social innovations. McSweeney's (2020) work on entrepreneurship within SFD efforts in Uganda expanded this dialogue by applying the bricolage framework to SFD practice. However, theoretical and conceptual work remains relatively scarce in the SFD literature (Welty Peachey et al., 2020), particularly with regards to effectuation theory. The purpose of this conceptual study is therefore to examine the role of effectuation theory for advancing the current body of knowledge on innovation and management of SFD organizations.

The focal point of effectuation theory are the decision-making processes of the (social) entrepreneurs themselves in the creation and management of organizations, compared to bricolage which is focused on how resources are used and prioritized (Fisher, 2012). Effectuation provides a theoretically sound framework with a rich history of theorization in broader parent disciplines (Rueber et al., 2016; Sarasvathy, 2001). Specifically, effectuation refers to a form of cognitive reasoning that was developed based on field-sensitive data on how entrepreneurs approach problem solving (Perry et al., 2012). In short, effectuation theory posits entrepreneurs share a common thinking process for how they approach uncertainty and solve unpredictable problems. We argue effectuation theory should be explored in SFD contexts considering the uncertainty and complexity of the 'wicked problems' that many SFD organizations are focused on addressing. Effectuation consists of four core principles (Sarasvathy, 2009). First, successful entrepreneurs start with the means they have and take action (Bird in Hand Principle). Second, entrepreneurs focus on whether they can afford the downside of a failed project rather than the idealistic upside of it (Affordable Loss Principle). Third, entrepreneurs are flexible and leverage surprising and unexpected turns into valuable opportunities (Lemonade Principle). Fourth, successfully entrepreneurs develop partnerships with those willing to co-create new solutions with them (Crazy-Quilt Principle). Effectuation is underpinned by a worldview where leaders focus on aspects within their control rather than environmental aspects those leaders are unable to shape or influence.

Specific avenues for how effectuation theory can be applied in future research in SFD will be discussed. Researchers have increasingly begun to recognize how SFD organizations function and are best managed varies depending on their organizational life stage. Although understanding the formative stages of nonprofits is crucial for unpacking how and why certain nonprofits grow and succeed while others do not (Andersson, 2016), such studies remain scarce in the SFD literature (Cohen & Welty Peachey, 2015; Dixon & Svensson, 2019). Effectuation theory provides a framework that could help better understand how and why individuals create SFD organizations and how their decision-making influences their mission, program design, structure, management, and capacity profiles. The possible role of

effectuation theory in studies of innovation within SFD will also be discussed in greater depth along with the limitations of this theoretical framework in SFD contexts.

‘Why are they all looking at me?’: Watching women be fans in the stands

Kasey Symons (Swinburne University of Technology)

Examining social surveillance is an under-explored area when it comes to self-surveillance and the perceived or prescribed gendered behaviours within sports fan culture. This paper explores what it feels like to be watched while watching, and the complex ways in which gendered practices complicate the position of women as spectators of sport. Through using the method of reflexive autoethnography, (see Delamont, 2009; Ellis et al., 2010 and Holman Jones, 2016) and practice led creative writing (see Smith & Dean, 2009, and Gandolfo, 2014) I will explore key research on female sports fandom and representations of women as fans in literatures and popular culture. This paper will then creatively re/address how women are framed as fans in the sports fan space.

As Nash notes, one, ‘key feature of autoethnography is that the researcher’s narrative is ‘written in’ to the research process’ (Chang, 2008 in Nash, 2015, p.4). Likewise, I intend to add personal reflections to connect to, challenge and re-position some representations of female sports fans through this framework in order to creatively explore different ways of engaging with the existing research. This method builds on innovative approaches to exploring fandom through mixed method and ethnographical investigations that have been developed in studies by key researchers in the field such as Hoerber & Kerwin’s work on collaborative self-ethnography to explore the experiences of female sports fans (2013), McParland’s approach to using autoethnography in ‘Forging a New Direction in Feminist Sport History’ McPharland’s (2012) and Richards’ ethnographic field work in football fandom in the UK as a self-identifying female football fan herself (Richards, 2015 & 2018). Popovic, also uses autoethnography in her research on self-identity through sports fandom and participation in ice hockey by engaging with her personal memories, poetry, song lyrics and theory (Popovic, 2010).

