

OFFICE-BASED SPORTS GAMBLING AND POOLING: ETHICAL DILEMMAS
AND WORKER PRODUCTIVITY ISSUES FROM FAN AND GENDER
PERSPECTIVES

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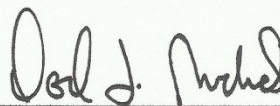
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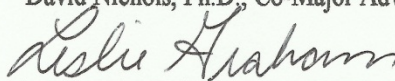
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I am submitting herewith a dissertation written by Amber A. Smith entitled "Office-based Sports Gambling and Pooling: Ethical Dilemmas and Worker Productivity Issues from Fan and Gender Perspectives." We have examined the dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy with a major in Sport Management.

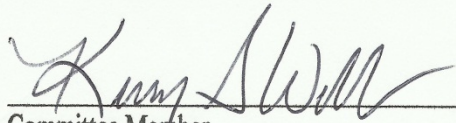


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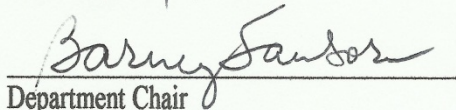


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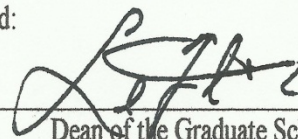


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DEDICATION

For my husband, Michael Ditizio, and my parents, I want to extend a much appreciated thank you for your never-ending patience and support in this dissertation effort. In many ways, they have shared my pain and trials of my accomplishments over the years to achieve my doctoral degree.

I want my father to know that without him being a rock in my life I never would have gotten this far. So dad, this one is for you. I love you.

I want my mother to know that without her being there to care for me when I was near death I wouldn't be here. Thank you mom, I wouldn't be here without you. I love you.

I want my husband to know that his tireless work, love, and care are never underappreciated or forgotten. Thank you for your partnership. I love you.

Lastly, but most importantly, I want to thank the Lord almighty. I am here only because of his grace, love, and direction. Thank you, thank you, and thank you. Amen.

“Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.”

Winston Churchill

“It is a mistake to look too far ahead. Only one link in the chain of destiny can be handled at a time.”

Winston Churchill

“A pessimist sees the difficulty in every opportunity; and an optimist sees the opportunity in every difficulty.”

Winston Churchill

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ABSTRACT

AMBER A. SMITH

OFFICE-BASED SPORTS GAMBLING AND POOLING: ETHICAL DILEMMAS AND WORKER PRODUCTIVITY ISSUES FROM A FAN AND GENDER PERSPECTIVE

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This study combines concepts of Stakeholder Theory, Uses and Gratifications Theory, and Consequentialism, Deontology, and Virtue ethical philosophical perspectives to investigate the potential impacts of office pooling and gambling activities on the workplace environment. The advent of accessibility to mobile devices with greater and faster web-based accessibility, marketing and e-commerce has exponentially grown, promoting online betting within the office as well. The model consisted of frequency of Internet use, social networks, and perceptions of organizational productivity, individual motivations, gambling characteristics, social affects, and demographic information. These dimensions were broken down by operational issues associated with psychological commitment and behavioral commitment to office and online sports gambling activities, as well as fan-specific attitudes of worker productivity and cohesion issues of trustworthy and emotional attachments; all variables within an ethical framework. A series of hypotheses-testing procedures were performed on a sample of working professionals in an urban metropolitan area with a significant fan base to determine if significant ethical, employee productivity issues, and gender biases existed in terms of the impacts of fans'

engagement in sports-related betting during working hours. An analysis of the statistical research results definitely points to the complexity of ethical orientation towards workplace gambling and productivity, perceived loss of productivity, enhanced employee cohesion, and inherent gender differences on the issue of sport-related office pooling. All 3 specific-research hypotheses were found to be statistical significant and relevant, with specific female and active user biases.

TABLE OF CONTENTS

	Page
DEDICATION	iv
ACKNOWLEDGMENTS	v
ABSTRACT	vii
LIST OF TABLES	xi
LIST OF FIGURES	xii
 Chapter	
I. INTRODUCTION	1
Overview	1
Definitions.....	1
Workplace Sport-Gambling Issues	4
Problem Statement	6
Research Background, Assumptions, and Limitations	8
Development of Research Questions	10
Importance and Contributions.....	12
Chapter Summary	15
II. REVIEW OF LITERATURE.....	17
Overview	17
Social and Economic Impacts: Office Gambling.....	17
Ethical Basis for Evaluating Moral Dilemmas	26
Gender Differences from a Fan-based Perspective.....	30
Technology and the Growth of Sports' Office and Internet-Based Gambling	36
Commercialization of Sport and Issues in the Workplace.....	39
Operational and Ethical Issues in the Workplace	42
Theoretical Framework	44

Derivation of Research Hypotheses	51
Research Hypothesis H1	51
Research Hypothesis H2	54
Research Hypothesis H3	55
Chapter Summary	59
III. METHOD	62
Overview	62
Research Hypotheses	62
Population Selection and Survey Design	63
Survey Instrument	63
Sample Description	66
Research Design	69
Statistical Techniques	70
H1 Data Assumptions	70
H2 Data Assumptions	71
H3 Data Assumptions	72
Chapter Summary	73
IV. RESULTS AND DISCUSSION	75
Overview	75
Descriptive Profiles and Basic Relationships	76
Multivariate Analysis	79
Research Hypothesis H1	80
Research Hypothesis H2	85
Research Hypothesis H3	89
Hypothesis-testing Results Overview	95
Chapter Summary	98
V. SUMMARY, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS FOR FUTURE STUDIES	100
Overview	100
Research Highlights	100
Managerial and Theoretical Implications	108
Future Research	114
Limitations	122
Chapter Summary	130
REFERENCES	132

APPENDICES

A. Instrument Used in Present Study	151
B. IRB Approval Letter.....	161
C. Descriptive Statistics of Ethical and Productivity Variables	163
D. Statistics Related to Equality of Means Among the Sampling Frames	175
E. Factor Analysis Statistics and Testing Results (H1)	181
F. Independent Means and Chi-Square Testing Results (H2).....	192
G. Multiple Regression and MAVOVA Testing Results (H3)	203

LIST OF TABLES

Table	Page
1. Ethical Standards for Governmental Considerations Proposed by the Council of Europe’s Enlarged Partial Agreement on Sport (EPAS)	19
2. Variables Measured in the Present Study and Their Coding Schema	64
3. Summary Statistics and Highlights Associated with Testing the Specific-Research Hypotheses	96

LIST OF FIGURES

Figure	Page
1. Basic intrinsic and extrinsic motivational factors associated with sports-related office pooling within the workplace environment within an ethic framework based on the Uses and Gratifications and Stakeholder theoretical frameworks	50

CHAPTER I

INTRODUCTION

Overview

The information found in Chapter I showcases the growth of ethical decision-making within the workplace environment, especially in regard to potential dilemmas of sport-related office pooling and gambling, both online and face-to-face. The basic problem statement, definitions, research background, research questions/hypotheses, assumptions and limitations, significant contributions of the study, followed by a chapter summary are contained in next sections. The details of the derivations of the research hypotheses are presented in Chapter II and limitations and future research directions are outlined in greater clarity in Chapter IV.

Definitions

With a growing need by the corporate world to design and implement high-performance workplace practices, there is an inherent need to develop and foster a workplace environment that properly aligns the goals of the organization (e.g., enhanced worker productivity) with personal goals of employees (e.g., cooperative positive working relationships and work-family balance). However, there is a general lack of statistical analysis or understanding of the connection between job satisfaction, workplace environmental and technology factors, sport involvement/engagement, and

office practices, such as sport-related gambling and office pooling (Petrescu & Simmons, 2008). To understand more fully these complexities, a number of definitions are needed.

The term, *office pooling*, generates a number of different connotations that may be applied to unique environmental settings and discipline the phenomena is studied. In terms of the present dissertation effort, office pooling refers to be applied in an all-encompassing manner in that it includes and connects any gambling activity completed within the workplace environment. Whether it involves actual individuals and groups combining their efforts within the workplace environment or engaging in Internet-based gambling during office hours, it was considered part of office pooling activities.

Typically, office betting refers to creating a *betting pool*, sports lottery, and/or sweep, where participating gamblers pay fixed or multiples of a fixed price into a pool. This pool is shared within the community of gamblers and the host institution (i.e., workplace or service provider) does not take a share of the winning. Of course, *office pools* can be used in a variety of applications, but typically for sport-related events. More unusual types of office pooling activities include death pools of political figures and unfortunate relatives and bankruptcy pools. The office pool winnings are usually evenly divided between those that have made the correct selection. *Sports-related office pooling* or *betting* within the confines of the present study include both odds calculations and variable wager amounts on particular spreads on the outcomes of sporting events. Office participants typically have been using such pools for a long term and know immediately what they refer to in terms of sporting events. However, since there may be

strong emotional aspects associated with participation of such gambling activities, it is understood that the term may vary with the individual. This variation in the application of the term gambling may, in turn, add to perceptions of ethical and worker productivity dilemmas that it usually generates (Jones, 1991).

Although there are many sport-betting terms that can be defined, there are just a few more that are directly relevant to the present study. The terms *run line*, *puck line*, and/or *goal line bets* refer to wagers that run counter to the more traditional straight-up or daily quoted prices or odds that are updated on the Internet. These wagers usually feature a fixed-point spread that offers a higher payout for the favorite and, conversely, a lower payout for the underdog. Future wagers refer to a much greater time frame that typically are measured in weeks or months (e.g., March Madness or Super Bowl). The most common sport-betting occurs in major sports (e.g., football, baseball, soccer, basketball, ice hockey, and to a lesser extent for cricket, fishing, golf, boxing, sumo wrestling). *Sport bracketing* uses a tree diagram that represents the series of games played during a tournament (i.e., single elimination, with all teams in single bracket and double elimination, with teams in 2 conference brackets).

Worker productivity dilemmas refer to the proposed impact that such gambling activities, whether in reference face-to-face or online office pooling activities, may have on the quality and quantity of employee-based, compensated output for the organization. It is difficult to quantitate such potential impacts, both positive and negative, without having empirical studies completed on perceived job satisfaction and ethical practices in

sports and associated workplace impacts. Other factors that are very difficult to assess include management's impact on labor standards, output and worker effort, performance and productivity, as well as work quality.

Another important term to define early in this dissertation is cyberdeviance.

Cyberdeviance or *cyberloafing*, may be defined as any detrimental or positive effects on productivity of employees using the Internet in the workplace environment for non-work related activities. According to Lim and Chen (2009), there has been some research has suggested that spending time checking personal e-mail or browsing non-work related websites can provide a mental break for employees and reduce stress at work. Unfortunately, much of the work to-date on these relationships is largely theory-based. However, there is strong evidence that such research on the impacts of sport-related gambling activities and, indirectly, cyberloafing, on worker productivity is welcomed and much needed (Davis & Duncan, 2006; Dees, 2011).

Workplace Sport-Gambling Issues

Office pooling and gambling activities within the workplace environment, as associated with the current dissertation study, certainly includes online/Internet gambling and the legal aspects of such gambling. The initial expanded definition of office pooling was designed to include online methods for gambling activities within the workplace environment and it assumed that participants in the professional workplace understand its presence within the office environment. The legal issue of gambling in society, especially related to more acceptable forms of sport betting, ties in very neatly in terms of

ethical dilemmas associated with office-related gambling, since it is related to the various definitions of ethical dimensions of office betting and an essential part of the dilemma. For example, essentially all large-scale corporations have written formal policies that usually prohibits any form of office betting/pooling (Clark, Jr., 2004; Dunstan, 1997, 1997b; McNamee, 2013; Simers, 2008). However, such sport-related betting activities have been occurring in the workplace to the point it may seem that routine Simers, 2008). In some instances, management may actually encourage it. Hence, the legal aspects in society towards online betting are directly related to business having formal rules against all forms of gambling, both face-to-face on online. The financial aspects of online betting may be questionable in its ties to office pooling activities, but there are links to its financial impacts on society and, indirectly, to the office environment. These aspects were explored in the following sections. There is very little in the peer-reviewed literature on factual information on the costs of lost productivity due to gambling activities.

This area is extremely under researched and the present author has found almost nothing on the topic. The following sections that deal with potential financial impact of face-to-face and Internet gambling may provide a discussion platform on the merits of such engagement within the workplace. For example, web-based office betting and sport-related Internet gambling, which is currently illegal domestically and perhaps unethical individually, plays a major role in understanding the dimensions of ethical dilemmas in the workplace. Going to the literature and when one completes a combined

search for literature for sport gambling and ethics, only a handful of results were found, but such research is generally from a fan or manager of sport business perspectives. When one adds the office or workplace environment to the mix, essentially nothing is found that is peer-reviewed in the literature. Although the dissertation may be one of the first empirically efforts in this area, it does point to the fact that there is certainly not much research on the topic.

Problem Statement

One of the fastest growing forms of sports-related gambling is completed within the workplace environment. Face-to-face, electronic, and other online forms of betting, which typically consists of poker, betting on the outcomes of certain popular sporting events, bingo, and online casinos, have appeared to become potential employee-productivity problems. Internet, as well as face-to-face office-based gambling activities, have presented significant managerial problems of productivity and ethical dilemmas to solve. Sports-related organizations have promoted a brand image and loyalty that transcends all levels of the social-economic spectrum, especially at the collegiate, professional, and international sport teams' competition (Bouchet, Ballouli, & Bennett, 2011; Coates & Humphreys, 1999; Ross, 2008; Seguin, Richelieu, & O'Reilly, 2008).

Perhaps the ethical dilemmas that arise from the operation and management of these online gambling activities is the ubiquitous nature of computer accessibility and the Internet, and the ease with which funds can be transferred via credit and debit cards (Esichaikul & Janecek, 2009; Hsu, Ko, Wu, Cheng, & Chen, 2009; Jain & Kohli, 2009;

Kanniainen, Piche, & Mikkonen, 2009; Karjaluoto, Jarvenpaa, & Kauppi, 2009).

According to Simers (2000), about US\$200 million of revenue is generated each month from online poker alone. Online gambling is extremely attractive to both the novice and experienced gamblers alike and it is relatively socially acceptable. Gambling and its various forms, both face-to-face and online, are extremely popular as evidenced by the wide spread participation of state lotteries that are well advertised domestically. The convenience factor associated with office pooling and online sports betting are accelerated by the lack of a need to travel to a brick-and-mortar facility.

Online betting and face-to-face betting activities in a professional work environment are relatively commonplace, although there are very few studies that academically study its potential impacts on productivity in the office (Bradley, 2008). Office pooling and gambling, especially on sporting events, in the workplace is considered unethical and a distraction by many. Understanding selected ethical and psychological factors and consumption behaviors of sport-related office pooling participants will be helpful for managers to develop plans to deal with perceived productivity issues.

However, the present dissertation effort should serve as a helpful guide in understanding the strategic process of incorporating certain worker productivity elements of Internet and sport-related gambling strategies relating to organizations, perhaps best served by an application of the Stakeholder Theory (Harrison, Bosse, & Phillips, 2010; Husted & Allen, 2011). This theory deals with the expectations of the various

stakeholders involved in satisfying the mission of the organization. As previous studies have focused on how consumers of sport-related activities reacted to content of media materials (e.g., websites, media coverage of scandals, fantasy sports, social media, blogs, sport gambling), there needs to be a study of how consumers can partner with their corporate counterparts in the creation of media options via a formal dialog. The current study involves both fans and management, looking at basic intrinsic and extrinsic motivations through both ethical and operational lens, to research sport-related gambling and office pooling as both technological and philosophical dilemmas. Management and professional employees need to prioritize their needs and then match them with the organizations' expectations of work performance from an appropriate list of delineating factors.

Hence, much of the technological innovations have been on enhancing the social interaction among participants by exploiting the Internet's remarkable array of economic affordability and customer interaction, especially by means of social network sites. Many sports and related organizations have tapped into these aspects of social networking through blogs, texting, fantasy and betting cyber-communities, resulting in a current dialogue of the ethics of sports gambling, especially in the workplace

Research Background, Assumptions, and Limitations

The purpose of this present research effort is to explore and test certain assumptions concerning the role of office pooling or gambling on sporting events within the workplace environment. This role was reviewed from an ethic theoretical perspective

and from an application of the Uses and Gratifications Theory (Papacharissi & Mendelson, 2011; Smock, Ellison, Lampe, & Wohn, 2011). Due primarily to the fact that online gambling within the context of sport-related office betting is a relatively new activity, there are not many studies on the social-economic impacts on individual fans or society, especially within the workplace environment. As previously documented, online gambling has significant economic considerations as well as different motivations driving the process. Office pooling uses both face-to-face as well as electronic means to complete the transaction. Both forms were assumed to be present under the research study. On one extreme, online sport gamblers can often find themselves losing large amounts of money, particularly if the individual is a frequent user of the Internet. Unfortunately, when significant financial resources are lost, debt and unpaid bills can eventually lead up to legal action. Along with these economic problems, there are potential social problems that can be encountered with online sport gambling addiction. These problems may ultimately interfere with worker productivity and reduced cohesion with colleagues. The positive side is that worker productivity and cohesion increases as employees engage in sports-related office pools and online gambling in moderation. As with any ex post facto study, causation is rarely assumed and no generalizations outside similar urban environments with a strong sport fan base was assumed. Ultimately, it is assumed that the process of measuring attitude towards office gambling will generate attitudes can be reliably demonstrated and measured. Engagement in sports related office pooling can at least be partially explained by an application of the theoretical frameworks

of the Uses and Gratification Theory, fans' motivation scales based on social-technical and psychological aspects, and an ethical perspective that are to be measured in the study as well.

Development of Research Questions

A considerable volume of business management and ethics research exists that point to the importance of management's role in promoting an ethical framework by establishing the proper codes of conduct through the organizations' policy, practices, and procedures. The framework of the present study is a related body of research that suggest that sport fans are craving a more interactive and engaging experience with their favorite team sport or activity, either real or through fantasy sport venues. Media and sport industries are anxious to deliver on these expectations in order to influence customers on product development performance and purchase behavior (Cohen, 1963; Evans & Smith, 2004; Green, Murray, & Warner, 2011). Unfortunately, the research literature is essentially nonexistent on employee productivity and sport-engagement levels. There are equally important research streams that suggest that significant gender differences exist as well in terms of team loyalty and degree of sport engagement preferred (Clavio & Eagleman, 2011; Davis & Duncan, 2006; Dautzenberg, 2012; Greer, Hardin, & Homan, 2009; Lee, Kwak, Lim, Pedersen, & Miloch, 2011); as well as learning curves in terms of technological applications (Lin & Chang, 2011; Ong & Lai, 2006; Venkatesh & Morris, 2000; Yeh, Hsiao, & Yang, 2012).

From the various authors discussed in this section and the detailed review of literature Chapter II, a conceptual framework for further study emerges. A number of moderating variables, namely ethical perspectives, organizational and managerial policies, practices, and procedures, as well as complexity of intrinsic and extrinsic motivational factors, coupled with engagement technology, all play roles in measuring employees' attitudes towards sport-related gambling and office pooling within the workplace. Although these concepts were briefly discussed in this section, these concepts and associated theoretical development, will be more formally investigated in some level of detail in Chapter II.

This study combines concepts of the Uses and Gratifications Theory and Consequentialism, Deontology, and Virtue ethical philosophical perspectives to investigate the potential impacts of office pooling and gambling activities on the workplace environment. The advent of accessibility to mobile devices with greater and faster web-based accessibility, marketing and e-commerce has exponentially grown, promoting online betting within the office as well. The proposed model consisted of frequency of internet use, social networks, and perceptions of organizational productivity, individual motivations, gambling characteristics, social affects, and demographic information. These dimensions were broken down by operational issues associated with psychological commitment and behavioral commitment to office and online sports gambling activities, as well as fan-specific attitudes of worker productivity and cohesion issues of trustworthy and emotional attachments; all variables within an ethical

framework. The three specific research hypotheses that were tested in the present study include the following:

H1: A positive predictive relationship between management support for sports-related office pooling activities, regardless of perceived loss of employee productivity and ethical orientation of employees.

H2: The perceived loss of productivity due to involvement in sports-related office pooling activities can at least be partially explained based on the assumption that gender differences (e.g., females less sport engaged, less knowledgeable about mechanics of sport action, and more opposed to office-related gambling activities on moral or virtue principles) exist due to selected intrinsic and extrinsic motivations.

H3: It is hypothesized that the perceived loss of employee productivity may be partially compensated by increased workplace cohesiveness and morale.

Importance and Contributions

Hsiao, Peng, and Huang (2012), in a detailed time series and trend analysis, found that professional sport team income was primarily subjected to the influence of the support of fans and that player ethics as the primary factor affecting the number of fans and team income. Hence, the willingness of sponsors and television broadcasters in supporting teams is subjected to the impact of the number of fans and team income. The authors concluded from the simulation results that improving the sports ethics of players

can significantly and positively impact the overall development of professional baseball (in this case, Taiwan). Perhaps the ethics of all sport participants (e.g., athletes, fans, corporate management and sponsors), can also dramatically impact office morale, sense of fairness, and employee-based productivity. Throughout the years there have been many studies conducted on the effects of leadership style in relation to the overall competitive priorities (e.g., quality, delivery, flexibility, and cost) of an operation and managing its workforce.

Both service and manufacturing enterprises need efficient models to operate by and a decided and honest workforce. Many studies in the last few years have been published concerning the need for aligning strategic decisions, infrastructural decisions, IT (i.e., information technology) decisions, human resource management and its philosophy, to name a few, with the critical competitive priorities of an organization (Long, 2010; Mohanty, Ravi, & Patra, 2010; Pahlavani, 2010; Sarkar, Sana, & Chaudhuri, 2010). Kathuria, Partovi, and Greenhous (2010) and Yukl (2008) suggested that leaders can influence the performance of an organization by a number of important ways when dealing with human capital. Specially, they suggested that business leaders can influence others by the use of specific leadership behaviors when interacting with peers, subordinates, and outside parties; making appropriate decisions about management systems and organization structure; and determining the competitive strategy for the organization.

Managers are concerned for employee losses in productivity on the short term

with traditional office betting activities, such as NCAA-sponsored March Madness basketball bracketing. However, there may be suitable trade-offs if managers receive potential long-term gains in employee well-being and morale. For example, the increasing number of games and coverage of the three-week long March Madness can be viewed in a variety of mass media options, including smart phones and tablets within the office environment. A recent study carried out by Challenger, Gray and Christmas Company (as cited in Collins, 2011), a global outplacement company, estimated online viewing of sport and entertainment during office/business hours was at least 8.4 million hours. A relatively simple calculation by multiplying the average hourly earnings of US\$22.87 among private-sector workers results in an approximately US\$192 million loss of productivity in wage costs alone (Collins, 2011).

