



## THE EFFECT OF JOB SATISFACTION ON THE SUCCESS OF SPORTS EVENTS OF ASSOCIATIONS IN MISAN GOVERNORATE

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### Abstract

This research investigated the influence of work satisfaction on organisational success. The research was performed within sports federations, specifically involving four disciplines: football, basketball, volleyball, and handball. The study was conducted on a random sample of 47 employees across various administrative levels. The study employed a questionnaire as the primary instrument for data collection, supplemented by personal interviews and observations. The study aimed to evaluate several primary and secondary hypotheses concerning the influence among the study variables, to address the research questions and achieve the established objectives. To process data and information, many statistical approaches were employed, including mean, standard deviation, percentages, and simple regression coefficient. The study concluded that the two primary variables in the examined Associations were at elevated levels, that substantial relationships existed between them, and that work satisfaction had a considerable impact on organisational success. The results were congruent with the study's hypotheses. Recommendations were formulated based on the study's findings. The primary concern was the necessity for the federations' departments to educate employees about the significance of job satisfaction, as well as the imperative for senior management in sports federations to prioritise the organisation of training programs for leaders and managers, aimed at enhancing their understanding of job satisfaction and contemporary administrative strategies that facilitate its attainment and enhancement. In addition to promoting, reinforcing, and integrating this into its diverse policies and programs concerning human resources, there is a must to educate managers on these abilities and attributes. Furthermore, sports federations must establish standards and indicators in their operations and interactions with the public and society at large to ensure success through various means and techniques.

**Keywords:** Job Satisfaction, Success, Sports Events, Associations.

### Introduction

Human resources, particularly within sports federations, constitute the fundamental pillar of their success and advancement (Hums et al., 2023). Through intellectual capabilities, personal skills, and a strong work ethic, federations must prioritise the optimal utilisation of their personnel, ensuring job satisfaction, fostering continuous performance improvement, and cultivating a conducive environment that motivates them to achieve their objectives, thereby facilitating competitive advantage and success (Scott, 2021). The significance of job satisfaction is apparent via the human element's function, which is crucial in the planning and execution of association operations; hence, the individual remains and will continue to be the cornerstone upon which federations rely for survival and success (Hwang, & Jang, 2020). The endurance of federations in a milieu marked by total competition and volatility hinges on the degree to which the conduct of their members is analysed and shaped, fostering loyalty and job satisfaction (Dufraisse, 2020). This, in turn, enables individuals to operate within the confines of their satisfaction regarding assigned tasks, thereby influencing



their performance levels (Gagné et al., 2022). Elevated job satisfaction correlates positively with individual performance, subsequently enhancing the overall efficacy of the federation (Chiu, Won & Bae, 2020). Job satisfaction and conviction compel the individual to make maximum effort to achieve their goals, as job satisfaction serves as a significant motivator for accomplishment, and vice versa to a considerable degree (Olubiyi, 2023). Consequently, the individual's generosity and professional proficiency serve as indicators of his job happiness, sense of achievement, and advancement, with this generosity amplifying in proportion to the extent to which his work fulfils his wants and motivations, so harnessing his energy (Chiva-Bartoll et al., 2020). Associations cannot attain success and excellence unless their members at all levels recognise the necessity for high performance and endeavour to reach these standards within feasible limits, thereby facilitating access to supplementary activities that foster effectiveness and drive creativity and excellence (Kasale, Winand & Robinson, 2018). Given the absence of prior studies, as per the researchers' knowledge, examining the correlation between job satisfaction and organisational success, the present study aimed to establish a theoretical and empirical framework grounded in the researchers' propositions within organisational behaviour and Association theory. This research aims to evaluate the influence of these variables on federations broadly, and specifically on regulatory departments, inside a key governmental entity focused on combating corruption: sports federations. The study examined the influence of job satisfaction on organisational success, the interaction between Associations and their employees, and the extent of the Association's activity in this context, including the enforcement of their social responsibility. This study aims to demonstrate that the performance of federations in attaining their objectives is assessed through various criteria, including work satisfaction.