Applying the lens of reflexive autoethnography as the primary methodology will further allow me, an engaged participant myself, to re-explore my previous experiences to give gendered perceptions of sports fandom further nuanced consideration. This approach aims to offer alternative and creative ways managers and marketers can use to consider understanding female sports fans and their multi-layered and complicated experiences of fandom by re-viewing how women as fans are represented in popular culture. This paper will move through an examination of the existing research on gender and sports fandom, and touch on the seminal self-surveillance research from Foucault (1979), to connect key ideas to the reflective autoethnographical entries and pop culture examples, bringing a different way to understand the gendered experience of being watched while watching sport in a stadium.

Reconfiguring gendered sports organisations: A feminist ethics of care approach to the management of professional athletes

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Through re-thinking the normative substructures that privilege masculine values and logics (Acker, 1990) women can contest and reconfigure the gendered nature of organisations. The structure of work in many professional team sports have traditionally privileged masculine values, however, these are being challenged by the recent ascendancy of women in the professional sport workplace. This raises a question about the suitability and gender appropriateness of existing management processes and practices for women. In this research study we reconsider how organisations can restructure work for women in professional team sport in a way that allows athletes to “*live in [their ‘world’] as well as possible*” (Fisher & Tronto, 1990, p. 40). The research explores the competing and conflicting logics that emerge as both athletes and organisations grapple with an evolving workplace.

The study involved participation by three sports in Australia, and the criteria for selection was team sports that have national women’s leagues, with professional or semi-professional athletes. Semi-structured interviews were undertaken with team managers (n=18), coaches (n=13), players (n=36) and key league informants (n=3). Interviews were transcribed, coded for key themes and analysed by themes, interviewee type (e.g. player, coach, etc) and by sport.

Our preliminary analysis is informed by a feminist ethic of care (Gilligan, 1982; 2014; Fisher & Tronto, 1990; Tronto, 1993; 1998; 2013), and thus relates to an ethic of resistance to the inequities inherent in masculinised approaches to structuring and delivering sport. This approach provides a framework to think through the tensions that arise as sports organisations negotiate the legitimacy and place of women in their sphere of responsibility. Thinking across the different levels of the organisation, from the sport’s professional league through to the club/team and players, we consider athlete’s responsiveness to organisational processes and practices of care through two key themes and six sub-themes: (1) Spheres of responsibility considers how the organisation mobilises a continuum of care through the sub-themes of: affirmation, belonging and empowerment; (2) Spheres of responsiveness, and the sub-themes: shortfalls, precarity and inequalities explores athlete’s everyday experiences of an organisational continuum of care.

Finally, we proffer some initial suggestions for how an ethics of care approach may be used to better manage professional athletes in ways that are care-full, allow for alternative value systems and a provide a continuum of care that is more affirmative, inclusive and empowering.

Key words/phrases: gendered organisations; professional women athletes; ethic of care; spheres of responsibility; spheres of responsiveness

Decolonising of indigenous focused sport programs: reflections on approaching measurement and evaluation

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Colonisation and historical experiences with settler/coloniser populations have led to the erosion of Indigenous cultures, lost identity and resulted in multiple forms of discrimination. Within the Australian context, the Aboriginal and Torres Strait Islander peoples are the traditional owners of the land, and the focus of this research. Various governments and institutions are funding initiatives (e.g. Closing the Gap) aimed at improving the social disparities (i.e. education, health) between Indigenous and non-Indigenous populations (NIAA, 2020; Macniven et al., 2019). Sport is often seen as a platform to give voice and power to the modern-day impact of colonisation on Aboriginal and Torres Strait Islander peoples and communities, resulting in similar investment and focus on reconciliation for sport organisations (Rossi & Rynne, 2014).

Community Orientated Practices (COP) such as Indigenous talent pathway programs, can be utilised by sports to deliver on outcomes for Indigenous communities (Rowe et al., 2019) that 'Close the Gap' from the oppression of our colonised histories. For many such programs, a formal measurement and evaluation program is required. The measurement and evaluation protocol usually aligns to a predetermined set of outcomes set by the funder or organisation, and is often missing or decentralising the voice of community central to the programs (Macniven et al., 2019). As a result, there have been calls from many researchers to embody an Indigenous-centred approach to measurement and evaluation (e.g. Lavallee & Levesque, 2012).