Although viewing numbers are increasing in recent years, not all the games are during business hours. The study concluded that managers need to establish documented policies on whether such work-time distraction is welcome or not. It was noted that many companies do not want to micromanage employee interest in such events as March Madness and related office betting and bracketing activities, as they may see such engagement as an acceptable method to develop and foster employee morale and camaraderie. Ultimately, such managerial and employee-based decisions to engage in such sport-related office pooling and gambling activities were based on ethical and productivity considerations. The importance of the present study should add some academic and practitioner-based insights in establishing such organizational procedures,

practices, and policies on such gambling and office pooling activities during office hours.

In conclusion, it is hoped that this dissertation research effort could have a significant impact upon both academics and practitioners. The ethical and operational productivity issues researched in this present effort could expand the current understanding of managers' role in facilitating or inhibiting sport-related gambling and office pooling activities; or at least provide a decision-based framework on how to deal with such issues.

Chapter Summary

This chapter has outlined the dissertation by introducing the basic concepts of ethical dilemmas within society and the office environment associated with sport-related gambling and office pooling activities. By focusing on relatively well-educated managerial and knowledge-based employees with a city noted for a strong fan base, the issues of such gambling activities and its effects on perceived employee productivity can be studied, both from fan and gender perspectives. The research questions outlined in this study were used to generate the research propositions and specific hypotheses concerning certain intrinsic and extrinsic motivational factors, ethical perspectives, and gender differences, when inspecting aspects of complexity surrounding employee productivity and engagement with sport-related activities, especially gambling and office pooling.

The basic research propositions generated several specific research hypotheses that were tested within the financial services and marketing/related services industries, which dominate the global industries represented in the city selected for the study. These propositions and hypotheses to be tested and their derivations are stated and

discussed in greater detail in Chapter III. The importance and benefits of the research for academia and the practitioner were suggested and discussed.

CHAPTER II

REVIEW OF LITERATURE

Overview

Chapter II illustrates the literature in the business and sport management areas that provides a theoretical basis for the present dissertation effort. Major research threads include social and economic impacts, derivation of research hypotheses from theoretical frameworks and a review of the literature in ethics, sport engagement and gambling, and business operational issues. Separate sections deal with the ethical basis for evaluating moral dilemmas, gender differences from a fan-based perspective, technology and the growth of sports internet-based gambling, commercialization of sport and issues in the workplace, and operational and ethical issues in the workplace.

Social and Economic Impacts: Office Gambling

In dealing with the social benefits of gambling in general, gambling is a commonly accepted form of entertainment for a large portion of the population, with very few compulsive or addictive gamblers. For most sports fans, online and office betting activities are strictly relatively harmless forms of entertainment that provide recreational outlets for its participants (Dunstan, 1997a-b). For those who enjoy taking risks, the challenge of gambling may be both stimulating and rewarding. Economically, online gambling websites are not taxed or licensed by the government. Hence, governmental agencies cannot collect taxes, or make any revenues from such sites; these sites do not provide any revenues to society to counter balance any potential negative impacts of

online gambling. Unlike the domestic state-lottery systems that provide a number of socially beneficial services (i.e., education programs and scholarships) from the monies collected, online gambling websites offer little to no public benefits.

Based on the recently published “The Code of Sports Ethics,” a Council of Europe's strategic documents, the organization is trying to promote healthy sporting practices as a world-class standard. The document was adopted in 1992, revised 2001, but continues to evolve to reflect the new challenges of sports in society. In fact, the Council of Europe's Enlarged Partial Agreement on Sport (EPAS) has accepted a revised set of standards. Basically, the EPAS suggested a number of recommendations concerning the role of government in dealing with *ethical considerations in sporting events*, which are summarized in Table 1. Of particular interest to the present study, is the item that concerns maintaining the integrity of sport; which deals with the significant threats of match fixing, bribery, trafficking, and illegal betting to the overall integrity of the sporting industry (Clark, 2004). The ability of a nation to improve oversight of the integrity and ethics of sports financing based on income from betting also applies to the purpose of this study.

Table 1

Ethical Standards for Governmental Considerations Proposed by the Council of Europe's Enlarged Partial Agreement on Sport (EPAS)

Promoting demanding ethical standards wherever sport is practiced, to improve oversight of the integrity and ethics of sports financing based on income from betting;

Encouraging and supporting organizations and individuals that apply healthy ethical principles in their sport-related activities;

Co-operating in promoting the Code of Sports Ethics and monitoring its application;

Encouraging physical education teachers to give a central role to sports ethics in school sports syllabuses and to emphasize sport's positive contribution to humanity and society;

Committing themselves to maintaining the integrity of sport, which faces such major threats as match fixing, bribery, trafficking in young sportsmen and women and illegal betting;

Supporting any initiatives to promote sports ethics, particularly among young people, and encouraging relevant institutions to make this a priority;

Continuing to promote and monitor Recommendation Rec(2001)6 on the prevention of racism, xenophobia and racial intolerance in sport, in cooperation with the sports movement and the Standing Committee of the Convention on Spectator Violence and Misbehavior at Sports Events and in particular at football matches;

Encouraging national and international research to gain a better understanding of the complex problems surrounding the practice of sport by young persons, establish the scale of undesirable behavior and identify the opportunities for promoting sports ethics;

Ensuring recognition that physical and psychological health are highly complementary;

Developing research on, and disseminating knowledge of, psychological health and how to manage emotions associated with the practice of sport;

Combating genetic engineering research and application designed for purposes that run counter to sports ethics.

Note: Adapted from "The code of sports ethics: Beyond the rules of the game," p. 3.

Federal governmental agencies have traditionally passed several pieces of legislation to either prohibit or control online gambling activities (Hammer, 1999; Hugel & Kelly, 2002; Keller, 1999). Some of the more notable legislation includes the Internet Gambling Regulation and Enforcement Act of 2007, Unlawful Internet Gambling Enforcement Act of 2006 (UIGEA), Wire Act, Illegal Gambling Act, and the Professional and Amateur Sports Protection Act. However, for many sports fans, the challenge of estimating wins and losses; is stimulating especially for sporting events and horse racing. Psychologists have found that people gamble for a variety of reasons, whether for a break from their daily lives, the thrill of the chase, or the challenge of beating the odds (Dunstan, 1997a-b; Hugel & Kelly, 2002). In particular interest to the present study, Fang and Mowen (2009), found that an important trait predictor for skilled card games and sports betting is the nature of competitiveness. From a consumer marketing perspective, they suggested that marketers for these two skilled games would profit by developing messages based on a competitive theme. Certainly, as the present dissertation effort is completed within an office environment, a competitive theme is likely to occur among co-workers.

For example, the Safe and Secure Internet Gambling Initiative estimates that Americans bet over US\$100 billion a year using offshore gaming websites. It has been reported that companies lose up to US\$3.8 billion in wages during the month of March each year due to the men's NCAA (National Collegiate Athletic Association) basketball tournament (Bradley, 2008; Simers, 2008). However, studies (Simers, 2008) illustrated that about 69% of working U.S. citizens do not wager in office pools and that half of

these people have no interest in the March Madness tournament at all. It may be successfully argued that employees who favor March Madness pools in the workplace do not think it is unethical, especially because it fosters camaraderie among those involved in the office pools by providing them a common topic of discussion and social networking (i.e., social capital). Hence, employees may receive the blessing from management, although there may be posted corporate policies against such activities within the workplace environment.

With the growing popularity of social media (Pookulangara & Koesler, 2011) and Internet/face-to-face gambling of sports-related competitions, ethical consideration of sports integrity is becoming more a society-wide issue for debate. Perhaps these issues may need to be resolved at the governmental level. Any solution to proper regulation of office-based gambling should involve respect to the customer relationships that business has developed over time in its sports fans (Frow & Payne, 2005; Loland, 2002). Controversies abound about the benefits of office gambling of sporting events (increased employee cohesion and a more open office environment in terms of communication) versus its downsides (loss of employee productivity, wasted employer resources, possible negative addictive behaviors) (Eynon, Hill, & Stevens, 1997; Gunthorpe, 1997). These issues will be explored in the following sections and the empirical section of the present study will examine these concepts within an ethical framework. The ultimate dilemma faced by managers is to adequately balance the advantages and disadvantages associated with sport-related office pooling and gambling policy formulation. It is the present

researcher's belief that this policy dilemma would best be studied with an ethical framework.

Although, through an application of the Uses and Gratifications Theory (Papacharissi & Mendelson, 2011; Smock, et al., 2011), every individual who engages in spectator sports and/or gambles on such activities, has different reasons and will derive pleasure from the activity according to his/her own individual utility yardstick. Many gambling critics do not point to the sole area of monetary gain or loss as the only important outcome of this activity, as it does not take into consideration the enjoyment and social impact of gambling. However, one should not underestimate the positive social impact that sports gambling within the professional workplace has on many individuals as well as worker productivity. Perhaps the social costs of gambling are also overstated, as appropriately only 1% of the adult population may be considered to be compulsive gamblers (Dunstan, 1997a-b; Hugel & Kelly, 2002; Shaffer & Hall, 2001). Shaffer and Hall further suggested that relapse prevention strategies are usually associated with cognitive-behavioral treatment approaches that can be quite effective. The argument has been made that the overall costs attributed to those people to be fairly significant on society. These tangible and intangible societal costs include rehabilitation programs, meetings, therapy, crime, loss of worker productivity, increased healthcare, and related costs.

One of the social costs commonly attributed to gambling is that problem gamblers tend to have higher levels of debt and declare bankruptcy at higher rates than non-problem gamblers and non-gamblers. However, claims by gambling opponents that

bankruptcy is a by-product of gaming activities may be unfounded. A rise in the number of bankruptcy filings and increased gambling rates prompted the U.S. Congress to investigate the link between gambling and bankruptcy. The Treasury Department, charged with reporting on the issue, found an insignificant relationship between gambling and bankruptcy (Hugel & Kelly, 2002).

Based on the logic associated with applications of the Uses and Gratifications Theory (Papacharissi & Mendelson, 2011; Smock, et al., 2011), sports fans and consumers are willing to purchase products and service, and producers choose to provide it, presumably they do so because there is a net benefit to both consumers and producers. One of the basic goals of economic development success for a project is to increase a region's net exports. The amount of goods and services that are exported needs to be increased or the amount that are imported decreased. Projects can be an overall economic success in terms of profit without doing either of these, but those profits come at the expense of other businesses. This may be a reason that online gambling could be considered a potentially profitable venture. If legalized, a significant portion of the financial resources that was leaving the country could possibly be kept domestically and be taxed; certainly a controversial topic in light of the 2012 presidential debates about national debt and tax crises. Any sports betting companies that are set up in the U.S. would obviously have international consumers as well. As a result, billions would be brought in the U.S. Naturally, many politicians and public are attracted to an industry that is willing to pay 20 to 30% of its gross revenues as taxes. Gambling is seen as a source of money that is easier to obtain because it is not a tax on individuals, clearing the

path for some governmental agencies to being an accepted way for societies to raise funds without increasing taxes on individuals. Some feel that the assets that gambling brings to society has a net benefit on the economy without having a significant negative social impact (Simmers, 1998).

As a result of these studies, UC Group, which is an online payment service provider, hired PricewaterhouseCoopers to estimate the federal revenue effect of regulating and taxing online gambling (*Estimate of federal revenue*, 2007). Analysts at PricewaterhouseCoopers analysis took into effect certain clarifications and modifications to the Barney Frank Bill from 2007. These stipulations were that Internet gambling licensees would be required to be incorporated in the U.S. and senior management and computer equipment would have to be located in the U.S. The U.S. Congress would authorize states to impose indirect taxes on licensees for transactions placed from within their jurisdictions. Licensees would be prohibited from engaging in betting/wagering on any sport event or contest of any sporting league regulated under the Professional and Amateur Sports Protection Act. Lastly, all online betting would be subject to the wagering excise tax.

Under the study, licensed Internet gambling companies would be required to pay the existing federal wagering and corporate income taxes as well as a new licensing fee applicable to deposits into online gambling accounts. The initial suggestion was a 2% fee on the deposits. The players themselves would be subject to the individual income tax on net winnings as well. The estimations take into consideration that approximately 60% of the revenue was taxed by personal income taxes, 20% by the wagering tax, 15% is due to

licensing fees, and 5% due to corporate income tax. The federal government would have approximately US\$13 billion to a high of US\$25.9 billion in tax revenues over 10 years. These numbers assume that sports betting would remain illegal. If online sports gambling were legalized; the tax revenue would drastically increase from US\$15.5 billion to US\$63 billion (“Estimate of federal revenue effect ...” 2009). Using this optimistic scenario, legalized online gambling, especially in the sport industry, could present a vast untapped resource, if the audits by PricewaterhouseCoopers are correct.

The debate of whether gambling should be legalized has been argued for decades in this country and amongst nations around the globe. The new phenomenon and spin-off of gambling is the activity of gambling on the Internet, known as online gambling. There have been countless studies done on this topic and many are biased, simply focusing on their own best interest. There is no doubt that there are both social and economic costs associated with not only online gambling, but also gambling as a whole. At the same time, there are unquestionably social and economic benefits that can be derived from all sorts of gambling, particularly online gambling. Many nations outside of the continental North America have legalized online gambling as a result of the international demand. After all, online gambling is a billion dollar industry. Perhaps, as some have proposed, it is time for the U.S. to follow other countries lead, and legalize online gambling in order to take advantage of the benefits of operating with this industry. Currently, legalized Internet gambling is available in some states.

Ethical Basis for Evaluating Moral Dilemmas

In many research studies dealing with the ethics of sports, a number of common themes or theories have been discussed in some detail. These ethical theories of individual and group behavior are grounded in moral philosophy, especially in the concepts of Consequentialism or Deontology ethical philosophy. Perhaps over the last few decades, there has been a revival of Virtue-theoretical work in ethical research, especially applied to ethics of sports (Akaah, 1996; Caplan, 2010; Hums, Barr, & Gullion, 1999; McNamee & Fleming, 2007). Much of the modern work in the ethics of sports have dealt with concerns of genetic testing for the goal of athletic performance enhancement or coaching ethics; little has been researched about the ethical dilemmas of sports-related gambling during office hours (Hughes & Shank, 2008; Morgan, 1979, 2000).

For example, one of the most important phrases of the 1990s in intercollegiate athletics was the push towards gender equity, by establishing relatively equal opportunities for all genders to participate in sport. This lofty goal was promoted by the Title IX legislation that legally provided guidelines for gender equity by directly prohibiting sex discrimination in any educational program/activity that received federal financial assistance. Hughes and Shank (2008) cited that a 1990-1991 NCAA Gender Equity research publication suggested that although there was essentially equal representation of both genders on U.S. college campuses, athletic departments of the same institutions were approximately comprised of 70% male and 30% female athletes and the male teams were awarded 70% of scholarships, 75% of the operational budget,

and 80% of the recruiting finances. Unfortunately, there were many ethical dilemmas associated with the actual enactment of the legislation.

Title IX, for example, has many supporters and many critics over the years, & the controversies to make the intent of the law better and simultaneously not reduce the degree of competition have intensified, as evident by the number of male versus female professional sport teams that are commercially successful. Some of the problems with the implementation of Title IX have been seen in the aspects of college athletics. The problems include developing new teams, schools complying with the law, different standards and techniques of applying the law, different amounts of money being spent, and some schools not accepting Title IX at all (Sherman, 2001). In general, many feel that Title IX is a good law that has helped female athletes earn college educations through gaining scholarships, develop self-esteem and confidence, and given them opportunities that many women were denied before 1972. Moyer and Foudy (2003) suggested there were significant disproportions between high schools and colleges for female athletes. For example, there were 2.8 million females competing in high school athletics, but only 150,000 available positions for these athletes at the collegiate level. In a more recent study as cited by Wolverton (2012), 40 years after the passage of Title IX legislation, female sport participation opportunities have reached an all-time record of approximately 200,000 female athletes on 9,274 NCAA teams. This figure generates an average of 8.7 women teams per college. That is quite an achievement when one considers the current global recession and increasing pressures on educational institutions' budgetary constraints. Hence, there are still few opportunities for women in

college compared to that in high school. Even though this may be true, no schools to date have had their federal funding revoked even though the law mandates it.

Besides these classical ethical debates in sports opportunities as a function of gender, genetic enhancement for athletic performance, ethical discussions are equally critical in viewing the moral dilemmas associated with sports office betting and online gambling (McNamee, 2013), especially at the workplace. Following a Deontology ethical philosophy, the concept of mutual respect has been debated for its various meanings; frequently without developing a theoretical framework for sport ethics is based. The key aspect of applying this perspective is the concept of consent. Therefore, sport-related gambling may be an individual decision, as long as it does not harm others and they have given their consent. That is an important distinction within the workplace environment, as engagement in office pooling activities may be perceived as offensive and disruptive in terms of employee cohesion and productivity.

Applying the ethical perspective of Consequentialism, a more teleological theoretical framework is necessary (McNamee & Fleming, 2007; Morgan, 1979, 2000). That is, the moral choice is to do what is good for all stakeholders involved so that actions are justified on the basis that yield the most favorable consequences. For example, if sport-related gambling has significant positive consequences for the productivity and happiness of the organization's workforce, the practice should be encouraged. If bracketing and office betting during March Madness increases employee morale on the long term, even if there are negative short-term consequences, management should allow and foster the practice during office hours.

The ethical theories of Consequentialism and Deontology (i.e., utility versus respect), while taking opposing foundations for the justification of moral action in sports; do promote several important conceptual features. Both ethical viewpoints provide as their defense for adoption is the need for impartially and universal applications of their moral codes of conduct (Akaah, 1996; Caplan, 2010; Hums, et al., 1999; McNamee & Fleming, 2007). Hence, in the application of both theories, no one person or group in the organization should be favored over another individual or group. Unfortunately, sport fans and other stakeholders frequently promote their selfish interests on others; hence the statement wining at all costs. In theory, adhering to deontological ethics, which suggests that basic right/wrong decisions should be based on an individual's obligation to uphold moral values, regardless of the consequences or immoral good (Rudd, Mullane, & Stoll, 2010). Ultimately what is moral or immoral may not be based on an individual's decision, but the greater whole (i.e., society or, in this case, the workplace environment).

Sharing an equally important role with the ethic theories of Consequentialism and Deontology, a revival of Virtue theory in sports ethics has emerged (Caplan, 2010; Hums, et al., 1999; McNamee & Fleming, 2007). It is suggested that moral judgment is not necessarily restricted to anyone or to any particular moral principle (Rudd, Mullane, & Stoll, 2010). This theory promotes making ethical decisions on good character, such as fairness, honesty, justice, fair play, and cooperation. A rationale can be made, for example, that engaging in sports-related office pooling can promote these virtues if transparency and openness are the true rules of engagement.

The underlying basis for ethical theory and, ultimately, its application to sport-related betting, especially in the workplace, involves mutual respect, transparency, cooperatives, and promotion of the greater welfare of an organization's stakeholders. Unfortunately, there are very few empirical investigations in sport-related studies by managers (DeSensi & Rosenberg, 2003; Duda, Olson, & Templin, 1991; Rudd, Mullane, & Stoll, 2010) and, perhaps, less dealing with sport-related office pooling and its effects on workplace productivity. If a case can be, for example, that employees' involvement with the sport-related betting under NCAA tournament play during office hours may actually increase employee cohesion and morale (Wallace, Edwards, Shull, & Finch, 2009; Woodfill, 2008), managers may have to address these ethical dilemmas in a more open fashion. In many office environments, as Hughes and Shank (2008), Kassinove (1998), and Morgan (1979, 2000) can testify, management may have formal rules in engaging in office pooling, but also actually engage and encourage their employees to do so – perhaps this is an ethical dilemma in its own right (*Hospitality, leisure*, 2010).

Gender Differences from a Fan-based Perspective

A number of academic researchers have suggested and tested gender biases of degree of loyalty and fan-based emotional attachment and preferences associated with popular sporting events (Lough & Kim, 2004; Ridinger & Funk, 2006; Robinson & Trail, 2005; Swanson, Gwinner, Larson, & Janda, 2003; Tobar, 2006). Such studies have concentrated on potential gender differences on a variety of sports participants' psychological intrinsic and extrinsic factors; such as motivations driven by perceived service quality, ease of use, trust, time constraints, degree of knowledge of the sport,

appearance, degree of social interaction, interest, athletic competition, economic, escapism, entertainment, and passing time.

These differences are more pronounced in spectator sports that are more media-based, such as fantasy sports. Although a number of demographic research studies have illustrated that the percentage of female spectators for many sports is growing (Swanson, Gwinner, Larson, & Janda, 2003; Tobar, 2006). There is little doubt that strong evidence exists pointing to the presence of gender bias in sport media coverage that will continue to marginalize women that engage in related activities (Clavio & Eagleman, 2011, Davis & Duncan, 2006; Greer, et al., 2009). The topic has been very well researched in social science, with entire journals focused on describing these conditions and finding ways to mediate them. The root cause of these gender biases in mediated sport coverage is deeply embedded in cultural biases that are not limited to American society.

In terms of other important factors related to differences in spectator sports and its coverage, there are studies that suggest significant differences exist as well.

Unfortunately, when it comes to accepting communication technology for personal use, a number of researchers have suggested that significant gender differences exist as well (Dautzenberg, 2012; Ong & Lai, 2006; Venkatesh & Morris, 2000; Yeh, Hsiao, & Yang, 2012). Interestingly, Ong and Lai (2006) found that male's rating of technology-rated variables of computer self-efficacy, perceived usefulness, perceived ease-of-use, and behavioral intention to use e-learning and computer software applications were higher than women's rating. Lin and Chang (2011) suggested that technology readiness influenced the same set of technological variables of perceived usefulness, perceived

ease-of-use, attitudes, and behavioral intentions in self-service applications based on the Unified Theory of Acceptance and use of technology models. Lee, Kwak, Lim, Pedersen, and Miloch (2011) found statistical evidence that perceived roles of gender, sensation seeking, locus of control, and need for cognition in predicting attitudes and intentions relative to participating in fantasy football leagues, had similar results in most technology or knowledge-based research.