## Search problem

Success is the objective of every association, attainable solely through employee consent, influenced by various factors that encompass incentives and motivations, which serve as the fundamental foundation for enhancing individual performance and efficiency within the association (Lussier & Kimball, 2023). Job performance is crucial in determining organisational performance (Chiu, Won & Bae, 2020). Employee satisfaction is a primary concern for organisations, particularly in the sports sector; enhancing this satisfaction is essential, since it is pivotal to the success of any organisation in the commercial realm (Shilbury & Rowe, 2020). Currently, employee satisfaction may be emphasised by fierce competition, as associations seek to secure a competitive edge through the human factor. To guarantee organisational success, management must implement diverse strategies to fulfil employee needs, thereby fostering loyalty and efficiency, enhancing job satisfaction, and ensuring exceptional performance to achieve goals effectively and efficiently. Consequently, the research problem is delineated by the following enquiries:

1. What is the degree of job satisfaction among employees of sports federations?
2. Do staff of sports federations possess a distinct understanding of job satisfaction?
3. What effect does work satisfaction exert on organisational success?

## Importance of research

The importance of the research is determined by the following:

1. The importance of job satisfaction, as it plays a vital part in the success of federations, because federations in the current era direct the majority of their attention to organizational behavior, because the human factor has become a decisive factor in the success of federations has become a very important factor.
2. The study was implemented in sports federations, which are responsible for the development of sports in order to keep up with global countries. These federations require a successful and effective federation, which necessitates the understanding and study of the satisfaction of its employees. The





satisfaction of the employees plays an influential and effective role in the success of the federation, and as a result, the federation's success and survival leads to an increase in the number of players.

3. The importance of the study comes from its reliance on recent references, which constituted the largest percentage of the total approved references, especially foreign ones.

## Research Objectives

The study aims to:

1. Building a theoretical framework that links job satisfaction and organizational success.
2. Identify the levels of job satisfaction prevailing in sports federations.
3. Measure the impact of job satisfaction on organizational success.
4. Provide suggestions and recommendations that help federations and those who work in sports institutions to improve and raise the level of job satisfaction, which in turn affects organizational success, in light of the results of the study.
5. Develop a theoretical and applied basis for future research on job satisfaction, and its relationship to other variables, and in other applied fields.

## Research hypotheses

In order to achieve the objectives of the study, the study adopted the following hypotheses:

1. There is a significant positive correlation between job satisfaction and organizational success.
2. Job satisfaction affects organizational success in a statistically significant positive way.

## Methodology

### Research population and sample

The research community consisted of employees in the sports federations in Maysan Governorate (Football Association, basketball, volleyball, and handball), amounting to (47) employees, in various disciplines, distributed among the aforementioned federations, as shown in Table (1).

**Table 1:** Number of employees by Association in which they work.

No	Sports Associations	Number
1	Football	18
2	Basketball	11
3	Volleyball	9
4	Handball	9
Total		47

The study was carried out in the offices of the sports federations that were mentioned, and fifty forms were administered to staff members in a random arrangement. Out of the 47 forms that were recovered, three of them were rejected because their responses were incomplete. This left 47 forms that were ready to be analyzed.

### Research tools and data collection methods

In collecting the necessary data and information, the study relied on the following methods:

**Interview:** It consisted of having conversations with a few managers and employees working for the Associations that were included in the research sample, all of whom provided some direct information.

**Questionnaire:** In the context of research, it is the primary instrument for measurement, with the objective of acquiring the data and information necessary to finish the field aspect. The research sample, which consisted of individuals working in the investigation offices of sports federations in the Middle Euphrates region, became the recipients of these items through a random distribution process. The items on the questionnaire are prepared based on ready-made standards that have been used in some research and studies that are related



to the topic of the research. These standards have been changed significantly to accommodate the requirements of the study.