In applying a decolonising lens to program measurement and evaluation that draws on Indigenous methodologies (Tuhiwai Smith 1999; Rigney, 2001; Kovach 2009) this research reflects on the meaning, application and process of decolonisation. This research and presentation provides a series of my reflections, as a non-Indigenous researcher, of the unlearning and rebuilding of knowledge, informed by collective histories to ensure a culturally safe approach to research, and in this case COP measurement and evaluation. Through decolonising I am seeking to empower and centralise the voice of Aboriginal and Torres Strait Islander participants. Data collection occurred in two phases with 113 individuals through interviews and yarning circles. Reflections are an essential element within decolonising methodology, measurement and evaluation.

This presentation will give space for conversations and approaches to decolonising sport research, introduced through three phases; decolonising the self, knowledge and thoughts, and ultimately methodology. In approaching the evaluation of COP with a decolonised perspective we can redefine what should and can be evaluated in the sense of social, cultural, individual and community impacts with communities.

Examining the Role of Digital Identities in the Digital Transformation of the Australian Sport Sector

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Digital technologies are fundamentally changing the way all industries and organisations operate (Porter & Heppelmann, 2014). Sport experiences, which are inherently co-created, are no longer just physical experiences, but increasingly hybrid or fully virtual experiences (Funk, 2017). The expectations of consumers, who through mobile technologies are continuously connected, expect that sport organisations can deliver sport experiences twenty-four by seven, three hundred and sixty five days a year.

Sport experiences are co-created through a complex ecosystem of physical and digital services provided by multiple organisations that Smith et al. (2017) suggests could form a “digital mesh”. Today, however, sport consumers digital experiences are commonly fragmented and siloed. Consumers are often forced to navigate multiple digital services with different usernames and passwords, and have a limited understanding of how their data is used or shared within sport and the privacy and security implications of the use of such digital services. Implementation of federated digital identity platforms in such environments can potentially provide benefits to both the consumers and the non-profit and community organisations that deliver the experiences (Satchell & Foth, 2008).

This paper outlines how a federated digital identity platform operating as an industry platform can provide a foundation for the creation of a digital mesh within sport, driving innovation within the sector (Gawer & Cusumano, 2014). Two conceptual frameworks are presented – a Sport Service Ecosystem Framework and Sport Industry Platform Framework. The conceptual frameworks draw on extant theory from strategic management, service innovation, information systems and public administration literature.

The application of the frameworks and specifically the role of digital identity with the frameworks are explored through preliminary observations from ongoing action research of the digital transformation of the Australian Sport Sector. This research examines SportAUS Connect (sportausconnect.gov.au), a federated digital identity platform in development by the Australian Sports Commission, the Australian Government peak agency for sport, as part of Sport 2030 - Australia’s National Sport Plan (Commonwealth of Australia, 2018).

Keywords:

digital identity, digital transformation, service ecosystems, service dominant logic

Corporate social responsibility perceptions of a German Bundesliga club

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Researchers, policy-makers, and practitioners agree that the legitimacy of sport is closely connected to its involvement within the society, including aspects such as integration, inclusion, and sustainable community development (Trendafilova et al., 2013). Hence, the German Football Bundesliga (DFL) makes sustainability and social responsibility a priority in their strategic orientation for the future (DFL, 2021). Following a stakeholder theoretical perspective, previous research showed that especially supporters and the host community expect societal engagement from professional sport teams (Freeman, 1984; Reiche, 2014). This engagement is usually summarized under the concept of corporate social responsibility (CSR) (Smith & Westerbeek, 2007). In order to meet stakeholder expectations, most CSR activities of professional sport teams focus on programs within the local host community (Walzel et al., 2018). While successful engagement within the community can lead to an increased relationship quality between spectators and the club (Lacey & Kennett-Hensel, 2016), little is known about the CSR activities which are predominantly perceived by the community and contribute to the overall CSR perception. Hence, the presented research investigates the CSR activities of a German Football Bundesliga club (Arminia Bielefeld). It advances two research questions: (1) how do local residents perceive the CSR activities of the club? and (2) which in-depth perception of CSR activities drive the residents' overall CSR perception?