It would be interesting from an academic viewpoint to conduct a research study using concepts of the Social Learning Theory, via eye-tracking technology, to see if there is a gender difference in the amount of time and type of preferences in viewing athletic competition, advertisements, and endorsements based on images of athleticism. It would be equally interesting to determine if women, for example, want more gender-neutral images of athletes or prefer more masculine traits for men and feminine characteristics stratified research design for generational (age) and technology savvy differences for females using more objective technologies, such as eye-tracking. A meaningful scholarly exercise to see if the media communications (e.g., social media, television, Internet, fantasy sports, to name a few) are trying to influence society's stereotypes of athletes, or if fans are trying to influence the gender-related media on what images that fans want to see. Of course, such research questions were outside the scope of the present dissertation effort.

Some experts suggest that women significantly differ from men in terms of their motivations and preferences in team sporting events (Madrigal, 1995; Mahony, Howard, & Madrigal, 2000; Ridinger and Funk, 2006; Robinson, & Trail, 2005; Swanson,

Gwinner, Larson, & Janda, 2003; Venkatesh, & Morris, 2000). However, recent research has shown mixed results. For sports gambling, again, there are few studies and the results are generally mixed (Dunstan, 1997a-b). McDaniel and Zuckerman (2003) reported that males have been found to have more favorable attitudes towards gambling than females in certain types of gambling activities. Several researchers have suggested that gender differences have been discovered in preferences for specific types of gambling activities. Specifically, males have more positive attitudes towards casino and horse racing gambling, but no significant differences on attitudes towards lotteries (Kassinove, 1998). Delfabbro (2000), Potenza, Steinberg, McLaughlin, Wu, Rounsaville, and O'Malley (2001), and Volberg, Gupta, Griffiths, Olsson, and Delfabbro (2010) suggested that females prefer games of chance, while males prefer games of skill. Males typically prefer more variety and more face-to-face forms of gambling in gambling activities, while females generally prefer less interpersonally interactive types of gambling, probably due to lower levels of knowledge of strategies and gaming rules.

Perhaps part of these differences in preferences is rooted in more fundamental gender stereotypes (Ridinger & Funk, 2006). As noted Fasting, Brackenridge, and Sundgot-Borgen (2004), and Leahy, Pretty, and Tenenbaum (2002), for example, it is often assumed that the prevalence of sexual discrimination and harassment may be different, depending on the type of sport; it is an assumption that has been rarely empirically tested. They found, for example, that sexual harassment occurs in virtually every sport, with female elite athletes involved in traditionally more masculine sports experience, the most sexual harassment present. They concluded that sport type matters less than sport

participation, almost regardless of cultural influences. So goes much of the research of gender biases reported in the many business and sport literatures. A number of academic researchers have suggested and tested gender biases for a variety of sport-dependent variables [e.g., degree of loyalty, knowledge of mechanics and rules associated participation, degree of fan-based emotional attachment, and preferences associated with popular sporting events (Lough & Kim, 2004; Ridinger & Funk, 2006; Robinson & Trail, 2005; Swanson, Gwinner, Larson, & Janda, 2003; Tobar, 2006)].

Several studies have empirically tested qualifying assumptions that potential gender differences on a variety of sports participants' psychological intrinsic and extrinsic factors [e.g., motivations driven by perceived service quality, ease-of-use, trust, time constraints, degree of knowledge of the sport, appearance, degree of social interaction, interest, athletic competition, economic, escapism, entertainment, and passing time (Entman, 2007; Clavio & Eagleman, 2011)].

Clavio and Eagleman (2011), Davis and Duncan (2006), and Greer, et al. (2009) certainly provided strong evidence of the presence of gender bias in sport media coverage that continues to marginalize women, with little change in sight. Cultural biases are prevalent in mediated sport media coverage and viewing angles are constructed differently depending on the gender of the athletes. Such biases reinforce concepts that ice skating and gymnastics are more feminine sports and inherently less interesting than more masculine sports, such as football. This evidently shows up in the thought process of alumni giving credit that men's collegiate football and basketball basically carries the other sports and women would probably have no programs without governmental

intervention. Strategic framing activities highlighted by Entman (2007) placing agenda-setting activities at the heart of the political process and serves as a primary aid in defining problems that require public and government attention. As noted by Zimmerman, Clavio, and Lim (2011), theoretical aspects of agenda-setting activities manipulate the messages the public receives and learns from the media. In the case of soccer, the higher levels of exposure brought about more media options, made the sport more important in society. It also caused the traditional media (e.g., print, radio, TV) to increase their coverage to match online sources. Hence, cultural biases are reinforced and accelerated throughout the media options available for the message. If the researcher applied the conceptual model of Entman (2007) to this gender-bias salutation in sport coverage, the slant of a specific news item would be primarily a function of facts and the ability of news managers to place their word spin on the facts as opposed to their opposition.

In terms of sport gender biases, governmental agencies needs to address the equality of sport acceptability in developing good citizenry to counterbalance the negative images that female sports are uninteresting and not worth watching. There is little doubt that many women that had good character-building experiences derived from sports participation that are reflected in positive career skills and life-long learning in our society. There appears to be some evidence prepared for the present dissertation effort that ethical and productivity issues with the office environment and gender bias and/or differences exists as well.

Ultimately, it is reasonable to assume that these differences in perspectives, motivations, and knowledge of sport participation will have an impact of how gender-specific views will manifest itself in terms of ethical viewpoints and support for sport-related gambling and office pooling activities.

Technology and the Growth of Sports' Office and Internet-Based Gambling

Technology, especially with the rapid development of mobile devices and greater and faster web-based accessibility, marketing and e-commerce has exponentially grown, promoting online betting as well. As were the traditional ways of marketing in the past using a physical sales force, outlets (e.g., including retail branches, stores, kiosks), telephony (e.g., telephone, fax, call center contact), direct marketing (e.g., direct mail, radio, television), mobile commerce (e.g., mobile phones, text messages), e-commerce and the Internet has since taken over in terms of cost valuation and customer attention. Many companies are now using the approach of a multichannel integration process which combines many channels in order to interact with a vast spectrum of customers (Frow & Payne, 2005). Despite these traditional, well-known ways, application service providers are promoting a variety of betting opportunities for sports-related gambling, ranging from fantasy sports to colligate and professional athletic contests.

The transformation power of the Internet has greatly impacted and revised theoretical frameworks for research, especially concerning media coverage and content of sport-related activities, both within the workplace and private space of individuals. As web-based technological innovations increase, so have empirically-based methodologies to measure their impacts on consumers of such sport media. Mass communication,

coupled with technical innovations that promote ease-of-use and greater accessibility, has significantly changed the commercial landscape of sport-related information and marketing gathering by its fans/consumers. As most of the theories have suggested an overall academic-based theoretical framework, the newness, intimacy, and immediacy of the Internet has suggested a more emergent, but still structured, approach.

Social media and its related technological developments, such as Facebook™, MySpace™, YouTube™, Twitter™, and Wikipedia™, ultimately allow the consuming public the opportunity to express their opinions and shape their future viewing experience (Zimmerman, Clavio, & Lim, 2011). However, the consuming public is not the only stakeholder involved in the media experience. Corporate sponsors, sports writers, broadcasters, sports executives, and players should all be considered in setting an agenda that meets their needs as well. Research designs are needed to adequately address and measure the impacts of the other stakeholders in promoting appropriate messages in mass media. Some designs may be technology-specific, while other designs are more strategic than tactical as they are ensuring that the goals of the organization are properly communicated in the selected media channel. Websites of organizations should be structured to maximize positive corporate image control and minimize the impact of competing stimuli in regards to employee-based gambling activities that might result from their promoting of sporting activities; not just maximizing merchandising opportunities.

Social media has been deemed a hybrid element of the promotion mix in the sense that it not only allows companies to communicate with their customers, but also allows

for customers to talk directly to one another (Mangold & Faulds, 2009). Probably due to the timeliness of media access online, managers are able to strategically use the Internet as a way to promote different sport organizations, athletes, events, and marketing products. When sport and office pooling information comes from a trustworthy source, consumers and fans are more likely to pay attention to the information being presented to them, even from social media. There will continue to be an ethical component in dealing with social media associated with office pooling activities and their corporate sponsors in terms of trustworthiness. Although research studies can be designed to look at the individual behavior level, there needs to be a renewed focus on understanding the strategic goal of a sports' organization, both in its formulation and implementation, and how best to utilize the various media channels available to convey the messages that sport organizations want to project.

Consumers of sport-related materials are redefining how organizations' leverage of media attempts to communicate with them in the most effective ways. Sometimes this communication occurs at a tacit level, even without our conscious consent, as in the case of eye-tracking methodologies. A message's reach (i.e., broadcast to multiple audiences) and richness (i.e., personalized content) via mass media and its research seems to have gone beyond simple content analyses of sport websites. Such analysis has often failed to consider a user's goal-direction (Green, Murray, & Warner, 2011), a more long-term or strategic direction of the organization. Hence, it appears that a number of Internet technology's impacts on sports are driven by media, is of the most successful tactics, "The press may not be successful much of the time in telling people what to think, but it

is stunningly successful in telling its readers what to think about” (Cohen, 1963, p. 177). Still, principles of strategic management, namely mission and vision statements and the role of leadership (Evans & Smith, 2004), are important in research efforts to understand and model media theory and sport-related communications.

Most competitive businesses (both for-profit and nonprofit organizations) have successfully employed mission and vision statements for years; not having an official Internet vision illustrates a significant organizational weakness and misalignment of business and marketing strategies. Understanding these dynamics is essential if an organization is to understand the impacts of any regulation of sport-related programming and engagement activities within the workplace environment, such as office pooling and gambling activities.

Commercialization of Sport and Issues in the Workplace

It is apparent from the previous literature cited from the business, physiological, and sport-marketing research areas, there are several possible options to formally pursue a theoretical background for the justification of empirical section of the present study. In fact, Jonasson and Thiborg (2010) suggested that simple mentioning of computer gaming via e-sport as a form of sports is “subversive, according to public health and media discourses” (p. 287). The nature of sport activities is often regarded as a type of virtue, while computer gaming is often perceived as a vice, a corruptor of youth; then leads to crime and possibly terrorist training. So, what is the future evolution of e-sports? The popularity of e-sports is gaining equally with other types of Internet-based activities, such as social networking and Internet gambling. As these online activities continue, what are

the possible impacts on sports in general? Are we on the evolutionary threshold of a new generation or phase of sports?

Just as the origins of sports broadcasting and the revenues associated with it were in the U.S. and received world-wide acceptance, American sports are rapidly becoming part of a global entertainment network, as noted by Helland (2007) and Lever & Wheeler (1993). Although the beginning of commercialization in sports had a humble beginning, now the astronomical costs associated with this new sports/media complex are being justified as part of giving valuable exposure to new series/entertainment specials through advertising spots and products. The great transformational changes in both technology and society's need for mass consumption (both services and goods), has led to an almost insatiable appetite for sports to be treated as a consumable product for the general commodification of leisure time. Many of the changes in global sports are the direct result and reflection of the existing pattern of growth through consumerism; or in other terms, a growth of consumerism over socially responsible behavior or citizenship. Unfortunately, it is natural for economic incentives to take over virtually all sectors of traditional life and turn them into methods for growth. Hence, sport-related media have inevitably become commercialized with both positive and negative consequences.

The commercialization of sport, especially television and the broadcasting rights associated with it has manifested itself in the corporate world, where increased competition for audiences in a new media market, has left a moral gap in the ideals of independent sports coverage and professionalism in news reporting. Helland (2007) and Szymanski (2006) suggested that this economic liberalism in sport broadcasting initially

began in the technological modernization of the sports/media complex, but soon moved to business processes founded in the principles of competitive marketplaces and promotions of sport products (i.e., commercial sports, sponsorship, and media-product). As highlighted by Szymanski (2006), the large capital flows from commercialization through the increase media accessibility of sports has become commonplace with sponsors, managers and teams. Unfortunately, as noted by Helland (2007), the growth and power of media is too weak to provide the journalistic safeguards that the general public needs to protect citizens' rights to fair coverage. Commercial interests have dominated sports coverage, which threatens the social role of broadcasting and journalism.

Commercialization is a double-edged sword; in that it provides for corporations' need for increased visibility and a place that may win the attention of fans. Many managers believe that the emotional meaning of the game or the team was transferred to the sponsoring company. On the other hand, the reverse may also be true; emotional meaning is just as easily transferred from the company to the club that it sponsors. The same mutually beneficial relationship may exist when management allows certain sport-related activities, such as gambling and office pooling, to co-exist, even if there are organizational policies that do not formally support such activities. Many people have an emotional need for bonding within the workplace environment and, although sport promotion is highly commercialized, such activities allow for such engagement and a sense of belonging to occur (Dees, 2011; Hutchins, 2011; Schirato, 2012; Weeks, Cornwell, & Drennan, 2008).

Operational and Ethical Issues in the Workplace

Typically, many professionals in the workplace environment think of operations management based on its relevance as a discipline necessary in sustaining business. Managers need good products, good designs, effective human resource management, quality, supply and inventory management skills, and economical maintenance to operate successfully every day. As noted by a number of authors, dealing with lean operations, generally agree that many industries existing in established markets did something operationally well in order to survive in such competitive markets. However, only those companies that were able to exploit their best internal operational strategies and have done this in such a fashion that a competitor would now find it hard to replicate, were able to thrive in such market conditions (Fumi, Scarabotti, & Schiraldi, 2013; Idris, Rahman, Hassan, Aminudin, & Alolayyan, 2013; Ketikidis, Hayes, Lazuras, Gunasekaran, & Koh, 2013). Service companies need to have a human resource strategy in place, in order to have a competitive advantage in their industry. It is an important leadership characteristic that employees are efficiently utilized within the constraints of other operations management decisions (Kathuria, et al., 2010). This is especially relevant where knowledge-based employees in high-contact service environments have much influence upon customer satisfaction (Goldstein, 2003). These companies rely on employees to promote their brand, because they are representing the organization to the customers. In order for employees to appropriately deliver high-quality services, employers should develop a set of job and work systems for them to abide by and work to expand their individual knowledge and skills (Guest & Woodrow, 2012).

Ultimately, the types of questions managers should ask include (Neumann & Dul, 2010): Can human resources and operations management work together to improve the operating system of a business? Can the human resources department select employees with certain attributes to work more efficiently within an operating environment? What benefits of the operating system are not being utilized by not fully understanding how such human factors impact operating systems? Unfortunately, as described by Neumann and Dul, much of the research on human factors in the office environment has been done on operations management and human resources, but not the two working together. As noted by Guest and Woodrow (2012), it is challenging for human resource managers (HRM) to assist line managers via coaching and direction to fully implement policies which protect and motivate employees when their duties of hiring new staff, disciplining, reviews, payroll, and benefits, to name a few, are constant demands on their time and attention.

The problem is further exacerbated by the lack of consideration from upper management that an effective HRM system has value. Managers often lack the authority to implement sound operational practices that increase productivity in an office environment, regardless of the ethical considerations. The HR manager should simultaneously be the employee's advocate, and hear their voice, but at the same time protect the company's best interests (i.e., improving process and design). It is hoped that the results of the present dissertation effort will provide evidence that allowing employees freedom of expression, via sport-related gambling and office pooling,

enhances or distracts from employee productivity, within a mutually respectful and utilitarian (Consequentialism and Deontology) ethical environment.

Theoretical Framework

The purpose of this section is to formally introduce and provide an explanation of the theoretical framework for intrinsic and extrinsic motivations related to sports gambling activities, especially from an ethic and gender perspective. The proposed model consisted of frequency of Internet use, social networks, and perceptions of organizational productivity, individual motivations, gambling characteristics, social effects, and demographic information. Obviously, successful businesses should provide a means for its management and employees to promote compromises that allow for differing ethical viewpoints concerning engagement of certain office behaviors and its impact on productivity to co-exist (Bélanger & Edwards, 2007). These dimensions were broken down by operational issues, associated with psychological commitment and behavioral commitment to office and online sports gambling activities, as well as fan-specific attitudes of worker productivity and cohesion issues of trustworthy and emotional attachments; all variables within an ethical framework previously discussed. The proposed model was developed based on both the Uses and Gratifications Theory and ethical theoretical frameworks.

A number of specific questions dealing with ethical issues can be generated from basic ethical theory. For example, from Consequentialism viewpoint, the aspects of utility or good for the whole organization that yield the most favorable consequences can be explored. Using a Deontology-based approach, an examination of individual or

employee mutual respect or a Virtue perspective (i.e., good character, such as fairness, honesty, justice, fair play, cooperation) may be explored from previously cited ethical theoretical work. Virtue measure scales included that interoffice pools create workplace cohesiveness, interoffice pools create peer hostilities, and degree impact on emotional office atmosphere due to interoffice pools. Consequentialism measure scales included that management discourages interoffice gambling of golf, management discourages interoffice gambling of football, management discourages interoffice gambling of basketball, less productivity during the month of March due to NCAA tournament play, and business environment encourages interoffice sports gambling.

Deontology-related measure scales included degrees of involvement of co-workers for sporting events during office hours, personally participated in workplace pools for sporting events, personally spend time during work seeking web information on sporting events, degree of appropriate TV and mobile technology workplace use for sporting events, degree personally less productive at work during sporting events, degree ethical using company time/resources to follow sporting events, corporate-sponsored sporting events brackets at personal workplace, personally wager money for sporting events at office pool, degree of acceptability of workplace gambling, degree of acceptability of workplace gambling through third-party, participate in other forms of workplace gambling, and more interaction between co-workers during sporting events.

Essentially all the variables measured included in the present study were derived mainly from an application of the Uses and Gratifications (Pookulangara & Koesler, 2011; Smock, et al., 2011) and to a lesser extent Stakeholder (Harrison, et al., 2010;

Husted & Allen, 2011) theoretical frameworks, which included measures of technology sophistication and use (i.e., degree of Internet for personal use, degree of internet for professional use, number of social websites currently used by respondents) and selected motivational and ethical variables. Besides the ethical perspectives, many of the measures found in the present research instrument are also well documented by successful applications of the Uses and Gratifications Theory (Pookulangara & Koesler, 2011; Stafford, Stafford, & Schkade, 2004).

The Uses and Gratifications Theory, states that users of fans typically turn to the various media technologies available in order to directly satisfy any particular set of motivational and/or psychological desires (i.e., pursuit of athletic information on competitiveness of their favorite team, opponents, social engagement and/or interaction fulfillment, fan escapism, entertainment aspects). Applications of this theory attempt to concentrate on fans and some of their complex interactions among media, sophistication, and desires based on intrinsic and extrinsic psychological motivations (Pookulangara & Koesler, 2011; Smock, et al., 2011; Stafford, et al., 2004). Wu, Wang, & Tsai (2010) found that the actual dynamics of the communication exchanges and behavioral patterns of individuals engaged in an activity, in particular in online gaming and team sports, appeared to be quite distinctive and unique. This situation may be assumed to be due to the various set of social, technological, and intrinsic and extrinsic motivational factors that affect the degree of gratification, based on the fan's particular needs and interests, especially when the proper technology is accessible.

Papacharissi and Mendelson (2011), in a related and comprehensive study, used factor analysis techniques to extract a series of distinct motivations for social networking via online that has a number of useful insights to the present dissertation effort. They found these factors to be habitual passing time, relaxing entertainment, expressive information sharing, escapism, new trends, companionship, professional advancement, social interaction, and establishing new contacts. Fans that utilize media exchanges share much of the same motivations as those using social networking, especially in terms of entertainment, expressive information sharing, general escapism, new trends, companionship, social interaction, and establishing new contacts (Chang, Lee, & Kim, 2006; Chang, Lee, Kim, 2006; Chang, Liu, & Chen, 2014). Therefore, the Uses and Gratifications Theory has been successfully applied to many new media technologies, especially in the sport research field. Application of Stakeholder Theory has been used extensively in strategic management and related fields, but to a much lesser extent in the sport management discipline.

Figure 1 presents the theoretical constraints related to sports-related gambling activities and its participation within the workplace environment. Based on the preceding theoretical background and conceptual discussion, the proposed research model for the present study is shown in Figure 1. A research framework was established based on the Uses and Gratifications Theory combined with ethical considerations. The various factors included in the questionnaire used in the present study measured utility, personal and co-worker involvement and interaction, moral character of the individual and the organization's management, as well as media dimensions of breadth and depth of

accessibility within the office environment. The basic research questions that are derived from the appropriate business and sport management literature can be summarized in the following statements. It is important that the chosen study environment be in the professional office environment, populated by employed knowledge workers with varying degrees of managerial responsibility. In general, most of the respondents should be relatively well-educated, generally considered to be sport fans to some degree (e.g., location of study is in Pittsburgh, PA, which is noted to have a traditional collegiate and professional sports fan base), and, have reasonably mature adults, that have a moral or ethical code that permeates into the work environment.

The basic research questions include the following: Are there perceived benefits of employee cohesiveness and well-being that may balance the loss of employee productivity? Although this balance may be grounded in relatively complex issues, it is suggested that there exists a relationship between management support for sports-related office pooling activities, regardless of perceived loss of employee productivity and ethical orientation of employees. The perceived loss of productivity due to involvement in sports-related office pooling activities can at least be partially explained based on the assumption that gender differences exist due to selected intrinsic and extrinsic motivations.

Lastly, as the other research questions deal directly or indirectly with some of the elements of complexity, formalization, and centralization associated with that perceived loss of productivity, during sports-related office pooling activities, undoubtedly, there may be certain sporting events that are more accepted to management than other.

Specifically, during the months of March due to NCAA tournament and February due to the NFL Super Bowl, there are varying degree of employee involvement in sports-related office pools that have extremely varied consequences and managerial support for such activities. It is hypothesized that the perceived loss of employee productivity may be partially compensated by increased workplace cohesiveness and morale during those two sporting events as compared to other sport events. In fact, those employees that are ethically opposed to office gambling and pooling in general may be more forgiving and tolerant during these two events.