## Results

### Analyze research results and discuss

#### First: Job Satisfaction

The value of this variable's arithmetic mean was 3.88, which is higher than the value of the hypothetical mean, which was 3. The standard deviation for this variable was 0.38. The fact that this is the case demonstrates that the employees of the Federation are content. These axes are included in this variable:

- A. Salary:** The arithmetic mean for this axis was found to be 3.94, which is higher than the value of the hypothetical mean, which was found to be 3. The standard deviation for this axis was found to be 0.62. Taking this into consideration, we are able to draw the conclusion that the replies of the sample were consistent, and that the majority of the respondents are content with the benefits they receive. As a result, it is possible to assert that the Association ensures that its employees are content with their pay and that they are provided with their rights. The pay and salaries of employees working in the Federation are good in comparison to those made by employees working in other ministries and government agencies. This is in line with the realities of the situation.
- B. Supervision:** The value of the arithmetic mean of this axis was recorded as 3.64, which is higher than the value of the hypothetical mean, which was recorded as 3. The standard deviation for this axis was recorded as 0.47. As a result of this, we are able to draw the conclusion that the responses of the sample were consistent, that the human relations between employees in the Association are high, that the direct supervisor is willing to accept constructive criticism, that he listens to the observations of his employees, and that there is an open channel of communication between them, and that employees feel free to discuss business matters with the direct supervisor, and that management takes into consideration the humanitarian aspects and pays attention to their feelings.
- C. Relationship with colleagues:** The arithmetic mean of this axis was found to be 4.09, which is higher than the value of the hypothetical mean of 3, which was found to be 0.58. The standard deviation of this axis was also found to be 0.58. As a result of this, we are able to draw the conclusion that the social ties between employees are positive, that they cooperate and perform well in collaboration, and that there is harmony within the work groups; all of these factors have a beneficial impact on the employees' performance and effectiveness. The Federation has established task forces and investigation groups, each of which is responsible for following up on cases and testing for particular ministries and departments. This is in accordance with the Federation's practice.
- D. Nature of work:** The arithmetic mean for this axis was found to be 4.11, which is higher than the value of the hypothetical mean, which was found to be 3. The standard deviation for this axis was found to be 0.64. As a result of this, we are able to draw the conclusion that the majority of the sample members are content with the nature and content of the work they do. This is because the work they do is in accordance with their preferences, it offers them stability and job security, and it makes them feel proud because they contribute to the administrative and financial development of the country in order to preserve its resources, as well as contribute to its construction and development. Additionally, the social status that they obtain through their work in the Association is a source of satisfaction for them.
- E. Opportunities for promotion and development:** With a standard deviation of 0.69, the value of the arithmetic mean of this axis was found to be 3.60, which is higher than the value of the hypothetical mean of 3, which was found to be 3. Based on this information, we are able to draw the conclusion that the





majority of the respondents are promoted within clear and precise bases, and that their work offers them with chances for career progression, as well as assists them in developing their abilities and helping them get the necessary experience. When it comes to promotions, the Federation adheres to specific and unambiguous scientific criteria, which are based on the employee's achievements as well as their level of competence.

According to the preceding analysis, the dimensions of job satisfaction can be organized based on the inclinations of the research sample members. As indicated in Table (2), the dimension of (the nature of the work) exhibited the highest weighted arithmetic mean, while (opportunities for promotion and development) demonstrated the lowest weighted arithmetic mean.