The empirical evaluation is undertaken following a QUANT+qual mixed method approach (Wrona & Wappel, 2010). First, data were collected using an online survey of Bielefeld residents and the wider region ($n=1189$). A five-dimensional validated CSR scale (Montazeri et al., 2017) which consisted of 22 items on a 7-point scale served as measure for CSR perceptions. In a second step, responses to an open question were analyzed with a thematic analysis to gather more in-depth knowledge regarding the rationales of the CSR perception and in which areas activities were perceived.

Initial results show that the overall CSR perception ($M=5.10$) was better than in previous studies, which examined the social responsibility of sport governing bodies (Thormann & Wicker, 2021). Activities regarding the legal ($M=5.71$) and ethical ($M=5.59$) responsibility were evaluated highest, while the evaluation was lowest regarding activities within the environmental dimension ($M=4.47$). Overall, 87.7% of respondents perceived at least one CSR activity of the club. The analysis of the qualitative responses revealed that especially activities regarding inclusion (e.g. box for people with autism), integration (e.g. refugee projects), diversity (e.g. clear position regarding LGBTQ acceptance), and anti-racism (e.g. several activities during match days) were positively perceived, which can explain the high scores in the ethical responsibility dimension. In contrast, only one reforestation project was perceived within the environmental responsibility dimension, explaining the rather low evaluation of this dimension. The findings can guide sport managers regarding a successful CSR implementation that not only meets the leagues' requirements, but at the same time creates a mutually beneficial relationship with core stakeholders, such as the local community.

Applying stakeholder theory to sport ecology: an empirical investigation of stakeholders' pressures in the European professional football sector.

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As stressed by the Sport for Climate Action initiative of the United Nations, “*meeting the scale of the [climate] challenge requires action by all sectors, including the sport sector to achieve the goals of the Paris Climate Change Agreement*” (UNFCCC, 2018): sport organisations are increasingly called to display environmental leadership by engaging in environmental protection. Despite increasing efforts for a greener sport sector, professional sport lags behind other industries' response to integrate environmental concerns in operations and governance mechanisms. Sport organisations often lack a coherent environmental strategy and governance and operational capabilities to assess and reduce their environmental impacts (Trendafilova et al., 2013). To address this issue, the present abstract details the results of a survey on European professional football organizations conducted between September and December 2019, with the aim to investigate stakeholders' pressures stimulating the diffusion of environmental sustainability practices in professional football. The online survey reached 122 football organizations (clubs and stadium owners) in 10 European countries, among which Italy, Ireland, Sweden, Austria, Liechtenstein, and Romania are the most represented in the sample.

Through the lenses of stakeholder theory (Freeman, 1994), the research examines the influence of sport stakeholders' political, social, and functional pressures (McCullough & Cunningham, 2010). The research examines three distinct stakeholder groups: (i) Governmental stakeholders at national and EU levels, whose political pressures mainly rely on coercive or “carrot or stick” mechanisms (Kassinis & Vafeas, 2006); (ii) Football institutions (i.e., national associations, UEFA, FIFA), which exert political pressures by dictating guidelines and standards of performance for football events and stadia, and functional pressures associated with the organization of football competitions at national and international levels (Trendafilova & McCullough, 2018); (iii) Market and societal stakeholders (e.g., sponsors, supporters, local communities), whose functional pressures rely on being a necessary source of financial resources and social legitimacy for sport organizations' survival and growth. Pressures exerted by the three stakeholder groups constitute the independent variables of the study.

By means of two multiple regressions, the research tests the relationship between the three stakeholders' pressures and the adoption of environmental practices by football organizations, differentiating between environmental governance practices and environmental operational practices. Environmental governance practices are self-regulatory tools, such as policies and procedures, control mechanisms, and management systems, which allow organizations to assess, monitor, and benchmark their environmental performance. Environmental operational practices are facility or event management practices aimed at reducing the environmental impacts of operations on-field and thus mitigating environmental impacts of sport events, such as waste, water, energy consumption, and greenhouse gas emissions (McCullough et al., 2020). Environmental governance and operational practices constitute the two dependent variables of the study.