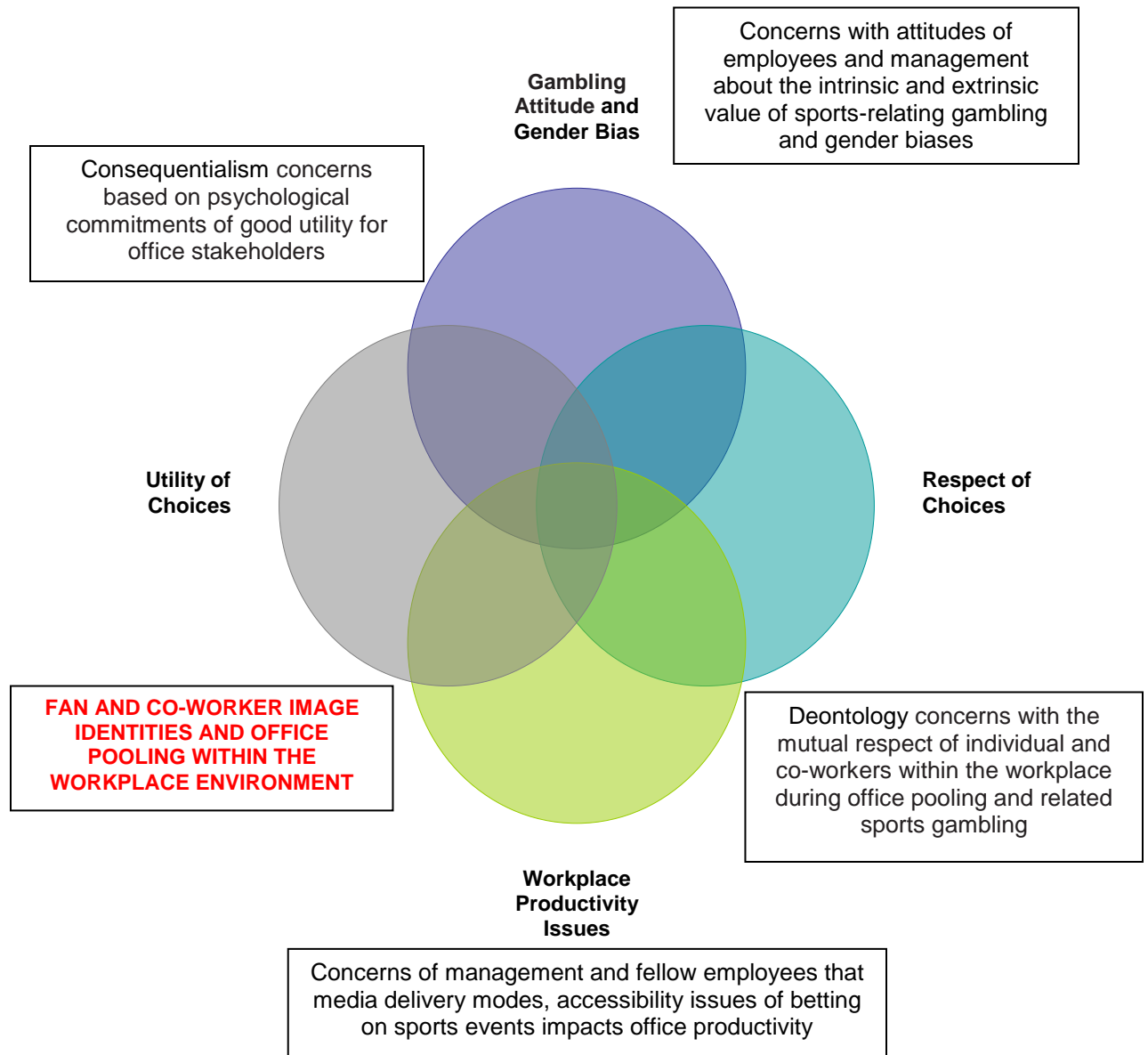


Figure 1. Basic intrinsic and extrinsic motivational factors associated with sports-related office pooling within the workplace environment within an ethic framework based on the Uses and Gratifications and Stakeholder theoretical frameworks.

Derivation of Research Hypotheses

The following sections specifically deal with the derivation from the literature to support these three research hypotheses. Sections will later follow that deal with the statistical analysis techniques and data assumptions in order to formally evaluate and test these hypotheses.

Research Hypothesis H1

Although the benefits of employee cohesiveness and well-being versus the loss of productivity are complex issues, it is suggested that there exists a healthy balance between the two opposing forces. To support the creation of H1, one should understand that we are in a midst of a consumer-driven revolution as sport fans want to become more engaged in the activities that they deem of value. This need for engagement can occur in either the formal workplace or personal/private environments, thanks largely to significant advances in mobile communication technologies and enhanced social networking capabilities. The basic thesis expressed by several sport media researchers (Dees, 2011; Hutchins, 2011; Schirato, 2012; Weeks, Cornwell, & Drennan, 2008) is that increased trend of commercialization of the current “experience generation” requires a unique understanding of strategic leveraging sponsorship-linked marketing communications and activities in providing its intended audiences to become more interactive or involved with the sponsor and the sport. It is a symbolic and mutually beneficial relationship that allows all important stakeholders to use social networking and its various technical forms to strengthen and reinforce fan engagement via direct and accessible media and marketing opportunities (Dees, 2011).

Perhaps the term “spectator sport” has little meaning today as fans can develop a sense of belonging with their beloved team, as many athletes are willing to directly communicate with fans via social networking platforms (e.g., Facebook™ and Twitter™) in order to promote individual and organizational branding activities. This intensified engagement has spilled over into the workplace as well as the personal family environments. Even the physical entities associated with sporting events, such as stadiums, are becoming more visually persuasive and engaging by the use of HD monitors (e.g., StadiumVision™ and Mediamesh™) that help place the fan in the midst of a personal experience with the game.

The apparent goal of these communication-intensive technologies is to increase the activation leverage of corporate sponsorship with fan experiences. As true for general business, many important trends in the sport industry, such as further development and marketing brand loyalty efforts in the professionalization, promotion, and commercialization of team-sport at all levels, have caused an increased emphasis on establishing a stable fan base. These trends assume a relatively stable fan base, based on providing value-added experiences, as in traditional brand marketing for consumer behavioral initiatives, having a stable fan and understanding its dynamics are essential for creating a driving force for market plans that enhances a firm’s continued corporate profitability in the sport industry (Davis & Duncan, 2006). As the growth of tele-mediatization (e.g., communications technologies and systems) has become more main stream and acceptable, so has what society considers what constitutes a routine flow of experience (Tomlinson, 2007).

Whether this “turbo-charged capitalism” has reduced fans to layman rather than the connoisseur (Schirato, 2012) is a debatable point in the academic discussion of the associated issues of spectatorship and visual regimes. Examining this media-inspired sport engagement thesis from a theoretical perspective, regardless of the choice of theories (e.g., Exchange, Technical Adoption Theory, Uses and Gratifications, and Social Learning, to name a few), the consumer is essentially exchanging their scarce resources (e.g., money, time, effort) for a value-added activity (e.g., personalized experience) or product (merchandise, services). The exchange of these value-added activities may be driven by generational, technological savvy, disposable income, and/or changes in cultural norms. It is obvious that business will naturally take advantage of e-personalization innovations to give their audiences that value-added experience they desire.

The seeming chaos and complexity of violence now can be enjoyed by audiences that want to inject the concepts of self and virtually create a sense of belonging that was not technically feasible a relatively short time ago. New mobile and communication-intensive technologies allow the fan to watch and actively engage other fans during the real or virtual athletic contests. Sport-related gambling and office pooling on such gaming activities as fantasy sports, may be largely driven by people’s need to be more engaged. Fantasy sports, for example, allow the participant to strategically trade, manage, and alter the contest in ways usually not available before. The degree of involvement is dictated by the levels of active and productive processes, based on individual degree of effort, choices, and literacies (Schirato, 2012).

The basic derivation of research hypothesis one (H1) is based on corporate interests in measuring the degrees of engagement activities in such sport-related office pooling/gambling participation and its effects, both negative and positive, on employee productivity during office hours. The more interactive media technologies are made available to the consumer, the greater the chance that spectator vision becomes engaged, perhaps having a distracting effect on worker productivity. On the other hand, enhanced media interactivity may result in greater workplace cohesion, increased managerial communication, and happier workplace environments, which are positive attributes that should increase productivity measures. Measuring the degree of such participation, regardless of ethical framework, within these contexts and perceived office productivity by co-workers and management alike would make a good study to empirically test some of the aforementioned theories. Ultimately, as suggested by Guest and Woodrow (2012), office managers need to align the worker's needs and wants with their company's desire for maximization of profits via managing performance quality. Hence, office and human resource managers should manage the employee's daily contributions, their attitudes, and morale. It is a difficult balance that, hopefully, this dissertation study should add value through some useful insights into these processes.

Research Hypothesis H2

From the review of appropriate literature (Delfabbro, 2000; Potenza, et al., 2001, and Volberg, et al., 2010), it is hypothesized that, in general, females are less sport engaged, less knowledgeable about mechanics of sport action, and more opposed to office-related gambling activities on moral or virtue principles. Differences in perceived

employee productivity as a function of participation in such gambling activities may be inversely related as compared to their male counterparts.

Research Hypothesis H3

The elements of complexity, formalization, and centralization associated with that perceived loss of productivity during sports-related office pooling activities, especially the months of March due to NCAA tournament and February due to the NFL Super Bowl, and degree of employee involvement in sports-related office pools have extremely varied consequences and managerial support for such activities. The independent variables were perceived ethical roles and benefits/costs associated with office pooling as well as employee-based productivity and cohesiveness variables. The dependent variables assigned to H3 was measured by simultaneous reviewing and testing the dependent variables of “Less productivity during the month of March due to the NCAA basketball tournament,” “Personally less productive at work during major sporting events,” and “Degree ethical using company time/resources following major sporting events.” The independent variables were the degree that management discourages interoffice gambling of the various popular sport activities of golf, basketball, and football, demographical, and technology variables, as well as the remaining attitudinal and behavior variables. Since the role of the professional manager is as multi-faceted as it is dynamic, exploring the degree that management is perceived to discourage and/or encourage such activities within the workplace should lead to some interesting insights into the operation environment. An effective leader plays a critical role in each of the operational strategy decisions of design of goods and services, managing quality, process

strategy, location strategies, layout strategies, human resource management, supply chain management, inventory management, scheduling and maintenance (Vinodh, Sundararaj, Devadasan, & Maharaja, 2008; Wan & Chen, 2008). As noted by Petrescu and Simmons (2008) and Neumann and Dul (2010), there are several positive impacts from corporate management in terms of human resource management's strategic leveraging of job-autonomy, employee empowerment, employee involvement, and the availability of on-going learning. In general, close supervision decreases job satisfaction; while designing jobs and workplace environments that maximize satisfaction should result in maximizing productivity, improving quality of the goods and/or services provided by the organization to its customers, and resulting in lower costs in employee hiring, training, and retention.

From an ethical perspective of Consequentialism and Stakeholder Theories (Harrison, et al., 2010; Husted & Allen, 2011), the moral choice is to do what is good for all stakeholders on the basis that yield the most favorable consequences. If sport-related gambling has significant positive consequences for the productivity, job-autonomy/employee empowerment, employee involvement/cohesion on an organization's workforce, the practice should be continued.

However, other conflicting ethical viewpoints (i.e., deontology and virtue theories), may suggest that the need to respect one's personal convictions against such gambling within the office environment may require a transparent management style that may result in allowing different choice preferences available for employees. As noted by Belanger and Edwards (2007), managers need to provide more compromises when developing a workable business model. Neumann and Dul (2010) asked the basic

question: Can human resources and operations management work together to improve the operating system of a business? Unfortunately, an answer to that question has generated much scholarly research on what has been done on operations management and human resources, but not the two working together. The complexity of the ethical landscape of a professional workforce and its ultimate impact on office productivity can be quite a task to unravel.

Bélanger and Edwards (2007) suggested some of the essential tools to address by existing literature from Labor Process Theory and more institutional traditions to provide a framework for compromise. In analyzing the structuring conditions which foster or impede workplace cooperation, it is necessary to consider process and location of the organization. The two analytical steps are necessary in order to seize the difficulty of the employment relationship and explain workplace compromise. The first consists in going beyond the idea of ‘interests’ which characterizes not only the pluralist accounts but also remains invasive in most modern analyses in industrial relations, by which the interests of labor and management are demonstrated as either common, divergent, or opposed. The second step consists in making a distinction between two sets of concerns on the part of each agent. The first set can be labeled control construct, covering rights and power in day-to-day relations: how far the managerial right to hire and fire is limited.

In terms of the present study, management may feel that the perceived loss of productivity during sports-related office pooling activities, especially the months of March (i.e., due to NCAA basketball tournament) and February (i.e., due to the NFL Super Bowl), and degree of employee involvement in sports-related office pools may

have extremely varied consequences and managerial support for such activities. He/she in one instance may condone such office-based bracketing and pooling activities, while in another instance with a different organizational climate may follow company protocol and strictly forbid such activities.

Hence, management needs to promote compromises in the workplace in order to maintain an organized and professional business environment. Management needs to realize and understand their responsibilities and delegate work in a professional and evenly distributed manner. With that being said, an organization's employees need to understand that the workplace is not usually fair, and do their work at the best possible level they can. As management attempts to develop, create, and delegate the job designs of each employee, and these employees can build a lot of skill in labor when a manager is capable of teaching and showing firsthand what each job entails. Ultimately, business responsibility lies in the hands of both management and employees if an organization is to run in a successful and smooth manner towards achieving company goals and visions.

Chapter Summary

This chapter dealt with a number of academic and managerial important issues associated with workplace sport-related gambling and office pooling activities. In general, ethical dilemmas are several and complex in scope. On the management side, businesses management should deal with the loss of productivity that such activities undoubtedly consume previous corporate resources and employee time. However, by applying the ethical perspective of Consequentialism and tenants of Stakeholder Theories, the moral choice is to do what is the most good for all stakeholders involved,

based on the course of actions that will generate the most favorable consequences.

Hence, if time spent by both supervisors and employees alike has proven significant positive consequences for the productivity and happiness of the organization's workforce, the practice should be continued.

The ethical theories of Consequentialism and Deontology are interesting perspectives to apply to sport-related gambling studies, appearing on the surface to take opposing foundations for the justification of moral or virtuous actions. When the tenants of Deontology are applied to a conceptual framework, respect, not utility, is the guideline principle. Although both ethical viewpoints provide a need for adoption based on impartially and universal applications of their moral codes of conduct, no one person or group in the organization should be favored over another individual or group.

Stakeholders traditionally defend their positive passively with the unfortunate consequent that singled-mined individuals or groups might force their preferences in the office environment, even if it is not the popular sentiment. As the example, gun control is seemingly an issue that most Americans favor, for instance, a strongly voiced minority may thwart such popular efforts to prevent legislation from being enacted. So too can a few employees/management professionals that are strongly opposed to such sport-related gambling activities within the office-based environment, even if there are positive productivity elements associated with such activities and its strongly supported with the shared work environment. Unfortunately, sport fans and other stakeholders frequently promote their selfish interests on others; hence the statement wining at all costs.

Numerous research on the inherent differences between genders and its biases concerning involvement in sport-related activities, team loyalty, and fan-based emotional attachments/preferences associated with popular sporting events have generated conflicting results. Some studies have suggested that women are less player-centric, less technologically sophisticated, more emotionally in tune with the office environment and its disruption, and more morally opposed to any type of management-sanctioned gambling/pooling activities within the office environment. Other studies have suggested that such differences are age (generational), cultural and professionally driven dependent factors and that no conclusive statements can be made. Gender studies in such controversial issues and workplace gambling can often generate conflicting and interesting results.

There are several options available to academic researchers dealing with workplace issues, such as sport-related gambling and pooling activities, but the Uses and Gratifications and Stakeholder Theories collectively provide a significant theoretical framework to study such issues. The basic premise of this dissertation research is that management and employees should make specific compromises that align the organizational goals with individual goals, such as family balance and ethical issues. Every business and industry needs to examine these compromises while developing a workable business model in the professional workplace. The fact that conflict and cooperation are intertwined has been developed formally by a number of authors cited in the text. There are a number of conditions under which capital and labor will find it in their interests to cooperate with each other; dealing with the dilemma of ethical

participation and employee cohesiveness and productivity of sport-related gambling activities in the office environment a significant issue for compromise, based on utility and respect for differing ethical viewpoints.

CHAPTER III

METHOD

Overview

Chapter III highlights the research hypotheses, as derived from theoretical frameworks and a review of the literature in ethics, sport engagement and gambling, and business operational issues, sampling, and statistical analysis techniques. Specific sections cover the research hypotheses and their derivations, survey instrument, research design elements (e.g., population selection and survey design), statistical procedures, and data assumptions/requirements.

Research Hypotheses

The three specific research hypotheses, as previously outlined, that were tested in the present study include the following:

H1: A positive predictive relationship between management support for sports-related office pooling activities, regardless of perceived loss of employee productivity and ethical orientation of employees.

H2: The perceived loss of productivity due to involvement in sports-related office pooling activities can at least be partially explained based on the assumption that gender differences (i.e., females less sport engaged, less knowledgeable about mechanics of sport action, and more opposed to office-related gambling activities on moral or virtue principles) exist due to selected intrinsic and extrinsic motivations.

H3: It is hypothesized that the perceived loss of employee productivity may be partially compensated by increased workplace cohesiveness and morale.

Population Selection and Survey Design

Survey Instrument

The instrument was developed and selected based on work-related productivity concerns, online gambling and office pooling issues, technological sophistication, and selected intrinsic and extrinsic motivational factors is based on the Uses and Gratifications Theory (Pookulangara & Koesler, 2011; Smock, et al., 2011; Stafford, et al., 2004) and Stakeholder Theory (Harrison, et al., 2010; Husted & Allen, 2011). All three hypotheses were evaluated within an ethical perspective (Akaah, 1996; Caplan, 2010; Hums, et al., 1999; McNamee & Fleming, 2007), as previously outlined in Chapters I and II. Table 2 contains a listing of the variables to be measured and collected for the present study. As evident from an inspect of the coding schema, a 5-point scale was used for most of the attitudinal and motivational variables, as the researcher decided to force respondents to decide on the issues, but allowed the option of a neutral point embedded in the questions.

Much of the basic questionnaire design centered through a similar research study by Fang and Mowen (2009); however, the study was not completed within the workplace and from ethical and operational productivity perspectives. Although workplace productivity issues were a dominate theme in this dissertation effort, much of the approach is similar to the approach by Fang and Mowen (2009).

Table 2

Variables Measured in the Present Study and Their Coding Schema

Age range (years) (1 = 18 to 24, 5 = 56 and over)
Education level (1 = high school, 4 = Masters' degree or higher)
Degree of Internet for personal use (1 = never, 5 = daily)
Degree of Internet for work/professional use (1 = never, 5 = daily)
Number of social websites currently used (1 = at least 1, 5 = more than 7)
Management discourages interoffice gambling of golf (1 = strongly disagree, 5 = strongly agree)
Management discourages interoffice gambling of football (1 = strongly disagree, 5 = strongly agree)
Management discourages interoffice gambling of basketball (1 = strongly disagree, 5 = strongly agree)
Less productivity during the month of March due to the NCAA basketball tournament (1 = strongly disagree, 5 = strongly agree)
Business environment encourages interoffice sports gambling (1 = strongly disagree, 5 = strongly agree)
Degree of involvement of co-workers listening/watching major sporting events during office hours (1 = strongly disagree, 5 = strongly agree)
Personally spend time during work seeking web information on major sporting events (1 = strongly disagree, 5 = strongly agree)
Degree of appropriate TV and mobile technology workplace use for major sporting events (1 = strongly disagree, 5 = strongly agree)
Personally less productive at work during major sporting events (1 = no, 2 = yes)
Degree ethical using company time/resources to follow major sporting events (1 = strongly disagree, 5 = strongly agree)
Percentage of employees at my office involved in sporting events pools (1 = 0% to 25%, 2 = 26% to 50%, 3 = 51% to 75%, 3 = 76% to 100%)
Number of employees using major sporting events pools (1 = less than 25, 4 = 100+)
Degree of acceptability of workplace gambling (1 = strongly disagree, 5 = strongly agree)
Degree of acceptability of workplace gambling through third-party (1 = strongly disagree, 5 = strongly agree)
More interaction between co-workers during office pooling of major sporting events (1 = strongly disagree, 5 = strongly agree)
Interoffice pools create workplace cohesiveness (1 = strongly disagree, 5 = strongly agree)

Table 2. (*Cont.*)

Interoffice pools creates peer hostilities (1 = strongly disagree, 5 = strongly agree)
Degree impact on emotional office atmosphere due to interoffice pools (1 = strongly disagree, 5 = strongly agree)
Besides major sporting events, I participate in other forms of gambling in the workplace (1 = no, 2 = yes; if yes, 1 = lottery tickets, 2 = other sports, 3 = online or Internet gambling, 4 = casino-type online gambling, 5 = other)

The other items in the survey instrument included concepts of technological sophistication, social awareness, and demographic variables. In keeping with the qualitative methodology of Bauer, Stokburger-Sauer, and Exler (2008), most fan attitude and related items were measured on a 7-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Although Bauer, et al. used a 7-point scale, it was deemed that a 4 or 5-point scale, depending on the variable, for the present study will suffice for increased simplicity and comprehension. The questionnaire was successfully completed by the majority of respondents within a 4 to 6-minute time period. This time period is typical for general purpose, confidential, and anonymous questionnaires for exploratory research to encourage higher completion rates.

Hence, the survey instrument was pretested for minimum execution time and maximum accuracy in measuring the concepts associated with office pooling activities. The research instrument was created by reviewing business practitioner literature and theoretical assumptions in order to understand how well-educated business professionals feel about sports-related and office gambling activities, and their effects on labor productivity. The service-related employees were selected due to their accessibility in

the metropolitan area of downtown Pittsburgh, PA, highly representative of the professional, knowledge-based, and service sector of the economy, as well as receiving permission by these employees to engage in the survey via electronic means (i.e., LinkedIn™ and PsychData™). These details are more fully explored in the following section. Appendix A contained the questionnaire dealing with aspects of the ethical considerations of office pooling on sporting events and its effects on the workplace used in the present dissertation.

Sample Description

A standardized survey instrument was distributed to representative samples of the service industry in the Pittsburgh, PA metropolitan area via social networking and the Internet. Pittsburgh was chosen for its highly educated business environment (i.e., one of the major global headquarters in the U.S.), a stable workforce environment (i.e., one of the lowest unemployment rates of any major metropolitan domestic region) (Fleisher, 2014), and an extremely loyal and large fan base (e.g., professional football and ice hockey teams) (Williams, 2013). The sample consisted of business professionals who may routinely engage in office pools and bracketing of major sporting events, such as the NCAA March Madness and the NFL Super Bowl, and other collegiate and professional sport championship events.