**Table 2:** Ranking of Job Satisfaction Dimensions by Research Sample Answers.

NO	Dimension	M	Rank
1	<b>Nature of work</b>	4.11	The first
2	<b>Relationship with colleagues</b>	4.09	The second
3	<b>Salary</b>	3.94	Third
4	<b>Supervision</b>	3.63	Fourth
5	<b>Opportunities for promotion and development</b>	3.60	Fifth

## **Second: Organizational Success**

When compared to the hypothetical mean value of three, the arithmetic mean of this variable was found to be 3.83, which is higher than the standard deviation of 0.37. According to this, the Association has been quite successful. These two axes make up this variable:

- A. Efficiency:** Having a standard deviation of (0.41), which is an indicator of the strength of the dimension (efficiency), the value of the arithmetic mean of this axis was (3.76), which is greater than the value of the hypothetical mean of (3). Additionally, the value of the arithmetic mean was equal to 3.76. Consequently, this demonstrates that the Association has made effective use of its resources, and that its employees carry out their duties in an effective manner and in accordance with the Association's directives. Furthermore, they do not waste their resources and work to enhance the Association's reputation in Iraqi society, as well as to adapt to the changes that occur to it, as well as to offer solutions and opinions.
- B. Effectiveness:** There was a difference between the value of the hypothetical mean of three and the value of the arithmetic mean of this axis, which was three.90, and the standard deviation was four and a half. We have come to the conclusion that the Association has successfully accomplished its goals, and that its employees have been performing their work in a dependable and efficient manner, as well as accomplishing their tasks, and that they have also adapted to the circumstances that are surrounding them, and that they have been making an effort to earn the community's trust and cooperation.

## **Third: Testing research hypotheses**

### **A. Correlation between Job Satisfaction and Organizational Success**

The results of the Spearman coefficient correlation between job satisfaction and organizational success are presented in Table 3, which displays the values of the correlation at the level of its sub-dimensions. The correlation coefficient and the T-test value between work satisfaction and organizational success at the overall level are presented in Table 4, which displays the values of these two quantitative measures. Following is a list of the findings that emerged from the correlation analysis:

- 1. **Analysis of the relationship between salary and organizational success:** According to the findings of the correlation between the pay variable and organizational success as sub-dimensions and individually, all of the correlations between them were found to be insignificant. This is because the correlations were



found to be negative in the efficiency dimension, while they were identified as positive in the effectiveness dimension. It is also the case that the overall correlation results are negative (-0.032), and as a result, they are not statistically significant.

2. **Analysis of the relationship between supervision and organizational success:** According to the findings, the relationship between the variable of supervision and organizational success individual with its sub-variables was positive and significant at the level of (0.05), in the dimension of efficiency, as its value reached (0.234), and non-significant in the dimension of effectiveness, which means that by (50%) of the total relationships between them, the relationship was not significant. It came to a total of 0.234, which is a value that displays statistical significance.
3. **Analysis of the relationship between the relationship with colleagues and organizational success:** At the level of significance (0.01), each and every one of their respective relationships was a positive and moral one, and it accounted for one hundred percent of the entire number of relationships that existed between them. The coefficient of correlation with the efficacy variable was the highest, coming in at 0.538. An overall value of (0.483) was obtained, which is a statistically significant value.
4. **Analysis of the relationship between the nature of work and organizational success:** As a result of the fact that the percentage of these moral relations was one hundred percent, the variable of the nature of work was able to achieve positive moral relations at the level of (0.01) at the individual level with the two types of organizational success. A correlation coefficient value of 0.514 indicated that it had the most significant association with the efficacy variable. An overall correlation coefficient of 0.462 was found to exist between the two variables.
5. **Analysis of the relationship between promotion opportunities, development and organizational success:** The substantial correlations between the variables of promotion opportunities, development, and success, both at the aggregate level and among its sub-variables, accounted for 100% of the total relationships, as all correlation coefficients were significant and positive at the 0.01 level, with the highest correlation coefficient observed in the effectiveness dimension, reaching 0.592. The overall correlation coefficient was 0.609, indicating statistical significance.
6. **Analysis of the relationship between total job satisfaction and organizational success:** The overall level of job satisfaction was found to have positive significant correlations with the aspects of organizational performance, with a level of (0.01) and a level of (100%). By virtue of the fact that the value of the correlation coefficient between the two variables was (0.593), the most significant association was with the efficacy variable. The value of the correlation coefficient was (0.556), which is substantial and statistically significant. This indicates that there is a relationship between total work satisfaction and the success of the business.