Interestingly, the results highlight that stakeholders' pressures have diverse effects depending on the type of environmental practices considered, i.e., governance or operational. While governmental stakeholders fail to stimulate the adoption of both environmental governance and operational practices, market and societal stakeholders are an effective stimulus in implementing operational practices rather than environmental governance practices. On the contrary, football institutions' pressures are a significant driver of environmental governance practices, while their influence on operational practices is not significant. The research results provide relevant

implications for sport practitioners and policy-makers and helpful directions for future research in the field of sport and sustainability management.

The development of cause-related marketing in for-profit sport organizations sport: A systematic literature review perspective.

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Research on cause-related marketing (CrM) in the field of sports management is maturing, and CrM has been implemented in numerous professional sports organizations. However, the theoretical development of CrM is similar to that of other societal marketing strategies and thus may lead to academic ambiguity. This systematic review re-explored the characteristics and features of CrM in professional sports organizations and discovered gaps between business and sports research. We collected 4,329 articles from six databases (EBSCO, Emerald, JSTOR, ProQuest, ScienceDirect, and Taylor and Francis) and two academic search engines (Scopus and Web of Science). Applying our exclusion criteria and assessing study quality (only SSCI and SCI journal articles were included), we retained 20 articles for descriptive analysis of CrM. In the analysis, we redefined CrM in professional sports organizations and developed six perspectives to synthesize the literature. We recommend that researchers investigate research objects not only in United States but in other region and conduct further qualitative research. We also suggest that, before engaging in CrM research, researchers clearly define CrM and distinguish it from corporate social responsibility and social marketing. We outline six directions (application of theory, stakeholders, implementation, congruence, outcome, and skepticism and culture) for future CrM study. Our study's limitation is that we excluded non-English articles and those not indexed by the SSCI or SCI.

Keyword: Corporate social responsibility, professional sports, social marketing, cause-related sport marketing

The role of service dominant logic in employee creativity through perceived service value in fitness clubs

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The marketing mechanism of service dominant logic aims at the emerging marketing model led by service, and has been widely discussed and applied in the marketing field. Although research in market is abundant, little attention has been focused on the effectiveness of the marketing mechanism from the perspective of value co-creation in the model service dominant logic (SDL). Using SDL as the theoretical framework, this study explores the effectiveness of a SDL model in the sports market. The participants for studies ($N = 600$) were recruited from fitness sports clubs in Taiwan. Structural equation modelling was applied to test the model. The results of this research support the reliability and validity of the SDL scale along with invariance measures and good correlation validity of multiple groups. Sport employees perceived service value had a positive indirect effect on creativity. Based on SDL model, sport employees perceived service value had a positive indirect effect on creativity. This suggests that perceived service value is an important mediator of the marketing mechanism of SDL. Furthermore, SDL marketing mechanism can be promoted employees creativity through the perceived service value approach. The outcome of this study may benefit fitness centers and increase their employees creativity by perceived service value the of sport organizations. Finally, the result of this study can be utilized by fitness centers to promote as making adjustments to existing service content to effectively allocate.

Keywords: service dominant logic, perceived service value, creativity, reciprocal effect

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Leadership Relationality and Temporality in Professional Sport

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Over the previous two decades there has been a trend in leadership studies towards relational, emergent, and collective forms of leadership, this is reflected in sport management studies as scholars have researched shared leadership (Jones et al., 2018; Kang & Svensson, 2019; Kerwin & Bopp, 2014; Svensson et al., 2019), leadership from the perspective of followers (Arnold et al., 2018; Kihl et al., 2010), and identity constructions of leaders (Adriaanse & Schofield, 2013; Banu-Lawrence et al., 2020). In this paper we are particularly interested in the concept of relational leadership that recognizes leadership is constructed in relation with others (Cunliffe & Eriksen, 2011). Specifically, we aim to understand the relational and temporal aspects of leadership in a championship winning netball team.