The sampling procedure included two separate rounds of freely distributed questionnaires, generally given one month apart. This procedure should allow for longitudinal comparisons as an aid to determine if the results were fairly stable and representative of the population of urban business professionals. The sampling frame

were working professionals in the service sector (i.e., primarily financial and marketing services) located in the metropolitan downtown of a large global corporate headquarters. All other respondents that did not meet that criterion were removed from the study. This urban environment is very representative of similar cities with relative low unemployment, higher levels of disposable income, with several collegiate and professional sport teams that are popularly supported by the local population. In terms of time and effort required by potential participants, it should vary from two to eight minutes, but typically the survey should be completed, on average, in five minutes or less and at their convenience. The researcher pre-tested the questionnaire with friends and family many times to come up with this time estimate. The projected questionnaire completion time should be a good target value, as the sample was generally well-educated business professionals. The working business professionals that were targeted for this research were those that the primary investigator has accumulated over time from the Pittsburgh area as part of the researcher's LinkedIn™ social network.

The researcher sent an initial and sequentially a final e-mail asking for participation in the questionnaire and assistance of forwarding the questionnaire to other working business professionals within their social network. A script of these e-mails can be found in Appendix A, along with the research instrument. Since the questionnaire was to be completed on their free time, not on company time, the primary investigator believed asking companies for their permission is unnecessary. Participates were free to fill out the questionnaire with no reference to their company because this may bias the results if respondents believe that the primary researcher is in direct contact with their companies.

So, please take note that the research was not targeting any particular companies and not attempting to record participants' place of employment or IP addresses were made. It was assumed that is obvious that, when investigating a relatively sensitive topic as office gambling, no company would want to be named in association with such a perceived negative activity, regardless of consequences.

All questionnaires that were completed by non-employed respondents were eliminated from the survey for analysis. It is doubtful that people will want to spend more than 5 minutes on the topic, regardless of interest level. The survey topic is of general interest to a sport-centered professional community and requires very little technological knowledge. Therefore, there is a very steep learning curve. The questionnaire is of a very general topic, not tied to any particular company, although most of the researcher's connections are service professionals in the financial and marketing companies.

Hence, the sample was highly representative of the service industry located in the metropolitan section of Pittsburgh, PA. As previously cited, business professionals are generally first adopters of technological innovations in the office environment (Daim, Basoglu, et al., 2010; Keramati & Behmanesh, 2010). Hence, such professionals are generally more engaged in the technologies that support Internet-based sport media coverage. The service-related firms that were primarily selected for inclusion in this dissertation were relatively large, with a total employment of over 3,000 in many cases. A convenience survey approach was used and, hopefully, all professional employees that wanted to take part were allowed to do, although no requirements were made that the survey should be taken during working hours. The author did not have any direct control

on this aspect of the data collection process. The questionnaire was delivered via the Internet and potential participants were asked to turn their responses via a link to a standard formatted questionnaire with radio buttons for each question and response. A high-degree of confidentiality was assured as there were no questions concerning their personal and employer identification (i.e., no IP addresses were collected), as statements suggesting such confidentiality were clearly visible and required conditions for this study. Hence, respondents' firms were not to be described or identified in any way that might reveal their identities. No inducements or rewards of any type were used in the data collection process.

Research Design

The ex post facto research design closely resembles a true experiment, except that probabilistic causation typically cannot be inferred from the results. Important variables, such as selected intrinsic and extrinsic motivation, ethical dimensions, technological sophistication and/or knowledge of sporting events, coupled with a theoretical framework using the Stakeholder and Uses and Gratification theories previously explored in some detail, was tested as would be in an experimental design with more inherent controls. As the name implies, an ex post facto study is one in which the independent variable is chosen "after the fact" (e.g., without direct experimental manipulation). When designing a true experiment, the experimenter typically begins with initially equated groups and then treats these groups differently via some level(s) of treatment variable(s). In the ex post facto study, the experimenter begins with groups, which are initially different in some respect, and then treats these groups in an identical fashion (Lathrop, 1969). In

general, sport-related business research problems are good candidates for ex post facto research methodologies. Ex post facto research has been the type of research predominately done in the field of managerial inquiry (Blake & Olson, 1984; Kumar, Boesso, Favotto, & Menini, 2012; Lathrop, 1969; Newman, 1977).

However, due to the type of the variables under consideration and the documented need for finding relationships among these variables, ex post facto was the only choice available to the investigator in research design. The research design, according to Campbell and Stanley (1973) and Cohen and Cohen (1983) traditions, was used in the present study was the ex post facto design incorporating alternative tests of hypotheses concerning sport-related office gambling and pooling activities within the services industry with responses on most of the relevant items.

Statistical Techniques

H1 Data Assumptions

The first hypothesis used a combination of principal component analysis (PCA) and factor analysis. These multivariable techniques are based on the assumption that the research quantitative variables were measured using four-point or five-point Likert-type scales. Each variable measurement was based on the respondent's perception of the extent to which he/she agrees or disagrees with each item. The measures were adapted from previous research literature as summarized in Figure 1. As noted by Haenlein and Kaplan (2004), to overcome some of the research first-generation techniques, SEM may be used as an alternative. When compared to regression-based approaches, which inspect only one layer of linkages between independent and dependent variables at the same

time, SEM, as a second-generation technique, allows the simultaneous modeling of relationships among multiple independent and dependent constructs (Gefen, Straub, & Boudreau, 2000). It was decided that the first hypothesis lent itself to direct testing via a second layer using linear regression, once the important factor-based constructs were decided upon via the factor analysis and PCA rotations. PCA and factor analysis assume that a linear transition exists from a large number of original descriptors to a small number of orthogonal factors. These small orthogonal factors are usually referred to as latent variables and can be tested in the general linear regression model.

H2 Data Assumptions

As evident from H2, an analysis of perceived loss of employee productivity and various intrinsic and extrinsic motivations as a function of gender. Differences among the various dependents variables were accessed as a difference between males' and females' responses were measured and tested in H1. The ultimate purpose was to see if gender profiles uncovered from the literature can be employed in the present study. The variables selected were those associated with engagement into workplace sport-related gambling activities, ethical dilemmas, self-image expression, involvement, interaction, continuance motivation, and information sharing technology sophistication, and selected scale demographic characteristics of working professionals. Basic Chi-square analysis and t-test among difference means between genders for the appropriately selected variables were used.

H3 Data Assumptions

For the third hypothesis, H3, using MANOVA, the assumptions are essentially the same for multiple linear regression procedures and were performed using the scale-based variable perceived loss of employee productivity. In general, the t-test associated with the regression results is an extra hypothesis-testing step, which requires steps outside the normal procedures of the initial regression analysis results, the research should then place the constructs and regress it against another factor-based composite or other dependent variable. So, the t-test is a test of the important statistical contribution of the regression coefficients and part of the standardized output of SPSS software. The basic statistical test for significance in hypothesis testing using multiple linear regression analysis is typically performed via the analysis of variance. The test is used to check if a linear statistical relationship exists between the response variable and one or more of the predictor variables.

When the researcher chooses to analyze data using a one-way MANOVA, part of the process involves checking to make sure that the data that needs to be analyzed can actually be analyzed using a one-way MANOVA. It is important to complete this task, as it is only appropriate to use a one-way MANOVA if the data-set theoretically meets these assumptions if the researcher wants the one-way MANOVA to have a valid result. It is typical when using SPSS, SAS, and other statistical packages if one or more of these assumptions are violated to formally address them. This is very common when working with the real-world. If the data do fail certain assumptions, there is often a solution to

overcome this. Therefore, in practice, when checking for these assumptions, it does add more time to the analysis, requiring working through additional procedures in SPSS.

Ideally, it is assumed that there is no multicollinearity; if the goal is that the researcher wants the dependent variables to be moderately or marginally correlated with each other. If the correlations are low, the researcher might experience better results if one performs separate one-way ANOVA testing procedures. If the correlations are too high (e.g., greater than 0.9), the researcher could have multicollinearity. This is problematic for MANOVA and needs to be screened out

Chapter Summary

This chapter dealt with derivation of the specific research hypotheses designed to test certain assumptions about a number of academic and managerial important issues associated with workplace sport-related gambling and office pooling activities. As outlined in these deviations from the literature, the ethical dilemmas and its potential impacts on employee productivity are complex. Using an ex post facto design with the testing of alternative hypotheses is an acceptable research design on a relatively homogeneous sample (e.g., employed managerial and/or knowledge-based professionals) with two collection rounds of surveys over a two-month period; a relatively detailed discussion of the data assumptions associated with each multivariate statistical technique was included in this chapter. MANOVA, principal components and factor analysis, coupled with Chi-square techniques were used to test the construct validity for the measures associated with sport-related gambling and office pooling and its impact on employee productivity. Factor scores were generated on the dependent constructs (e.g.,

employee productivity) as well as series of independent variable constructs and used to test hypotheses H1 through H3. The derivation of the three specific research hypotheses were derived from the existing literature and models derived from the Uses and Gratifications (Papacharissi & Mendelson, 2011; Smock, et al, 2011) and Stakeholder Theory (Harrison, et al, 2010; Husted & Allen, 2011) theoretical frameworks.

Ultimately, it is hoped that use of an ex post facto research design with tests of alternative hypotheses which were employed will potentially add to the sport management literature. The importance of the research for academia and the practitioner were also suggested and discussed. An empirical approach using field research methodologies via multiple statistical analysis techniques was discussed in some detail.

CHAPTER IV

RESULTS

Overview

The statistical findings of the data collected and analyzed for the present research effort are presented, examined, and briefly summarized in this section. A major purpose of this dissertation effort was to examine ethical concerns associated with maintaining the integrity of sport-related activities with the potential role of office pooling or gambling within the workplace environment on perceived worker productivity. Another major purpose was to add insight to possible gender differences in these perceived roles of issues associated with integrity of sport, office betting, and effects on worker performance levels. As demonstrated in the literature, males are expected to have more play-centric and skill motivations than their female counterparts (Fang & Mowen, 2009; Harris & Lee, 2004), who typically prefer more gambling on chance than based on skill (Ware & Kowalski, 2012). The basic motives for gambling and its ethical ramifications (e.g., identified as money, excitement, social interaction, escape from problems, and self-esteem enhancement) are reflected in the formal testing of the three specific-research hypotheses.

The impacts of independent variables on selected sets of worker productivity dependent variables were empirically collected and analyzed through the statistical techniques of descriptive statistics, independent-means testing, principal components-factor analysis, and multiple linear regression analyses. First, the descriptive profiles and

basic relationships dealing with workplace ethics and productivity are presented in this chapter. This section is then followed by answers to the three specific-research hypotheses, generated from the ethical propositions associated with gambling on sporting events.

It was hoped that by using factor scores and multivariate techniques in the actual hypothesis-testing process and subsequent analyses, a number of problems in the statistical interpretation can be avoided, as outlined and discussed in Chapter III. By using factor scores and related SEM procedures can optimally weigh the variable in the analysis and the resulting factors are orthogonal in nature, resulting in minimizing the effects of multicollinearity (Bishop, 1995; Cumming, 1993; Hair, 1987). As suggested by Jaccard, Turrisi, and Choi (1990) and Bishop (1995), using factor scores essentially serves the same function as found in popular mean-centering techniques, but the use of factor scores may also increase error in including lower loadings.

This chapter is further divided in the basic descriptive statistics, frequencies, and hypothesis analyses. The final chapter (Chapter V: Summary) will deal with implications of the results, comparisons to previous research studies, discussion of the underling theories, limitations, and future research directions.

Descriptive Profiles and Basic Relationships

Listed in Tables 3 (frequencies) and 4 (descriptive statistics), Appendix C, contain detailed listings of the descriptive statistics of measured variables used through the hypothesis-testing analyses. Since the data were collected over two separate time frames, statistics related to equality of means among the sampling frames were preformed to

check for sampling bias. Tables 5 and 6, Appendix D, display the group statistics and equality of means tests results compared data collection time periods, respectively. As demonstrated in the tables, the variables range from nominal and interval measurement scales, most using a 5-point Likert-type coding scheme.

Table C1 contains a collection of frequencies of selected variables dealing with ethical and productivity concerns processes within the workplace environment (N = 461). It is too long to be listed in the text of this section, but is an excellent reference for inspecting the actual frequency distributions of all non-computed variables (e.g., computed or transformed variables by definition to include such variables created for specific analysis and factor scores for hypothesis-testing purposes). Table C2 presents the descriptive statistics of all appropriate variables with semantic differentials or interval measurement types derived from the survey data (i.e., associated sample size, range, minimum, maximum, mean, and standard deviation before any transforms and factor loadings).

In terms of education, a majority of the respondents had either a bachelor's degree (47.3%, n = 218) or a masters or higher degree (18.4%, n = 85) and worked in descending order from in the general business areas (32.8%, n = 151), financial services (18.7%, n = 86), retail/sales (17.1%, n = 79), manufacturing and healthcare equality (10.8%, n = 50), followed by computer information systems (9.8%, n = 45).

In terms of selected variables of special interest to current dissertation effort, means (presented in parentheses) are included in the following list, based on a 5-point Likert scale, 1 = strongly disagree, 5 = strongly agree. The variables and their means are

as follows in terms of management discourages interoffice gambling of golf (2.9), football (2.7), and basketball (2.8), less productivity during the month of March due to NCAA tournament (2.3), and the business work environment encourages interoffice sports gambling (2.3). In terms of employee-based perceptions, a majority of employees felt that involvement of co-workers for sporting events during office hours was significant (3.0), more interaction between co-workers during sporting events (3.0), interoffice pools create workplace cohesiveness (2.8), ethical using company time/resources to follow sporting events (2.8), and there is a positive impact on emotional office atmosphere due to interoffice pools (2.8). A majority of respondents disagreed on the following aspects of office betting on sport-related activities: personally less productive at work during sporting events (2.0), acceptability of workplace gambling through third-party (2.1), and whether interoffice pools creates peer hostilities (2.3). Working professionals surveyed were relatively neutral about personally spend time during work seeking web information on sporting events (2.5) and acceptability of workplace gambling (2.5).

As demonstrated from the statistics found in Tables 5 and 6, Appendix D, the group statistics and equality of means tests results compared the separate data-collection time periods to help check for selection bias. There was a single instance where a slightly different statistically significant result was found to exist for violations in homogeneity of variance using Levene's Test for Equality of Variances (e.g., number of websites currently used was found to significant at $p \leq .05$, when equal variance assumed, but not true for unequal variance, $p = .06$), so its test results were included in Table D1

for comparative analysis. In general, if Levene's Test for Equality of Variances was found to be significant, then it is not safe to assume that there is equal variances. The t-test results associated with the unequal variance should be used when interpreting the results in Table D2.

In general, the following variables had significantly larger means (but relatively trivial differences) in the second round than the first: number of social websites, personally participate in workplace pools for sporting events, and thought that there were interaction between co-workers during sporting events. The opposite was true for some of the management actively discouraging interoffice gambling of golf, football, and basketball items, and had lower agreement with loss of productivity. Apparently, within the 1 to 2 months period between sampling frames, respondents appeared to be slightly more educated, felt there were less management objections, and more positive outcomes associated with interaction and less productivity concerns to such activities. Perhaps there is a trend in greater acceptance of sport-related office pooling activities or other factors not explored in this dissertation effort.

Multivariate Analysis

Research Hypothesis H1

The first hypothesis (H1) acknowledges from the review of the literature that the benefits of employee cohesiveness and well-being versus the real or perceived loss of productivity are complex issues when doing any research into the effects of sport-related office pooling. Sometimes the degree of management support within the workplace environment for sports-related office pooling activities may have an effect on the

perceived loss of employee productivity and the ethical orientation of employees. Due to the complexity of the testing of this hypothesis, a combination of factor analysis, and multiple regression statistical analysis was used.

In the search for validation of the major constructs that are most likely to be associated with the occurrence and acceptability of sport-related office pooling activities and the need for employee cohesiveness and well-being as related to labor productivity, principal components and factor analyses techniques were selected as the dominant multivariate statistical procedures to be used in the exploratory segment of this hypothesis. Factor analysis using PCA techniques computed the communalities and common grouped factors in terms of shared variance. The analysis was initially completed by separating the independent variables into independent factor-based constructs (i.e., the same process can be used for creating a dependent variable construct consisting of two or more dependent variables). Please note that for the purposes of this study, the factor-based constructs will be treated as proper nouns and, thus, will be capitalized for greater clarity in the discussion of the analysis. The next step is to perform appropriate hypothesis-testing procedures with a grouped dependent variable, referred to as Ethical Orientation towards Workplace Gambling and Productivity (Table E1, Appendix E), that measures degree that labor productivity has been seriously impaired through involvement with sports gambling activities and degree it is an ethical issue to use company resources to engage in such activities with the independent factor-based constructs. The major advantage of this approach is that basic constructs derived from the literature and the analysis can be directly tested. The disadvantage is that only one

path per dependent and independent constructs can be tested. If there are multiple path-dependents or pathways, more sophisticated techniques, such as PLS and/or SEM need to be employed. These techniques were suggested in the Suggestions for Future Research section in Chapter V. All major statistical results associated with the formal testing of H1 can be found in Appendix E.

As demonstrated in Table E1, the dependent, scaled-based variables of “Less productivity during the month of March due to NCAA tournament” (50.2% of explained variance in loading into this construct), “degree personally less productive at work during sporting events” (28.1%), and “degree ethical using company time/resources to follow sporting events” (21.7%) were grouped into a created dependent variable, entitled Ethical Orientation towards Workplace Gambling and Productivity. Figure E1 displays the Scree Plot of the three variables loading into the variable, Ethical Orientation towards Workplace Gambling and Productivity.

In general, a Scree Plot is a graphical device that helps to visualize the loading factors or eigenvalues associated with a component or factor in decreasing order versus the number of the factor. Coupled with factor analysis, it is used to graphically visually assess the number of components and its inherent value in explaining most of the variability in the dataset. It was decided that these 3 dependent variables were best suited to measure the employee Ethical Orientation towards Workplace Gambling and Productivity (i.e., utility) and impact on his/her perceived productivity concerning engagement in office pooling activities (accounted for the steepest portion of the curve and the most explained variance. It was assumed in this dissertation that management

usually has the necessary discretionary power to take the steps to minimize any short-term, adverse effects of such activities on worker productivity, while retaining advantages of employee cohesion and well-being in the long-term. These independent variables, as well as others, are present in establishing the factor-based independent variable constructs.

Table E2 displays the related data-reduction and statistics (e.g., communalities, amount of variance explained, and the loading factors for each factor-based independent variable construct). For data-reduction purposes, the Scree plot results, shown in Figure E2, indicated that there are 6 statistically significant groupings of data clusters at the $p \leq .05$ statistical level significant among the independent variables. The independent factor groups were renamed to suit their description of the independent variables derived from the literature and survey instrument and which loaded into the groupings with at least 0.50 (i.e., factor loadings) or higher, a common technique used in factor analysis (Bishop, 1995; Cumming, 1993; Oja, 1989). In general, factor loadings can range from -1 to 1, with factor loadings closer to -1 or 1 would indicate that the factor contains a greater amount of explained or common variance associated with the variance of the variables that loaded into this common factor. Consequently, factor loadings closer to zero would indicate that the factor has a relative small amount of common variance associated with the variances that loaded into this cluster. The resulting labels were similar to the terms generated by theoretical constructs from the literature. The variables that satisfied these criteria are highlighted in bold print in Table E3, illustrating the Varimax rotated matrix Kaiser Normalization, with Table E4 presenting the component-transformation matrix.

The total explained variance from data-reduction techniques of these 6 major constructs was 64.5%. Table E3, part B, lists these factor-based constructs as, in order of the greatest rotated explained variance: Managerial Policies (15.8%), Employee Cohesion (13.8%), Workplace Acceptability (12.8%), Cooperative Environment (8.7%), Technology Sophistication (8.3%), and levels of Participation (6.4%), resulting in 6 independent factor-based scores.

For illustrative purposes, in determining the first construct, Managerial Policies, the independent variables that loaded .50 or more weight in decreasing order were management discourages interoffice gambling of football (.950), basketball (.945), and golf (.921). For the second most important variable, as determined by explained variance, Employee Cohesion, the independent variables were “degree impact on emotional office atmosphere due to interoffice pools” (.825), “interoffice pools create workplace cohesiveness” (.804), and “more interaction between co-workers during sporting events” (.734). Workplace Acceptability factor-based construct was characterized by the loading of the independent variables of “degree of appropriate TV and mobile technology workplace use for sporting events” (.745), “personally spend time during work seeking web information on sporting events” (.731), and “degree of acceptability of workplace gambling through third-party” (.513). The fourth construct, Cooperative Environment, had the factor loading of the independent variables of “business environment encourages interoffice sports gambling” (.790), “degree of involvement of co-workers for sporting events during office hours” (.669), and “number of employees using sporting events pools” (.520). The remaining constructs, Technology

Sophistication [i.e., Internet use for personal use (.796) and professional use (.703)] and Levels of Participation [i.e. percentage of employees at my office involved in sporting events pools (.891) and number of employees using major sporting events pools (.509)] were named for the obvious independent variables that loaded into them.

In the testing of factor-based constructs derived from the factor analysis techniques as it related to H1 and the dependent variable construct of Ethical Orientation towards Workplace Gambling and Productivity, Table E5 presents the relevant statistics using multiple regression techniques as the basic vehicle to test these interrelationships. As shown in the model summary in Table E5, part A, the total variance in predicting the dependent variable, Ethical Orientation towards Workplace Gambling and Productivity, based on the 6 factor-based constructs was a respectable 38.7% (37.9% adjusted). In terms of the hypothesis-testing, the overall results (Table E5, Part B) were found to be statistically significant ($F = 29.680$, $p < .001$). Interestingly when testing each construct separately, as shown in Table E5, Part C, which inspects contributions of each component in the general hypothesis, most of the 6 independent factor-based constructs were found to be positively related or directly predictive of the dependent variable, Ethical Orientation towards Workplace Gambling and Productivity. Based on this overall result, H1 was formally accepted. Although basic demographic characteristics of employed professionals [e.g., Technology Sophistication ($t = .404$, $p = .686$) and Levels of Participation ($t = .973$, $p = .338$)] were not found predictive of having an ethical orientation to engage in office pooling and expecting a productivity define, the others statistically significant. These results may suggest that employee productivity may be

adversely affected by the presence of sports gambling discouragement, but this may be counterbalanced by perceptions of potential increases in employee cohesiveness, workplace acceptability, and enhanced cooperative environment.