**Table 3:** Spearman values between job satisfaction and organizational success

Organizational success	Efficiency	Effectiveness	Moral relations	
			Number	Importance
Salary	0.006-	0.009	0	0
Supervision	*0.234	0.149	1	50
Relationship with colleagues	**0.354	**0.538	2	100
Nature of work	**0.314	**0.514	2	100
Opportunities for promotion and development	**0.436	**0.592	2	100
Job satisfaction	**0.412	**0.593	2	100

(\*\*)Significant correlation at the significance level (0.01).





(\*) Significant correlation at significance level (0.05).

**Table 4:** Spearman correlation coefficient between total job satisfaction and organizational success.

Career Success	Correlation coefficient	T
Salary	0.032	0.18
Supervision	0.225	2.19
Relationship with colleagues	0.483	5.18
Nature of work	0.462	5.04
Opportunities for promotion and development	0.609	9.25
Total Job satisfaction	0.556	6.77

The investigation of the relationships between work satisfaction and organizational success yields the following results:

1. There was one variable that did not exhibit positive moral relationships with the variable of organizational success, and the percentage of these moral relationships constituted 75% of the total. The variable of job satisfaction showed positive moral relationships at the level of (0.01) and (0.05) with the variable of organizational success, with the exception of one variable.
2. The findings revealed one inverse relationship, which is when one dimension is inverse to another dimension. This indicates that the relationships between each dimension and the other dimension were primarily positive, and that each dimension increased as the other dimension increased.
3. Given the results obtained, and the significant correlation identified between job satisfaction and organizational success, there is no rationale for rejecting the hypothesis that a significant positive correlation exists between these two variables.

## B. Impact relationship between job satisfaction and organizational success

**Table 5:** Impact of job satisfaction on organizational success.

Independent variable	Dependent variable	Fixed Value	Beta coefficient value	Coefficient value of determination	Calculated absent value
Job satisfaction	Organizational success	1.77	0.53	0.030	35.96

The estimated value of (F) was (35.96), which is more than its tabular value at the level of significance (0.05), and the degree of freedom (1.85), which is (3.96). This indicates that there is a considerable effect of job satisfaction on the success of the organization. According to the positive beta coefficient signal, this indicates that the effect is positive. Additionally, the value of the coefficient of determination reached 0.30, which indicates that there would be a thirty percent variation in organizational success whenever there is a change of one unit in work satisfaction. When one unit of organizational success is changed, there will be a 53% rise in organizational success. This is because the beta coefficient was 0.53, which indicates that there will be an increase in organizational success.

With these results, the second hypothesis was proved, which states that "job satisfaction affects organizational success in a statistically significant positive effect."

## Conclusions

1. The high level of job satisfaction experienced by employees working for sports federations can be attributed to the fact that all aspects of job satisfaction are indicative of the overall level of satisfaction in sports federations.



2. The job satisfaction results indicated that the nature of work yielded the highest arithmetic mean (4.1103), while promotion and development opportunities recorded the lowest mean (3.600). This suggests that the existing promotion and development opportunities within the Association require reevaluation by senior management and managers.
3. The fact that the value of the arithmetic mean of organizational performance was higher than the value of the hypothetical mean is evidence that the Association has been successful since it was implemented. The fact that the International Telecommunication Union (ITU) has been able to successfully and efficiently accomplish its goals as a result of its adaptability to the external environment is evidence that it has been able to maintain its existence and ensure its continuity.
4. Effectiveness achieved the highest arithmetic mean (3.90), and efficiency had the lowest arithmetic mean (3.76). This means that ITU has been more effective in achieving its objectives, and that it must emphasize the conservation and utilization of its resources more well.
5. According to the findings, the employees of the Association have a strong interest in the reputation of the Association, as well as its future and the distinguished role it plays in Iraqi society. Furthermore, they have a desire to enhance the Association's reputation in Iraqi society, as well as the changes that occur to it, adapt to them, and provide solutions and opinions to combat them. The Association, along with its senior management, departments, and offices, strives to accomplish the tasks that have been assigned to them. This demonstrates that the Association has been successful in accomplishing its objectives, and that its employees carry out their work with sincerity and efficiency, in addition to accomplishing their tasks, and attempting to establish trust and cooperation between the Association and society.
6. The findings demonstrated that a favorable relationship exists between work satisfaction and the success of an organization.