Relational leadership encourages thinking about leadership as constructed through interactions between people in social contexts (Fairhurst & Uhl-Bien, 2012). Leadership then occurs when shared understandings are constructed that advance the social order (Barge & Fairhurst, 2008). Understanding leadership as a process of interaction emphasizes temporality, as it takes time for leadership to emerge through relationships. We have analyzed the team members' experience of time including how they make sense of the past, present, and future (Czarniawska, 2004). Data for this research was gathered through observations, informal interviews, and semi-structured interviews with members of the professional sporting team during one championship season. By studying social experiences over time, we investigate how the team negotiated emerging challenges to achieve success. We find that participants use events to describe their understandings of team leadership and often reflect on these socially at team review and planning sessions, training, and breaks during games. The findings reveal three themes in the understandings that participants used to describe collective leadership in the team: learning from experience, development priorities, and sharing expectations.

We contribute to research on collective leadership in the context of sport by arguing that three key practices foster relational leadership in teams: moving between frames, positioning, and resonating (Crevani, 2018). Leadership understandings are constructed based on sharing prior experience and a desired future. People in social contexts construct frames to make sense of the past, present, and desires for the future that become significant through collective meaning making (Carroll & Simpson, 2012). For leadership efforts to be effective organizations need to identify appropriate strategies based on what is needed to reach the desired future state (Wallace et al., 2021). Shared understandings facilitate mutual construction of leadership by guiding participants on how to act. Participants position themselves in interaction according to their shared understandings, demonstrating how interactions build on previous conversations (Hersted & Gergen, 2013). Relationally making sense of the past and future requires engaging discursively with others to create shared understandings. Engaging in social processes over time allows people to understand patterns and the emergence of ideas in their social context (Hosking, 2011). This is an important contribution to research on team leadership, as leadership is not only achieved through what has happened but understanding what could happen and making sense of future uncertainty.

Longitudinal investigation of changes in behaviours and attitudes via psychological connection, using the Theory of Participation.

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Participation in sport is important for positive health and well-being (Funk, 2008). In recent years, however, sporting clubs and competitions in communities have struggled to retain and recruit participants. One concept that has been particularly useful in investigating participation in sport is psychological connection (PC) using the psychological continuum model (Funk & James, 2001) (PCM), and the theory of participation (TOP) (Beaton, 2010). These studies have attempted to better understand behavioural and attitudinal outcomes in relation to the four stages of psychological connection, including: ambivalence, attraction, attachment, allegiance. In particular, the findings have been valuable in predicting behaviours and attitudes in accordance with each of the stages of PC in a variety of contexts (Beaton, Funk, Ridinger, & Jordan, 2011; Casper & Jeon, 2019; Funk, Beaton, & Pritchard, 2011). However, limited studies (i.e., Inoue, Funk, & Jordan, 2013) have been conducted that examine the staging of PC over time, and specifically, changes in attitudes and behaviours that may occur, and if those changes have occurred because of transitions into different stages of PC.

Therefore, little is known about how changes in PC occur, how they influence changes in behavioural and attitudinal outcomes, and if transitions between stages have greater affect at different levels (e.g., moving from ambivalence to attraction in contrast to moving from attachment to allegiance). The current study, using a longitudinal approach, recruited touch football participants in Australia, using the Touch Football Australia (TFA) national database. The participants were encouraged to complete three rounds of surveys. In total, 48 participants completed three surveys over a 3-year timeframe.

Overall, 89% of the participants were categorised in the attachment or allegiance stages indicating strong levels of psychological connection with touch football. Out of the 48 participants who completed three surveys, 36 stayed in the same stage. From the remaining 12 participants who did transition into different stages over the three-year period, seven moved into a lower stage. Five participants progressed into a higher stage. We then examined changes in attitudes and behaviours in relation to staging, including through playing frequency, the likelihood of playing Touch Football in and one and two-years' time, and changes in positive word of mouth. Finally, we compared how many years on average, participants in each stage reported playing Touch Football for dissimilarities.

The findings from this research outline the importance of monitoring individual psychological connection levels, as they have been found to be associated with behavioural and attitudinal outcomes. The findings also demonstrated that facilitating the transition into higher stages of psychological connection and maintaining stronger psychological connection levels is important for sporting managers, clubs, and competitions alike, particularly with the aim of retaining participants.