Perhaps the ever increasing opportunities for office betting on such sports-related activities during office hours may run counter to goals of management in creating an environment that is highly reflective of a productive office environment. This may suggest that although management encourages employee interaction, which creates a positive and happy working environment, but possibility at the cost of short-term productivity measures.

Research Hypothesis H2

The second hypothesis (H2) suggested that some of the perceived loss of productivity due to involvement in sports-related office pooling activities can be explained based on the assumption that gender differences exist on the costs and benefits of engaging in such activities. In order to test this hypothesis, a simple independent t-test was selected for scale-based variable and the Chi-square test for nominal and/or categorical variables. Tables 12 and 13 in Appendix F display the group statistics and testing results of scaled variables with gender, respectively. Tables 14 to 17 present the results of the Chi-square on the dichotomous independent variables of “personally participated in workplace pools for sporting events,” “corporate-sponsored sporting events brackets at personal workplace,” “personally wager money for sporting events at office pool,” and “participate in other forms of workplace gambling.”

The independent mean difference test was decided as a legitimate option to inspect these apparent differences of attitudinal and related variables among gender. Table F1 displays the means of males and females associated with these characteristics and perceptions, while the independent samples test results can be found in Table F2 based on means of males and females on these variables. Since the Levene's Test for Equality of Variances generated no significant differences in the F-ratio tests for unequal variance assumptions, only the equal variance assumption and its tests results are shown in Table F2. To help interpret the independent samples test results between genders concerning these variables, with the mean differences are calculated by subtracting the males' observation from females' values, so a positive mean difference suggests that males scored or rated higher than their female counterparts on the same measured value.

As evident in Table F2, there were a number of statistically significant differences between males and females on many of the independent variables. Interestingly, there were no significant differences among the genders on perceptions of lost productivity during March Madness, and that degree that the business environment encourages interoffice gambling activities and creates peer hostiles within the workplace environment. In general, females had slightly less agreement with their male counterparts on the positive role of management (i.e., smaller means), suggesting that they felt that more management discourages interoffice gambling in the major sporting events of football, basketball, and golf. Males typically thought that management supported such activities slightly higher than their female peers. Males scored statistically higher than females on most of the remaining variables.

Males collectively felt that there were greater perceived benefits associated with sport-related office pooling, including higher levels of involvement and interaction of co-workers, spent more time seeking web-based information during office hours, workplace cohesiveness, and had a more positive impact on the emotional state of the office atmosphere. Males generally were more acceptable to engaging in workplace gambling during office hours and more thought it was more appropriate to utilize TV and mobile communication technologies found within the workplace for sporting events. Males knew first-hand more office mates involved in gambling activities (both online and traditional face-to-face office pooling) and that it was more acceptable to engage in workplace gambling through a third-party. Although they would be more willing to agree that they were more personally less productive at work during sporting events, they were more apt to agree that it was ethical using company time/resources to follow sporting events.

Many male respondents generally felt that engaging in sport-related betting within the workplace was more acceptable than their females and tended to feel more utilitarian in their approach to justify such actions. However, as the results of the survey indicated, most employees felt that bracketing and office betting during office hours, especially during March Madness, increased employee morale and cohesiveness and that management generally supported the practice. At the very least, it was perceived that management would not enforce the company-wide policy by a significant number of males surveyed. The number of males ($n = 252$) was slightly larger than the sample of

females ($n = 209$), but the differences among the genders was quite apparent and certainly was due to other factors than sample size, as discussed in Chapter II.

Tables 14-17 present the Chi-square cross-tabulation statistics on the nominal measures of operational and ethical variables employed in the present study. Specifically, the cross-tabulations included such differences among gender for personally participated in workplace pools for sporting events (Table F3), corporate-sponsored sporting events brackets (Table F4), wager money for sporting events (Table F5), and other forms of workplace gambling (Table F6). All results were statistically significant at the $p \leq .001$ level for a two-tailed test and males were significantly greater engaged in such activities than their female counterparts. In all cases, no major assumptions of the Chi-square test were violated in terms of expected frequencies.

It was found that males have greater participation for workplace pools for sporting events (Chi-square = 28.709, $p < .001$), significantly more engaged in corporate-sponsored sporting events brackets (Chi-square = 18.560, $p < .001$), wager more money for sporting events (Chi-square = 25.955, $p < .001$), and more involved in other forms of workplace gambling (Chi-square = 13.067, $p < .001$) than their female counterparts. Males are more accustomed for using IT (i.e., information technology) for sport-related information gathering activities and prefer to gamble more on skilled knowledge of the sport than simple chance games. Perhaps out of necessity or habit, many males and female working professionals have clearly found a sense of convenience and value from engaging in sport-related office pooling activities. Male professionals were evidently more engaged in such activities and find more utility from an ethical perspective than

female officemates. Therefore, the hypothesis (H1) was accepted, suggesting that there is some evidence to suggest that there are statistically significant preferences associated with engaging in sport-related office pooling activities.

Research Hypothesis H3

The third hypothesis (H3) has a basic premise that perceived loss of productivity is rooted in a number of complex elements that are founded in how authority and feelings of self-concepts interacted with the complexities of the workplace environment. It is hypothesized that the perceived loss of employee productivity may be partially compensated by increased workplace cohesiveness and morale. This rationale may be especially apparent during special events and sports-related office pooling activities, such as the months of March due to NCAA tournament and in February due to the NFL Super Bowl. It is acknowledged in the testing of this hypothesis that the degree of employee involvement in sports-related office pools has extremely varied consequences and managerial support for such activities. Although there are potentially many ways and statistical methods that could adequately test H3, it was decided to use a combination of both ANOVA with multiple regression techniques and MANOVA to further explore the various aspects implied in this hypothesis. Both Tables 18 and 19 contain the basic analysis for H3 and can be found in Appendix G.

Table G1 presents statistical evidence in the formal testing of H3, which provides relevant multiple regression statistics associated with testing the dependent variable, “less productivity during the month of March due to the NCAA tournament.” A total of 19 independent scaled-based attitudinal, ethical, and productivity variables were statistical

regressed against the dependent variable. The productivity issue during the extremely popular March Madness in terms of bracketing and office-pooling activities is a particularly controversial issue in the practitioner and academic literatures. It is believed that working professionals are fairly confident of their work ethic in the face of March Madness and there were a number of patterns on particular issues related to H3 that were found in Table G1 [i.e., 40.6% of variance explained (38.0% adjusted) in the dependent variable was based on the variation of the independent variables]. The overall relationship was found to be statistically significant ($F = 15.844$, $p < .001$), as well as 6 of the independent variables tested separately. Interestingly, some of the employee cohesion and all of the ethical orientation variables were not found to be significant in predicting levels of agreement with loss of employee productivity during March Madness, regardless of reasons. All the following variables that were positively related and significantly associated with loss of productivity during the month of March included degree of Internet for personal use ($t = 2.397$, $p = .017$), “management discourages interoffice gambling of basketball” ($t = 2.119$, $p = .035$), “business environment encourages interoffice sports gambling” ($t = 4.119$, $p < .001$), “degree of involvement of co-workers for sporting events during office hours” ($t = 6.013$, $p < .001$), “degree personally less productive at work during sporting events” ($t = 5.536$, $p < .001$), and “more interaction between co-workers during sporting events” ($t = 2.120$, $p = .035$).

Table G2 presents a very similar statistical evidence in the formal testing of H3, but with the dependent variable, “degree of acceptability of workplace gambling.” The overall predictive relationship accounted for a respectable amount of explained variance

in the dependent variable as well [i.e., 46.5% of variance explained (44.1% adjusted) in the dependent variable was based on the variation of the independent variables]. The overall relationship was found to be statistically significant ($F = 15.918$, $p < .001$), as well as 4 of the independent variables tested separately via their regression coefficients.

As illustrated in Table G2, the following variables that were positively related and statistically associated with the acceptability of workplace gambling included number of employees using sporting events pools ($t = 5.987$, $p < .001$), “degree of acceptability of workplace gambling through third-party” ($t = 9.138$, $p < .001$), and “interoffice pools create workplace cohesiveness” ($t = 2.394$, $p = .017$). The independent variable, “degree of involvement of co-workers for sporting events during office hours,” was inversely related to with the acceptability of workplace gambling ($t = -2.196$, $p = .029$).

Ironically, it appears that the more management encourages interoffice sports gambling and employees become intrinsically involved in such activities, worker productivity may suffer. However, it appears that the perception by many respondents is that there will be employee interaction and workplace cohesiveness. Management is evidently confronted with a balancing act that requires a value be placed on increased employee cohesion at a loss of employee productivity. Interestingly as a side note, many companies in the Pittsburgh area have posted formal policies against office and Internet gambling. This was evident from the observations of an independent survey (data not presented) performed by the present author in anticipation of this dissertation of formally stated policies found on their webpages. For example, management may officially discourage interoffice gambling on basketball during the annual March Madness NCAA

basketball tournament, but in many cases may openly promote bracketing and gambling during March Madness as evident from the empirical evidence presented in the current study. Hence, management may have officially stated policies that they may do little to enforce and prohibit such activities within the workplace.

As evident from the empirical results found in the study, there is a significant portion of respondents felt that management does little to discourage office betting, especially for basketball and football. Pittsburgh has a significant loyal following of fans that are undoubtedly represented well among the ranks of professional management. What were equally interesting are the variables that were not found significant with decreases in worker productivity, which were the 13 remaining variables. Clearly, involvement in March Madness, as well as other sport-related gambling within the workplace activities, would be difficult to stop and its inherent complexity transcends educational and many ethical and attitudinal variables.

Table G3 illustrates the relevant MANOVA statistics associated with H3 for between-subjects factors and effects associated with MANOVA (Pillai's Trace,). The last part of Table G2 displays the formal testing results of the between-subjects effects with the scaled variables collected within the study. The dichotomous variable, "personally participated in workplace pools for sporting events," was chosen to specially deal with differences in perception of the various independent variables between those working professionals who regularly engage in office-pooling ($n = 233$) and those who do not ($n = 228$). The sample was almost evenly split between the two groups. H3 dealt with the degree that an employee was actively engaged in sport-betting within the workplace may

impact their attitude that there was significant degrees of changes in employee productivity and cohesion.

It was hypothesized that the perceived loss of employee productivity may be partially compensated by increased workplace cohesiveness and morale within an ethical framework. H3 tested the assumptions that there is a significant difference in between participants in terms of their level of productivity, advantages and disadvantages from an ethical viewpoint (e.g., utility verse virtue), and related attitudes in sport-related office pooling activities will be apparent from their degree of office betting engagement. Logically, it is assumed that participants would perceive that such engagement has value for the workplace in terms of observable benefits as compared to those professionals who do not engage in sport betting. As illustrated in the Table G1, the results of this hypothesis testing is displayed with the dependent variable, perceived loss of productivity during March Madness. The hypothesis-testing results in Table G2 display the statistics associated with the dependent variable, degree of acceptability of workplace gambling. The results of the analysis were expanded to the list of dependent variables to include both the productivity issues associated with March Madness and ethical dilemmas (e.g., “degree ethical using company time/resources to follow sporting events”) (Table G3). Essentially, the same list of independent variables was tested as in Tables 18-19, which used multiple regression techniques without any testing of degree of participation in sport-related office pooling activities. Results in Table G2 took into consideration with differences in perception between those working professionals who regularly engage in office-pooling and those who do not.

In completing a t-test among regression coefficients 6 independent variables were found to be positively and significantly related to the dependent variable of loss of employee productivity. As evident in Table G2, part C, the corrected model was found to be significant for both productivity ($F = 15.796, p < .001$) and ethical dilemmas ($F = 2.957, p < .001$) concerns. The results of the MANOVA analysis in Table G3 only concentrated on the two dependent variables and 2 levels of the factor associated with non-active and active betters. Both dependent variables were found to be statistical significant [productivity ($F = 7.282, p = .007$) and ethical ($F = 10.467, p < .001$)].

In summary, the MANOVA statistical analysis and the univariate follow-up results indicated that, as expected, the active users of sport-related office pooling were less apt to have an ethical issue with such engagement when compared with their non-active users. In addition active users were more prone to agree that they were slightly less personally productive than their non-active counterparts. The few instances where there were differences on the ethical dilemmas, non-active users had more of an issue than their active counterparts in engaging in sport betting. Unfortunately, the F-ratio does not lend its self to illustrate these distinctions among means. As evident through the hypothesis-testing procedures for all 3 hypotheses, most of the significant differences were rather weak or trivial. In terms of the formal testing of H3, most of the independent variables did not have significant differences in terms of productivity losses and ethical issues between active and non-active users of office-pooling activities. In general, the results indicated that sport-related office pooling may have resulted in some level of employee-productivity losses among those engaged in such activities and some felt that

there were ethical issues associated with such engagement during office hours. Most felt that there were significant positive effects associated with office pooling, such as employee cohesion and interaction, regardless of potential loss of personal productivity within the workplace. Hence, the statistical results tended to support acceptance of H3.

Hypothesis-testing Results Overview

In summary, the supporting data and resulting statistical analyses illustrated that while men and women felt positive about employee cohesiveness and interaction that sport-related gambling may bring into the workplace environment, there were some pronounced differences. All 3 specific-research hypotheses were formally accepted and seem to follow along theoretical guidelines established in the business, gambling, and sport management literatures. Table 3 illustrates the summary statistics for each hypothesis as a quick reference guide. Generally speaking, females tended to feel more inclined to want human interaction, but preferred that employees follow and respect overt management's attempts at discouraging office-pooling activities in the first place. Those actively engaged in sport-related office pooling, especially during popular events as NCAA basketball's March Madness and its bracketing, are more free to admit that there are noticeable losses in employee productivity levels and have less ethical issues in using company resources during office hours to engage in such activities compared to non-users. The statistical evidence generally supported the concepts of enhanced employee cohesiveness and interaction among the working professionals studied. Those actively engaged in such activities are more inclined to agree with the positive aspects than those

that are not engaged, but both tend to accept that such positive interactions and benefits do occur.

Table 3.

Summary Statistics and Highlights Associated with Testing the Specific-Research Hypotheses.

Part 1. H1 highlights

A. Hypothesis

H1	Result
A positive predictive relationship between management support for sports-related office pooling activities, regardless of perceived loss of employee productivity and ethical orientation of employees.	Accepted F = 29.680, p < .001

B. Significant independent and dependent factors

Independent Factors	Dependent Factor
Managerial Policies Employee Cohesion Workplace Acceptability Cooperative Environment	Ethical Orientation towards Workplace Gambling and Productivity

Note: Extraction method: Principal component analysis.

Part 2. H2 highlights

A. Hypothesis

H2	Result
The perceived loss of productivity due to involvement in sports-related office pooling activities can at least be partially explained based on the assumption that gender differences (i.e., females less sport engaged, less knowledgeable about mechanics of sport action, and more opposed to office-related gambling activities on moral or virtue principles) exist due to selected intrinsic and extrinsic motivations.	Accepted

Table 3. (Cont.)

<i>B. Direction of mean differences.</i>	
Females Higher	Males Higher
Management discourages interoffice gambling of golf	Degree of involvement of co-workers for sporting events during office hours
Management discourages interoffice gambling of football	Personally spend time during work seeking web information on sporting events
Management discourages interoffice gambling of basketball	Degree of appropriate TV and mobile technology workplace use for sporting events
	Degree personally less productive at work during sporting events
	Degree ethical using company time/resources to follow sporting events
	Number of employees using sporting events pools
	Degree of acceptability of workplace gambling
	Degree of acceptability of workplace gambling through third-party
	More interaction between co-workers during sporting events
	Interoffice pools create workplace cohesiveness
	Degree impact on emotional office atmosphere due to interoffice pools

Table 3. (Cont.)

Part 3. H3 highlights

A. Hypothesis

H3	Result
It is hypothesized that the perceived loss of employee productivity may be partially compensated by increased workplace cohesiveness and morale.	Accepted *F = 15.844, p < .001 (less productivity, Table G1) **F = 20.135, p < .001 (workplace gambling, Table G2)

B. Significant independent and dependent factors

Independent Factors	Dependent Variables
Degree of Internet for work/professional use	*Less productivity
Management discourages interoffice gambling of basketball	during the month of
Workplace Acceptability	March due to NCAA
Business environment encourages interoffice sports gambling	tournament
Degree of involvement of co-workers for sporting events during office hours	(Table G1)
Degree personally less productive at work during sporting events	
More interaction between co-workers during sporting events	
Degree of involvement of co-workers for sporting events during office hours	**Degree of
Number of employees using sporting events pools	acceptability of
Degree of acceptability of workplace gambling through third-party	workplace gambling
	(Table G2)

*Note: * associated with H3, Table G1, ** associated with H3, Table G2.*

Chapter Summary

Ultimately, as similar to the business world, sport business is also facing many varieties of ethical problems. Therefore, sport managers should be constantly faced with ethical-decision making. Sport managers, in particular, should be aware and concerned about their own obligations, rights, and responsibilities. Many sport managers have great

direct and indirect influence; hence sound ethical and moral reasoning should inform many of their managerial decisions and actions. Interestingly, previous research using moral scenarios to study moral judgment may explain the inconsistent responses relative to the items. Some researchers have found that one's level of moral reasoning may change depending on the nature of the moral scenario. There may be individual differences in the ways individuals interpret a moral situation. The statistical research results of the dissertation points to the complexity of ethical orientation, perceived loss of productivity, enhanced employee cohesion, and inherent gender differences on the issue of sport-related office pooling. All 3 specific-research hypotheses were found to be both relevant and supported through the rejection of the respective null hypotheses. Their particular aspects and managerial implications was discussed in Chapter V.

The level of moral reasoning or decision making may change in relationship based on the degree of familiarity with a given moral scenario, but managers should balance the advantages of allowing such activities with perceived losses of employee productivity. Hence, managers may use a lower level of moral reasoning in the context of business versus everyday life as a result of the way many businesses/corporations are structured, thus allowing an activity (e.g., sport-related gambling) that may offend some on a moral ground, but still may have positive benefits on the long-term.

CHAPTER V
SUMMARY, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS
FOR FUTURE STUDIES

Overview

The purpose of this chapter is to provide a capstone on the basic results of this study on ethical dilemmas that both employees and management should face in allowing and/or engaging in sport-betting activities within the workplace environment. The degree of personal involvement, intrinsic and extrinsic motivations, and gender preferences within an ethical framework were explored in this dissertation effort, with a number of interesting and potential useful results to operations and strategic management. These results and insights were explored in this chapter. This final chapter is organized into four substantial sections to aid in the summary, extrapolation, and suggestion of managerial implications, including limitations pertaining to the present study. Specifically, the organization of this chapter is as follows: (1) Research Highlights; (2) Managerial and Theoretical Implications; (3) Limitations; (4) Future Research; and (5) Summary and Implications.

Research Highlights

The hypotheses were based on the logic associated with the Uses and Gratifications Theory (Papacharissi & Mendelson, 2011; Smock, et al., 2011) and Stakeholder Theory (Harrison, et al., 2010; Husted & Allen, 2011). Hence, sports fans and consumers are willing to purchase products and service, and producers choose to

provide it, presumably they do so because there is a net benefit to both consumers and producers. A number of academic researchers have suggested and tested gender biases of degrees of loyalty as well as fan-based emotional attachment and preferences associated with popular sporting events (Lough & Kim, 2004; Ridinger & Funk, 2006; Robinson & Trail, 2005; Swanson, Gwinner, Larson, & Janda, 2003; Tobar, 2006). Such studies have concentrated on potential gender differences on a variety of sports participants' psychological intrinsic and extrinsic factors; such as motivations driven by perceived service quality, ease of use, trust, time constraints, degree of knowledge of the sport, appearance, degree of social interaction, interest, athletic competition, economic, escapism, entertainment, and passing time.

The major assumptions in the analysis were the classical limitations in predictive modeling that Haenlein and Kaplan (2004) suggested. The assumptions or common factors that the different analysis techniques that were used to test each hypothesis is that they share the same three limitations; namely, that there exists a relatively simple model structure (at least in the case of regression-based approaches); all variables may be considered observable or measurable; and all variables can be potentially measured without error. Of course, these are qualifying assumptions that limit their applicability to most research situations. It is hoped that the selection of statistical methods will minimize the violations of these assumptions.

It is apparent that there are significant relationships among the various variables associated with sport-related office-pooling activities (e.g., March Madness and other major sporting events) and loss of productivity by business professionals as a function of

gender and degree of engagement in such gambling activities. These issues are less so on ethical issues of using company resources during office hours to engage in such activities. However, that relationship is not as strong as was originally believed. As derived in the related literature in Chapter II and formally presented in Chapter III, a number of specific questions dealing with ethical issues can be generated from basic ethical theory. The attitudinal questions asked and formally tested in this dissertation can be grouped either using the Consequentialism viewpoint (e.g., utility or good for the whole organization that yield the most favorable consequences can be explored), Deontology viewpoint (e.g., individual or employee mutual respect), or the Virtue perspective (e.g., good character, fairness, honesty, justice, fair play, cooperation).

Specifically, Virtue measurement scales included items that implied indirectly or directly that interoffice pools create workplace cohesiveness; interoffice pools create peer hostilities, and degree impact on emotional office atmosphere due to interoffice pools. Consequentialism scales included that management discourages interoffice gambling of golf, football, and basketball, less productivity during the month of March due to NCAA tournament play, and business environment encourages interoffice sports gambling. Deontology-related scales included degrees of involvement of co-workers for sporting events during office hours, personally participated in workplace pools for sporting events, personally spend time during work seeking web information on sporting events, degree of appropriate TV and mobile technology workplace use for sporting events, degree personally less productive at work during sporting events, degree ethical using company time/resources to follow sporting events, corporate-sponsored sporting events brackets at

personal workplace, personally wager money for sporting events at office pool, degree of acceptability of workplace gambling, degree of acceptability of workplace gambling through third-party, participate in other forms of workplace gambling, and more interaction between co-workers during sporting events.