## Recommendations

1. As a consequence of the findings of the field survey, which revealed that this aspect is the one that employees of sports federations are the least satisfied with, it is imperative that a promotion system that is both equitable and gives emphasis to highly qualified human resources and great performance be developed. In addition to increasing the yearly bonus, which must be adjusted in accordance with the rates of the cost of living, there is also a performance bonus, which is awarded to the employee based on his performance and can be linked to the performance evaluation report. This bonus is awarded on an annual basis in order to encourage strong performance.
2. The management should pay attention to assigning tasks and responsibilities that are in line with the capabilities and skills of the employees, as well as linking them to an incentive system that is in line with their actual needs. Additionally, the management should set performance goals that are both clear and realistic, as well as goals that are challenging but acceptable, with the goal of encouraging creativity and innovation. The emphasis should be placed on providing feedback on the progress that has been made against the goal.
3. Increasing the minimum salary for employees of ministries and other departments, commensurate with the current economic situation, in order to increase their satisfaction, and consequently increase their performance and loyalty. This is due to the fact that salary is a significant factor in job satisfaction, as demonstrated by the findings of the research, due to the fact that all employees of the Association are content with their salary, which is both adequate and satisfactory.
4. The requirement to pay attention to the social relations that exist between employees and management, as well as to exploit and strengthen these relationships through concerted efforts,





teamwork, ease of communication, and harmony between the goals of the individual and management, in order to make contributions both in the interest of the Association and to increase the level of job satisfaction experienced by employees.

5. Employees need to be given a variety of jobs and increased responsibilities, and this can only be accomplished by ensuring that workers are qualified, by providing them with training and development opportunities, and by emphasizing the significance of the role they play in serving their country.
6. The experience of being mentally challenged is a significant component of job satisfaction, which is an essential indication of overall life satisfaction. Additionally, the most significant approach for the majority of people to improve their job satisfaction is to seek out work that is intellectually demanding. This is because the most successful way for an organization to increase the job satisfaction of its employees is to increase the mental challenge that they face in their positions.
7. Increasing the level of job satisfaction experienced by workers by means of the development of contemporary policies, procedures, and techniques for carrying out work that is exciting to them, which has a significant bearing on the manner in which they demonstrate their citizenship behavior.
8. Encouragement of competition and creativity among employees of the Association, as well as the provision of opportunities for individuals who possess the necessary skills and competencies to advance their careers and active participation in the formulation of strategic plans and objectives for the organization, all of which contribute to the individual's sense of fulfillment that is derived from his or her work performance.
9. The necessity for senior management in sports federations to focus on organizing training programs for leaders and managers, aimed at elucidating the significance of job satisfaction and contemporary administrative methodologies that enhance it. Additionally, it is imperative to educate managers at all levels regarding their pivotal role in elevating employees' understanding of job satisfaction dimensions, thereby influencing both their performance and that of the Federation.
10. The dissemination of the culture of organizational success in Associations in general and the Association in particular, as well as the introduction of employees to the dimensions and significance of this culture, as well as the addition of other aspects such as development, excellence, and adaptation, amongst others.
11. Increasing investments in technology because of the significance of technology in terms of its ability to provide and convey information in a more timely manner and to transform it into long-term advantages.
12. Increasing investments in technology because of the significance of technology in terms of its ability to provide and transmit information in a more timely manner and to transform it into achievement over the long run.

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