In general, the research associated with the derivation of the first hypothesis (H1) suggested that may be a delicate balance between the benefits of employee cohesiveness and well-being versus the loss of productivity within the complex workplace environment associated with varying levels of engagement with sports-related office pooling activities. Many of these ethical dilemmas are grounded in theoretical concepts and were formally tested in H1. Undoubtedly, many office employees devote considerable time and effort to tracking news and statistics of popular sporting events via using company-based resources that may have no direct bearing on worker tasks. Although this phenomenon was not directly measured in the present study, it can be reasonably implied based on the considerable numbers of responses that admitted to a loss of productivity and using company-owned resources during their sport-pooling activities that may be classified as cyberdeviance or cyberloafing by some. Management has considerable discretionary power to reduce or encourage this temptation via policies and rules of engagement. The multivariate analysis and its results suggested that employee productivity may be adversely affected by the presence of sports gambling discouragement, but this may be counterbalanced by perceptions of potential increases in employee cohesiveness, workplace acceptability, and enhanced cooperative environment from an employee held ethical orientation.

Hence, in terms of those areas that management has extrinsic control (e.g., policies and other means of discouragement/encouragement), H1 was partially rejected. However, there were a number of intrinsically motivating factors that were found to be significant to provide support for accepting H1 (e.g., degree of involvement of co-workers in sport-related gambling activities during office hours and degree of time an employee personally less productive at work) that are not directly under management's control and may be due to ethical perceptions of gambling engagement and its benefits to the workplace environment.

H2 reviewed these complexities within the workplace environment that at least some of perceived loss of productivity resulting from employee engagement in sports-related office pooling activities can be explained by inherent gender differences and a more Virtue or social justice ethical orientation. In general, engaged males perceived a greater loss of their own productivity in the office environment than their non-engaged female counterparts. These results are supported by similar findings by Fang and Mowen (2009), Harris and Lee (2004), and Ware and Kowalski (2012). The ethical perspective of Consequentialism (McNamee & Fleming, 2007; Morgan, 1979, 2000) basically suggests that the moral choice is to do what is good for all stakeholders, grounded in the outcomes that will yield the most favorable consequences. Males evidently felt that using company-owned facilities and time to engage in such activities, although it may lead to a perceived loss of productivity, were justified to do so. If sport-related gambling has significant positive consequences for the emotional happiness and cohesive well-being of the office environment, the practice should be encouraged and considered ethical.

Interestingly, essentially every company that were involved had a posted policy against office betting and Internet gambling during office hours and with corporate equipment. This notion was reinforced in the formally acceptance of H3 as well. Female professionals where more apt to feel that if there are formal rules in the office environment to discourage gambling activities, they were more opposed in engaging in such activities than males; hence following a more negative Consequentialism-based ethical perspective. There appeared to be a greater moral imperative to follow the official organizational or managerial rules about gambling than their male counterparts (i.e., more opposed to office-related gambling activities on moral or virtue principles) and these feelings were somewhat reflected in their selected intrinsic and extrinsic motivations.

There were no significant differences among the genders on demographics, perceptions of lost productivity during March Madness, and that degree that the business environment encourages interoffice gambling activities and creates peer hostiles within the workplace environment. In general, males felt that there were greater perceived benefits employee cohesion and co-worker interactions with sport-related office pooling. Males apparently could more easily justify using company resources to engagement such activities and less of an ethical issue doing so. They spent more non-productive time seeking web-based information and simultaneously thought it was more appropriate to use TV and mobile technology within the workplace environment than their female counterparts. Typically a Deontology-based ethical perspective suited males as they felt that sport-related gambling activities had a more positive impact on the emotional state of the office atmosphere. Males apparently were more willing to become personally less

productive and use company resources at work during sporting events, and ignore the negative consequences associated with organizational rules discouraging such behaviors.

H3 dealt more specially with perceived loss of productivity during sports-related office pooling activities, especially popular sport events as March Madness' NCAA basketball tournament. It is hypothesized that the perceived loss of employee productivity may be partially compensated by increased workplace cohesiveness and morale. Using regression and expanded MANOVA techniques, significant differences between participants in terms of their levels of productivity, engagement, and motivations from ethical viewpoints using company resources during office hours (e.g., utility verse virtue) were explored in more detail.

Ultimately, it was found that perceived productivity loss during March Madness did occur for those engaged in office-pooling activities, but those engaged were more apt to have little to no ethical dilemmas associated with using company time/resources to follow sporting events. In general, the results associated with H3 indicated that sport-related office pooling may have resulted in some levels of employee-productivity losses among those engaged in such activities and a minority of those so engaged felt that there were ethical dilemmas with the practice during office hours. Most working professionals, either active users or non-users, felt that there were significant positive effects associated with office pooling, such as enhanced employee cohesion and interaction. Hence, active sport betting at any level within the office environment should be based on the concept that such sports gambling involvement should be based on a value-added proposition. There should be an equitable trade-off between the perceived losses of employee

productivity for gains in employee cohesion. To properly assess this trade-off of values, there should be some attempt at measuring the extent that individuals would value such activities and that it promotes improved communication and interaction in the office environment if such cyberdeviance activities are to be tolerated in the office.

Undoubtedly, there will be some employees that will question its tolerance, regardless of its perceived benefits, on an ethical basis. The obvious question that management should ask is what are the positive outcomes of such activities within the workplace environment? Evidently, as the practice is highly popular and persistent among working professionals, sport-related office pooling appears to be a main stay within the workplace environment. In dealing with the professional intellectual, management needs to balance exploiting the knowledge that they have and trying to usually obtain more knowledge to gain a new competitive advantage. By failing to capitalize on existing knowledge within the firm is a significant management failure. This is a difficult task for companies as there is a strong temptation once a competitive advantage has been gained to simply exploit it to its fullest and try to gain as much market share or additional business as possible. The issue is that if a company does not continue to learn and grow and progress, seeking new knowledge and skills, then the rapidly evolving business environment will leave that organization quickly behind. Properly leveraging sport-betting activities may will serve as a means for management to capitalize on its existing workforce by promoting a happier and productive environment.

As suggested by Fang and Mowen (2009), engagement in such activities may be based on the functional motives of money, social contact, and self-esteem. Although

little money appears to have exchanged hands, intrinsic motivations of social contact and, to a lesser extent, self-esteem, are extremely important to working business professionals. Fang and Mowen commented that sport-bettors generally possess the traits of competitiveness, impulsiveness, low agreeableness, and high-emotional stability. From a demographic standpoint, they tended to be younger males. There was no age-dependent relationship upheld in the present study, but many of the male characteristics were upheld. In reviewing the results of all 3 specific-research hypotheses compared to previous studies with different research designs, a very similar set of profiles emerged for varying managerial support levels for sport-related gambling and office pooling activities.

Managerial and Theoretical Implications

It is not unusual for a corporation to encourage certain types of unethical behavior, such as loyalty to the corporation rather than honesty with consumers or engage in sport-related office pooling if positive operational and strategic benefits occur. In terms of contributions to the sport literature, the present dissertation effort should contribute to the continuing efforts to inspect the roles of the ethical judgments of managers of their employees in terms of sport-related gambling and office pooling engagement and its perceived impacts on worker productivity. As no attempt was made to actually measure those perceived losses or gains in productivity during the present study, there is no direct way to verify if these perceived changes did, in fact, occur during periods of sport betting within the workplace. Few academics and practitioners could successfully argue against the importance of sound ethical decision-making being

promoted within the workplace environment, regardless of the type of organization. Much literature has been written on the nature of management's role on the ethical and social responsibility development of its workforce (Lindgreen, Swaen, & Johnston, 2009; Maxfield, 2008; McPeak & Tooley, 2008), but little on the effects on ethical orientation and employee productivity by engaging in sport-related office pooling and gambling, both face-to-face and web-based.

Any attempt to investigate and promote continued research on methods for measuring moral judgment is good for the sport and non-sport industries. In general, research in ethical decision-making in sport-related fields that help to arrive at an enhanced understanding of managers' and employees' ethical decision-making processes should make the case for more ethics training a strong one. However, management needs to balance the roles of ethical training and employee productivity. Evidently, in the case of sport-related office pooling, many employees feel that the benefits outweigh the costs, and many in management agree with letting such practices continue.

It is important to understand that certain employee-based perceived tolerance for sport-related gambling activities by management seemed to exist among many working professionals, especially for males currently engaged in office pooling. Petrescu and Simmons (2008) suggested that with a growing need to design and implement high-performance workplace practices, there is a general lack of statistical analysis or understanding of the connection between job satisfaction, and HRMP (i.e. human resource management practices) literature. Thus, without having empirical studies completed on job satisfaction, it is difficult to assess HRMP's impacts on labor standards,

output and worker effort, performance and productivity, as well as work quality. As previously documented in Chapter II, much of the work to-date on these relationships have been largely theory-based.

The results of this dissertation effort may help quantify some of these relationships among certain HRMP practices (e.g., such as tolerance for sport-related betting during office hours) if management expects that increases in employee cohesion and emotional well-being are natural outcomes of such practices. If the entire organization values such positive outcomes, regardless of formally stated organizational policies that may discourage engagement in such activities within the workplace environment, the practices of sport-related office pooling will continue. This trend seems especially true for special and popular events as March Madness and NFL Super Bowl. The data collected for this dissertation occurred during parts of the NFL Super Bowl but before March Madness, so one can only speculate about the effects on the study if a Pittsburgh-based team (collegiate or professional) was involved in either championship activity. The city of Pittsburgh has a long tradition of loyal fans, so office pooling may well be a long-honored tradition that many employers encourage within the workplace. Fans do become quite excited during such sporting events and it would be very difficult to enforce strict workplace policies to prevent such sport-related office betting and pooling, either face-to-face or online. With the advent of mobile devices, many employees would simply use their own devices during lunch or break periods to engage in such activities, with or without their employers' permission. Hopefully, parts of the formal results of this dissertation may serve as a guide to HR (i.e., human resources)

managers on implementing certain practices, such as employee empowerment and autonomy to motivate projects and generate higher labor productivity, may be considered an alternative to monetary rewards in an environment that encouraged sport-related office pooling as an intrinsic motivator.

Ultimately, a basic managerial implication from this dissertation may be that by allowing working professionals/fans to use sport betting activities during well-publicized sporting events, a number of significant motivators and outcomes are possible. Especially in Pittsburgh and other metropolitan areas where there are strong fan bases, by permitting sport-related gambling during office hours may promote high levels of employee morale and long-term productivity at the expense of short-term drops in employee productivity levels. The ability of management to give autonomy and control to its working professionals is extremely important for the successful transition from policies that encourage micro-management to placing responsibility of employees to properly manage their time-on-task and its impacts on productivity. Such practices may be extremely valuable in providing insight for organizations on getting the highest return on employees.

Bélanger and Edwards (2007) cited that management needs to understand the responsibility of their job description. A top-quality manager realizes when his/her employees needs help, whether that help be with further teaching, lack of skills needed, or even mental and physical issues inside and outside the workplace. Promoting the emotional stability of the workplace become a high priority. Some of the empirical results of the dissertation point to the direct connect of selective engagement in sport

betting in the workplace environment and its emotional stability for employees. If a manager can realize and isolate problems and solutions to negative problems within their company and emphasis positive approaches, they need to be able to approach the problem in an ethically fair and respected manner to promote employee productivity and morale. For example, when workers lack experience or skill set, managers need to act and work with their employees to develop the skill set needed for each job. On the other hand, employees need to develop the social and communication skills to be able to develop enough courage to ask for help when needed. The results of the current study suggest that certain sport-related office pooling and gambling activities, if properly supervised, may promote enhanced social and communication skills within the workplace to improve employee cohesion, since many respondents did not think it was unethical to use company-owned communication technologies during sport-betting activities. This increased interaction may lead to increased productivity levels, the present study's results were quite mixed on this point of contention. However, this relationship may be highly dependent on the ethical perspective of employees and the managers that supervise them, which would be an excellent future study.

Typically, the personnel associated with HR department of any business helps establish the morals and ethics of the company. Sport-related gambling within the workplace may create issues that are an integral part of a company and need to be dealt with in a professional matter, especially through an organization's HR department. Management should analyze each aspect of any ethic controversy/dilemma and make a compromise to try to provide a reasonable compromise in the workplace. Such

compromises are important in order to promote job security, satisfaction, and enrichment. Although perceived losses in employee productivity may result in the short term, the current study does suggest that office betting has some perceived short-term benefits as well. Perhaps these relatively short-term benefits of employee cohesion and social interaction/communication may have long-term benefits that may improve employee productivity. That study would also make for an interesting research project. Of course, the exact nature of such long-term benefits need to be empirically tested in a future study. Interesting, as evident from the MANOVA testing associated with the formal testing of H3, most of the non-active users of sport-related gambling did not differ with their active counterparts on these perceived short-term benefits.

Petrescu and Simmons (2008) generated similar conclusions that might provide important insights for organizations and HR managers, regarding employee satisfaction, productivity, and quality. Positive impacts from HRMPs come from job-autonomy/employee empowerment, employee involvement, and the availability of on-going learning. In general, close supervision decreases job satisfaction. Managers could use aspects of the current study to help in their efforts to design jobs and workplace environments that maximize employee satisfaction, productivity, improve quality of the good or service, and promote retention strategies. Designing jobs that generate higher quality and productivity is essential in the quest for competitive advantages. Perhaps promoting enhanced employee cohesion and interaction, coupled with increased emotional stability via limited sport-betting activities are potential tactics to accomplish these goals. Perhaps such opportunities for employees may generate significant benefits

to an organization's workforce becoming more valuable and more satisfied is a win-win for both employee and employer.

Future Research

Although a discussion of the highlights of the basic results of the study were included in Chapter IV, Chapter V details selected items of particular interest that coincides with the basic purposes of the study, as outlined in Chapter I. Future research streams are described and sport management opportunities are investigated in this section in some detail.

Initially, it was proposed in the formal testing of H1 to use a combination of PLS, SEM, and factor analysis. The reasoning was that in order to overcome some of the research problems associated with first-generation techniques, PLS and SEM may be used as potential alternatives (Haenlein & Kaplan (2004). Traditional regression-based approaches only inspect one layer of linkages between independent and dependent variables at the same time. However, to specifically test H1, the researcher first created the factor-based independent variable constructs and then created a second layer of model testing via regression analysis techniques to complete the testing of H1. These procedures allowed the present researcher to generate a 2-layer approach to formally test the hypothesis.

However, in theory, there are many alternative oaths that one may wish to inspect and SEM, as a second-generation technique, allows the simultaneous modeling of relationships among multiple independent and dependent constructs (Gefen, Straub, & Boudreau, 2000). Hence, there really is no need to distinguish between dependent and

independent variables. SEM (Hwang, Malhotra, Kim, Tomiuk, & Hong, 2010) and PLS-based regression (Chin, 1998) are statistical aids for model construction and prediction of activity and/or properties. Since the ultimate goal is to provide an optimal predictive model with linear characteristics. What is interesting about PLS especially is that it is relatively sensitive to the background noise created by the excessive irrelevant descriptors (Chin, 1998; Hwang, et al., 2010). It is useful in cases where the sample size is relatively small compared to the ratio of latent variables to sample size. The final sample size should be of sufficient size that small sample size will not be a problem in the present dissertation.

As suggested by Rosipal and Krämer (2006), PLS has been extended to regression problems, where the predictor and response variables are each considered as a block of variables. The technique then extracts the score vectors, which serve as a new predictor representation as does factor analysis and principle components analysis (Cumming, 1993). To achieve the optimal model, generally a 2-step descriptor selection procedure needs to be applied, sometimes referred to as statistical jackknife or bootstrap (Efron & Tibshirani, 1993; Wildt, Lambert, & Durand, 1982). The first step consists in the elimination of the low-variable (almost constant). Such descriptors cannot provide useful statistical information and simply help to fit these particular compounds, thus decreasing the predictability. At the second step, the descriptor subset is optimized using Q^2 -guided descriptor selection by means of a genetic algorithm.

For possible future research, if one is interested in formally testing other path-dependent theoretical relationships, PLS may be used to test relationships between the

measurement model and research hypotheses. Since PLS is a SEM-based approach that can be used to test theoretical and measurement models composed of hierarchically structured variables, it should prove useful in interpreting the final results. PLS is similar to LISREL in testing both theoretical and measurement models at the same time. The partial least squares option in SPSS or PLS-Graph 3.0 (Chin, 1993) can be used for data analysis of related paths that may be inherent in H1.

In terms of the results of H2, Clavio and Eagleman (2011), Davis and Duncan (2006), and Greer, et al. (2009) certainly provided strong evidence of the presence of gender bias in sport-related involvement, knowledge of athletic competition, and types of media coverage. Perhaps, the presence of this relatively strong gender bias ultimately reflected in the results of H2 at levels that may even transcend any differences based on ethical orientations.

Although it was beyond the scope of present research effort to separate these gender biases, it is hard to ignore that many portions of such media coverage and societal stereotypes still continue to marginalize women, which may have resulted in a gender bias in sport-related betting activities. Cultural biases are prevalent in mediated sport media coverage and viewing angles are constructed differently depending on the gender of the athletes. The Internet and social media coverage of female verses male athletes, as well as more traditional media coverage in print, radio, and TV, may reinforce concepts that ice skating and gymnastics are more feminine sport and inherently less interesting than more masculine sports. As previously outlined in the method section, Pittsburgh has a very strong and loyal fan base on very traditional male dominated sports as football

(collegiate and professional), basketball (collegiate), and ice hockey (professional).

Many respondents in the present study are probably alumni from local educational institutions (i.e., many having college degrees that may have been granted by Pittsburgh-based schools) that may have a tradition of giving to men's collegiate football and basketball. It is well known that these male sports basically carry the other sports and women would probably have no programs without such revenue sharing and governmental intervention via Title IX legislation. It would be interesting for future research efforts to investigate such biases in sport-betting activities from greater depth that also includes degree of alumni giving to support male sports and the potential negative stereotypes of female athletics in a study of sport-related office pooling and gambling activities.

From a more negative perspective, extreme forms of office betting and related non-employment activities, like social networking and Internet gambling, may become very distractive elements, reducing employee productivity, especially in the office environment. A study by Al-Shuaibi, Subramaniam, and Shamsudin, (2014) sought to identify the link between cyberdeviance and organizations' approaches to deal with the distractive nature of non-work related activities on the Internet during office hours. Of course, the effects of employee job satisfaction as found in the current dissertation effort, may be considered as a possible mitigating factor (Singh & Loncar, 2010; Wang & Yi, 2011). Existing research, as well as common professional experience, have indicated that cyberdeviance (i.e., Internet-based job distraction) is rampant in the workplace (Ugrin, Pearson, & Odom, 2007). Office-betting activities can be accelerated with the Internet.

In general, the Internet is one of the primary sources of distraction for employees, but few studies have investigated the effect of HR practices on moderating such behavior.

Further, a number of experts have argued the effects of HR practices on work outcomes are limited (Singh & Loncar, 2010; Wright, Gardner, & Moynihan, 2003). Job satisfaction as a possible moderator of the influence of HR practices on cyberdeviance is certainly an interesting aspect to research.

Unfortunately, a variety of interpretations has been used to describe cyberdeviance, which suggests the difficulty of clearly defining the concept. Generally, cyberdeviance includes extended use of the Internet for personal, non-work purposes, perhaps causing decreased productivity of a worker. Basically, empirical research by Al-Shuaibi, et al. (2014) found that employees who express a high level of job satisfaction are less likely to demonstrate cyberdeviance. Such employees are more likely to fully engage, maintain focus, and follow through to completion tasks which interest and compel them the most. Such research efforts support the notion that all people need to be self-actualized and find goals in life that sustain growth and development, both professionally and personally. Hence, office gambling and related activities, such as social networking, may not serve as significant distractions if employees are engaged in disciplines and occupations are interesting and challenging. This dissertation effort may not have solved this issue concerning employee-based productivity, but it certainly has raised a number of interesting issues for further research.

Another potential area for future research related to workplace ethical dilemmas and sport-betting activities centers around strategic framing of sport issues. Strategic

framing activities highlighted by Entman (2007) may be perceived as placing agenda-setting activities at heart of the political process and serves as a primary aid in defining problems that require public and government attention, but within a sport environment. As noted by Zimmerman, Clavio, and Lim (2011), theoretical aspects of agenda-setting activities manipulate the messages the public receives and learns from the media. In the case of soccer, the higher levels of exposure brought about more media options made the sport more important in society. It may have caused the traditional media (e.g., print, radio, TV) to increase their coverage to match online sources. Hence, cultural biases are reinforced and accelerated throughout the media options available for the message. If one applied the conceptual model of Entman (2007) to this gender-bias salutation in sport coverage, the slant of a specific news item is primarily a function of facts and the ability of news managers to place their “word spin” on the facts as opposed to their opposition.

In terms of sport gender biases, governmental agencies needs to address the equality of sport acceptability in developing good citizenry to counterbalance the negative images that female sports are uninteresting and not worth watching.

Undoubtedly, there are many women who had good character-building experiences derived from sports participation that are reflected in positive career skills and life-long learning in our society. Perhaps some of these positive attributes manifest in positive work ethics and productivity measures.

There appears to be some evidence from the present dissertation effort that ethical and productivity issues within the office environment may be at least partially traced to gender biases. Although these biases are unknown at this times, they may be directly or

indirectly related to governmental policies and intervention strategies as many young women have grown up in a generation of increased access to high school and collegiate athletics. It would be interesting to see if the generations of students that are working professionals that have been exposed to Title IX and other governmental efforts to create a fairer competitive playing field for both genders have manifested in attitudes toward sport betting within the workplace. Has such efforts successfully counterbalanced the negative images that female sports, and what effects, if any on sport-betting activities. Interestingly, it was noted that during the data collection stage of this dissertation from random unsolicited e-mails asking for clarification about the survey and its intent, there was no mention of any betting on female sports, even female basketball action during March Madness in the professional workplace, as a possibility. Perhaps this phenomenon is worthy of a separate dissertation.

Future research needs to be developed to investigate whether financial motives were predictive of gambling activities, specifically to sports betting and office pooling. The present study looked at theoretical relationships that explain functional motives and traits within the workplace environment (e.g., employees' needs for money, social interaction, and self-esteem, which were similar to the research findings of Fang and Mowen, 2009). This dissertation dealt with several operational or situational traits and their functions, within an ethical perspective, that are influenced by individual's particular behavioral patterns. More research needs to be done on the physiological mechanisms which specific functional motives actually influence behavioral dispositions

towards office gambling and pooling. Of course, all these suggestions were outside the constraints of the present dissertation effort.

As suggested by Goldstein (2003), service organizations that choose to invest in employee development programs including work systems, training and development, and staff well-being may predict an increase in employee outcomes. As evident from the statistical analysis of the present study, similar outcomes were found. In the instances where management supported employee cohesion, allowing limited use of employee time on sport-related office pooling, employees appeared to positively respond as part of their well-being. It is a difficult lesson to learn that theory within the framework of a discipline truly drives the research agenda, research design, data collection, and, ultimately, its interpretation. A theoretical framework creates the driving force or energy behind any disciplinary inquiry. Hence, a theory provides the force or movement behind research. It is the justification of doing research in the first place.

Data collection without theory merely gives one a description of a snap shot in time. It does not add to the discipline or its body of knowledge. A theory provides a rationale or justification that gives life to your interpretations. When one engages in a research study, a theory gives a frame of reference or rationale of why this particular event may be occurring or relevant, or at least gives you a perspective or lens that allows you to understand the event and make use of it. Simply put, if we cannot understand the rationale of an event, we cannot learn from its occurrence. Hence, there are many more future questions yet to be answered from this dissertation research.

For example, the current dissertation topic dealt with ethical considerations associated with sport gambling and productivity within the workplace or office environment. In some cases, productivity may improve workers engaged in March Madness and/or fantasy sports office pooling, while others may find their productivity waning. There are theories of self-concepts, social identity, cohesion, self-gratification, etc. that gives life and insights into why these results are different. Some of these theories have explored, most have not as the researcher chose to concentrate on ethical dilemmas and selected applications of the Users and Gratifications/Stakeholder theoretical perspectives. If the researcher did not have a theoretical framework to relate the present study's results to, she merely would have a descriptive study that is only somewhat valid for the instant in time that data was collected. Hence, although it is a hard lesson to learn, spending time on theories within your discipline adds meaning and usefulness to research efforts. The concept of theoretical development does not reside in only one discipline. The dissertation topic can be found to be directly supported by many theories in philosophy, business, sociology, and psychology that are useful in sport management research. The primary research has explored only a few of the many theoretical perspectives. Future research can easily expand on the ethic and productivity issues that were raised in the current research effort or use an entirely different theoretical perspective.

Limitations

Presented in this section are considerations on the limitations of this dissertation effort. The basic limitations include data limitations and limitations of generalizability.

The limitations also include a statement of researcher biases. This statement of biases is meant to identify the conceptual lens through which the research was conducted and to serve as a lens through which the reader may interpret the findings. As every academic discipline struggles with evolutionary changes in society attributes and how contemporary events may be framed in such a way that fits a predictive theory. The current dissertation study dealing with such contemporary and controversial issues as office-based sports gambling and pooling is no exception. The physical sciences generally has years of experimentation and active discourse on theory development to frame future research propositions and guide young scholars. However, many of the social sciences, such as sport management, do not lead to active experimentation in most cases.

Hence, there is a trend to let current events, economic and political upheaval, and public opinion shape research agendas. Sport management as an academic discipline is similarly struggling with establishing a sound theoretical framework to guide scholarly research. As research agendas are formulated in sport-related research, what are the theoretical underpinnings or paradigms that support and give credibility to such research? Although considerable effort was exercised to provide a theoretical rationale for the dissertation effort, it was still highly influenced by ethical and productivity issues associate with extremely popular sport betting within the workplace environment.

Sport-related research, according to Pedersen (2013), has an enviable position in that it has a universal significance, ubiquitous presence, and overall importance to its growth and viability in society. Unfortunately, this popularity greatly influences what is

considered relevant themes or research threads, especially among doctoral students.

Both Frisby (2005) and Pederson (2013) have commented that much research in sport management has been done at the micro-level, catering to new and emerging issues that have caught the attention of the public. Although some attempt to explain the results of the study have been made at the macro-level (e.g., Stakeholder theoretical and ethical orientation/belief systems), micro-level theoretical considerations still dominate as the major factor in explaining participants' views on sport-related gambling and office pooling within the workplace environment.

Various theories at the marketing segment or individual level, such as Uses and Gratifications Theory (i.e., used in the present dissertation effort) and Social Learning theories, have been employed with various methodologies, such as experimental design studies, content analyses, and case studies) to investigate sport-related scientific inquiries. Pederson (2013) went a step further to suggest that, based on his experience working with the next generations of doctoral students, because of the limited publication outlets for sport communication research, their work is often published in sport management instead of communication journals.

Both Frisby (2005) and Pederson (2013) have written their essays after the advent of the Internet and social networking have become main stream avenues for research in sport management. Pederson suggested that even contemporary studies in sport communication have used primarily content analysis to take mere snapshots of social media and its impact on sport. He suggested doing further research by examining the audience consumption and effects, framed by a strategic communication perspective.

Morgan (1983), on the other hand, framed sport research in historical terms at the macro level via Neo-Marxist and Utilitarian Theories of the continuous struggle of the masses on economic and/or political dominance. Both Morgan and Frisby have implied that consumerism and capitalism are at least partially responsible for sport research to be framed in a materialistic lifestyle that related self-esteem to consumption of goods, resulting in exploitation, pollution, and increased poverty. Sport research should be based on understanding the wider and more fundamental questions of utility at the society level. Perhaps commercialization and influence of big business are the greatest limitations associated with this dissertation, as money and self-esteem are important factors that were not investigated.

One of the more general limitations of the research is its scope. The scope of a research project investigating an industry such as sport-related office pooling and gambling could be very large, even overwhelming, but this dissertation effort only included ethical and productivity processes via gender biases. The range and scope of the questionnaire data itself was not fully explored. There are potentially many research questions that can still be explored and answered using the current dataset. Although the results of this dissertation were found to be very reasonable and in-line with previous research studies found in a variety of scholarly and practitioner journals, the discipline is constantly evolving and redefining itself in ways that may be unknown to the researcher. As previously discussed in the future research section, cultural biases and negative feminine stereotypes in athletic competition may have influenced the outcomes of this dissertation. The developing nature of such an informational-intensive industry as sport

management and related betting technologies may have a number of limitations that prevent its use in other service oriented and/or less information-intensive industries.

Every academic discipline struggles with evolutionary changes in society attributes and how contemporary events may be framed in such a way that fits a predictive theory. The present study is certainly no different as it deals with popular issues of employee productivity, sport-related office gambling and pooling with an ethical framework. Essentially, everyone in the office has an opinion on these issues.

As research agendas are more accurately formulated in sport-related research, what are the theoretical underpinnings or paradigms that support and give credibility to such research? Researchers Morgan (1983), Frisby (2005), and Pedersen (2013) have written essays to critically analyze the historical evolution of theoretical frameworks that support sport-related research. Researchers apparently either take a microcosm or macro look at the various dimensions of sport management, through the lens of multiple paradigms. Frisby suggested that we operate on a variety of paradigms (e.g., positivism, pragmatism, interpretivism, critical social science, post modernism, or a combination) in order to guide the research questions, methodologies, and appropriateness of our research findings as to the degree that the research impacts society. Perhaps, how society reacts to our research finding ultimately impacts our future research directions. The current research effort takes more of a microcosm approach to the three specific research questions already formatted.

A second general limitation concerns the stated deliverables. Since this research deals with employee ethical and productivity issues, HR professionals would naturally be

interested in aspects of this research for policy development in dealing with sport betting within the workplace environment. As suggested by Guest and Woodrow (2012), one of the arguments has been that the HR managers are not relevant because most of the policies that have been put in place were done so by managers from a “managerialist perspective.” The authors’ point needs to be made that it is part of the HR manager’s responsibilities to convince the executives that these policies that improve the lives of the workers will add value to the overall enterprise and need to be implemented. Who else implements any new directive but upper management? The key is - where did the impetuses come from and who convinced them that this is a policy of value? HR managers are needed because line supervisors have typically been promoted for being one of the better workers, and unfortunately most companies do not have thorough management training on how to deal with people effectively.

The HR manager should provide the support via counseling to show the line managers; that they should treat all employees equally and fairly, show them the importance of accurate reviews, and show them how to compliment as well as constructively criticize. The authors claim that we cannot expect that modern organizations can act ethically and that HR managers are a good conduit to an ethical HRM system, but it can be improperly applied in the real business world. It is not a perfect world, the competing pressure of executives striving for productivity and profit, versus the employees wanting a quality work and home life are a big responsibility, but the HR manager should do what he/she can to be the intermediary between the two opposites and strive to have each party act with respect and ethics. The degree that the

present study and its research findings can support good HR policies have not been explored and serves as a significant limitation of the dissertation effort.

In terms of other data limitations, the number of firms that consented to respond limited the qualitative and quantitative data derived in this research effort. Although it can be successfully argued that 461 completed questionnaires out of a sampling frame of over 1,500 potential working professionals (that number is a rough estimate and is subject to frequent changes as inherent in any LinkedIn™ or other professional social networking site account) is a relatively good sample, it is not without its biases and issues. Just generating the list of potential respondents for the present research effort was a task that cannot be based on an all-encompassing list of members in this category, even when using only one primary metropolitan area and only a limited number of companies that allowed data collection. The researcher cannot guarantee that respondents may have moved to different metropolitan areas, some links were exchanged among socially connected members, and that some have answered the questionnaire more than once, since no record of IP addresses were kept. Also, having a relatively large response rate does not completely eliminate sampling bias.

The generalizability issue was mitigated by using a strong fan base and working professionals in an urban setting. No attempts are made to include more rural or smaller urban areas and no statements are implied from this study to such areas. It should be remembered that the useable sample was not based on a random research design, but rather an ex post facto without any manipulation by the researcher. Hence, the results were based on judgment and on convenience sampling techniques. As conciliation,

random sampling would have driven the cost of the research way beyond the bounds of the resources available to the researcher. Therefore, identifying the researcher's potential social network of potential respondents (i.e., creating a sampling frame) would and did yield a usable sample with an acceptable response rate, especially compared to past studies of this type.

Other limitations for the present research are classical for perception-based survey designs. Management at companies did not want to be identified for fear of releasing proprietary information (i.e., questionnaire data did not ask for identification of firm or individual providing the information). Some respondents may have been able to verify the figures they gave on employee productivity, while others could only give their best-guess estimates. It would have been helpful to identify all companies that participated in the study to determine important factors such as size and production volume.

A major data limitation was the accuracy of the data given by the respondents in the interviews and on the questionnaire. The database was perceptual of a past (but most recent) completed involvement in sport-related betting within the office environment. Sporting events are very cyclic and active/inactive times and its effects were not recorded in the present study. Overall, it is the present researcher's opinion is that the generalizability to the sampling frames may be justifiable and may be considered reasonably valid and reliable.

Chapter Summary

Presented in this chapter were the research summaries and managerial implications, as well as the limitations of the present dissertation research effort. A summary of the interaction among threats to organizational productivity, benefits to workplace integration processes, and workplace productivity issues within an ethical framework concerning sport-related office pooling that are tested by the specific research hypotheses were presented in some detail. It is these hypotheses that were tested using multivariate statistical techniques based on the collected survey data. Careful steps were taken to include only employees who wished to take part in the survey and gave consent to the conditions clearly labeled on the questionnaire, as well as on the initial and final e-mails.

Specific areas that were addressed included the data limitations and limitations of generalizability. The limitations also included statements of potential biases that were meant to identify the conceptual lens through which the research was conducted and to serve as a lens through which the reader should view the findings. Several future research streams and limitations were proposed and opportunities were identified and suggested. Any study dealing with ethical orientation and employee productivity cannot be completed in a vacuum. Many cultural and legislative influences, as well as gender biases in media coverage of sporting events, all have significant impacts on the present study and were not directly measured. The variables studied were selected on ethical and intrinsic/extrinsic motivations from a very finite list and were not to be all encompassing or exhaustive. Great care was taken to ask items that were not personally inclusive, yet

germane to the goals of the research effort. The results of the empirical study of professional employees' perceived benefits and/or costs in their daily work through management's support of office pooling on sport-related activities were investigated and specific recommendations were made. In general, the results from individual employees should provide the basis for discussion of productivity and cohesive issues that can help management decision on proper course of actions of continued tolerance of such office-pooling activities in the future as well as a basis for future academic research.

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APPENDIX A

Instrument Used in Present Study

ETHICAL CONSIDERATIONS OF OFFICE POOLING ON SPORTING EVENTS AND ITS AFFECTS ON THE WORKPLACE

PURPOSE: There are a number of ethical dilemmas associated with office betting of major sporting events within the workplace environment. For example, office pooling and sports-related gambling (both online and face-to-face) during the major athletic contests may be negatively/positively impacting worker productivity during office hours. The purpose of this questionnaire is to explore these ethical dilemmas from both a positive and negative perspective and its potential impact on the office/workplace environment.

CONSENT: The return of your completed questionnaire constitutes your informed consent to act as a participant in this research. Please choose the one answer that best represents your personal opinion.

FREQUENCY OF INTERNET USE, SOCIAL NETWORKS

1. How frequently do you use the Internet for personal use in general?
☐ Never ☐ Rarely ☐ Monthly ☐ Weekly ☐ Daily
2. How frequently do you use the Internet for professional use at work?
☐ Never ☐ Rarely ☐ Monthly ☐ Weekly ☐ Daily
3. How many social websites do your currently use?
☐ 0 to 1 ☐ 2 to 3 ☐ 4 to 5 ☐ 6 or more

PERCEPTIONS OF ORGANIZATIONAL PRODUCTIVITY

- | | Strongly
Disagree
1 | Disagree
2 | Neutral
3 | Agree
4 | Strongly
Agree
5 |
|--|----------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 1. The company I work for discourages involvement in interoffice gambling concerning golf. | <input type="checkbox"/>
1 | <input type="checkbox"/>
2 | <input type="checkbox"/>
3 | <input type="checkbox"/>
4 | <input type="checkbox"/>
5 |
| 2. The company I work for discourages involvement in interoffice gambling concerning football. | <input type="checkbox"/>
1 | <input type="checkbox"/>
2 | <input type="checkbox"/>
3 | <input type="checkbox"/>
4 | <input type="checkbox"/>
5 |

3. The company I work for discourages involvement in interoffice gambling concerning basketball.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
4. The company I work for is less productive during the month of March due to the NCAA tournament.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
5. The business environment I work in encourages interoffice sports related gambling.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
6. Many of my co-workers are involved in using office hours to follow sporting events.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

INDIVIDUAL MOTIVATIONS

1. I take part in sporting events office pools (e.g., bracketing) at work.
- ☐ No ☐ Yes
- | | | | | |
|------------------------------|-----------------|----------------|--------------|---------------------------|
| Strongly
Disagree | Disagree | Neutral | Agree | Strongly
Agree |
| 1 | 2 | 3 | 4 | 5 |
2. I spend time during the work day looking up scores and information about sporting events, such as major conference titles sporting events, on the Internet.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
3. It is appropriate to use television, cell phone, computer, etc. to follow sporting events during work hours.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

4. I am less productive for the company during major sporting events, such as NFL Super Bowl and March Madness.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

5. It is an ethical issue to use company time and resources to keep up with sporting events and related games.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

GAMBLING

1. There is a sporting events bracket at my workplace that co-workers engage in.

☐ No ☐ Yes

2. I bet money during major sporting events in a pool at my workplace.

☐ No ☐ Yes

3. The number of employees at my office involved in sporting events pools is:

☐ 0% to 25% ☐ 26% to 50% ☐ 51% to 75% ☐ 76% to 100%

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

4. Gambling in the workplace is acceptable.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

5. Gambling through a bookie (i.e. third-party) is acceptable.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

6. Number of employees using sporting events pools.

☐ Less than 25 ☐ 26 to 50 ☐ 51 to 75 ☐ 76 to 100 ☐ 100+

7. Besides major sporting events, I participate in other forms of gambling in the workplace.

☐ No ☐ Yes

If **yes**, please check all that apply.

☐ Lottery Tickets ☐ Other Sports ☐ Online or Internet Gambling
☐ Casino-type Online Gambling ☐ Other _____

SOCIAL EFFECTS

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. There is more interaction between my co-workers during major sporting events play or betting.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
2. Interoffice betting pools help create cohesiveness in the workplace.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
3. Interoffice betting pools create hostility among co-workers.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
4. There is a positive impact on the emotional atmosphere in the office because of interoffice pools.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

DEMOGRAPHIC INFORMATION

1. Please state your gender
☐ Male ☐ Female
2. Please state your age group (years)
☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56+
3. Please state your last completed level of education
☐ High School ☐ 2 yrs. or AA Undergraduate Degree ☐ Bachelors' Degree
☐ Masters' Degree ☐ PhD Degree

4. Please state your professional industry

- ☐ Retail/Sales ☐ Healthcare Services ☐ Manufacturing/Production
☐ Business/Marketing/Advertising ☐ Computer Information Systems
☐ Financial or Other: _____

Thank you for your time and effort!
--

INITIAL E-MAIL:

Dear valued professional colleague,

As a valued member of my LinkedIn™ social contact network, I would greatly appreciate your assistance. I am working on my dissertation in sport management at an accredited university and would appreciate your important input. As in the past, we have developed confidential and mutually beneficial relationships, so I would greatly appreciate your professional input into my study.

Title: Office-based Sports Gambling and Pooling: Ethical Dilemmas and Worker Productivity Issues from Fan and Gender Perspectives

Principle Investigator: Amber Smith, amberanaylmt@gmail.com

Advisor: Dr. Leslie Graham, lgraham3@twu.edu

Purpose: There are a number of ethical dilemmas associated with office betting of major sporting events within the workplace environment. For example, office pooling and sports-related gambling (both online and face-to-face) during the major athletic contests may be negatively/positively impacting worker productivity during office hours. The purpose of my research is to explore these ethical dilemmas from both a positive and negative perspective and its potential impact on the office/workplace environment.

Time Commitment: about 5 minutes

Procedure: Please use the link provided to fill out to the questionnaire. Please circulate the questionnaire to other working professionals in the Pittsburgh area. If you would like a printed copy of this questionnaire for yourself or to be able to distribute to others please contact me at amberanaylmt@gmail.com

Potential Risk: A potential risk is loss of confidentiality. Confidentiality will be protected to the extent that is allowed by law. The survey will remain anonymous and will attain very little personal information. Your confidentiality will be assured and no mention of your company and/or supervisors will be asked or collected.

Benefits: The benefits of participating in this survey is that you will make an important contribution to understanding the ethical dilemmas that sport-related office pooling places on both the employee and management. From those that are interested, I will glad to send to you an extended abstract describing the highlights of the study. Please be part of the solution to this age-old business productivity concern.

Your involvement in this study is completely voluntary and you may withdraw from the study at any time. The return of your completed questionnaire constitutes your informed consent to act as a participant in this research.

Thank you again for your participation.

Amber Smith

Best Regards,
Amber Smith
amberanaylmt@gmail.com

REMINDER E-MAIL:

Dear valued professional colleague,

As a valued member of my LinkedIn™ social contact network I would greatly appreciate your assistance. I am working on my dissertation in sport management at accredited university and would appreciate your important input. This is my second request and last reminder for you to be an important part of my professional study. Please response at your convenience and in a timely manner.

Title: Office-based Sports Gambling and Pooling: Ethical Dilemmas and Worker Productivity Issues from Fan and Gender Perspectives

Principle Investigator: Amber Smith, amberanaylmt@gmail.com

Advisor: Dr. Leslie Graham, lgraham3@twu.edu

Purpose: There are a number of ethical dilemmas associated with office betting of major sporting events within the workplace environment. For example, office pooling and sports-related gambling (both online and face-to-face) during the major athletic contests may be negatively/positively impacting worker productivity during office hours. The purpose of my research is to explore these ethical dilemmas from both a positive and negative perspective and its potential impact on the office/workplace environment.

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Benefits: The benefits of participating in this survey is that you will make an important contribution to understanding the ethical dilemmas that sport-related office pooling places on both the employee and management. From those that are interested, I will glad to send to you an extended abstract describing the highlights of the study. Please be part of the solution to this age-old business productivity concern. I will also be glad to cooperate in the future with any research effort of yours.

Your involvement in this study is completely voluntary and you may withdraw from the study at any time. The return of your completed questionnaire constitutes your informed consent to act as a participant in this research. If you have already completed the survey you **WILL NOT** need to complete it again.

Thank you again for your participation.

Amber Smith

Best Regards,
Amber Smith
amberanaylmt@gmail.com

APPENDIX B

IRB Approval Letter



Institutional Review Board
Office of Research and Sponsored Programs
P.O. Box 425619, Denton, TX 76204-5619
940-898-3378
email: IRB@twu.edu
<http://www.twu.edu/irb.html>

DATE: August 22, 2014

TO: Ms. Amber Smith
Department of Kinesiology

FROM: Institutional Review Board - Denton

Re: *Exemption for Office-based Sports Gambling and Pooling: Ethical Dilemmas and Worker Productivity Issues*
from Fan and Gender Perspectives (Protocol #: 17781)

The above referenced study has been reviewed by the TWU Institutional Review Board (IRB) and was determined to be exempt from further review.

If applicable, agency approval letters must be submitted to the IRB upon receipt PRIOR to any data collection at that agency. Because a signed consent form is not required for exempt studies, the filing of signatures of participants with the TWU IRB is not necessary.

Although your protocol has been exempted from further IRB review and your protocol file has been closed, any modifications to this study must be submitted for review to the IRB using the Modification Request Form. Additionally, the IRB must be notified immediately of any adverse events or unanticipated problems. All forms are located on the IRB website. If you have any questions, please contact the TWU IRB.

cc. Dr. Charlotte Sanborn, Department of Kinesiology
Dr. Leslie Graham, Department of Kinesiology
Graduate School

APPENDIX C

Descriptive Statistics of Ethical and Productivity Variables

Table C1.

Frequencies of Selected Variables (in order of appearance on the instrument; please note valid percent denotes missing cases removed from calculations).

A. Survey time collection frames.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
First round of surveys	145	31.5	31.5	31.5
Second round of surveys	316	68.5	68.5	100
TOTAL	461	100	100	

B. Degree of Internet for personal use in general.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Never	2	0.4	0.4	0.4
Rarely	22	4.8	4.8	5.2
Monthly	18	3.9	3.9	9.1
Weekly	77	16.7	16.7	25.8
Daily	342	74.2	74.2	100
TOTAL	461	100	100	

C. Degree of Internet for work/professional use.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Never	20	4.3	4.3	4.3
Rarely	33	7.2	7.2	11.5
Monthly	28	6.1	6.1	17.6
Weekly	64	13.9	13.9	31.5
Daily	316	68.5	68.5	100
TOTAL	461	100	100	

D. Number of social websites currently used.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
At least 1	172	37.3	37.3	37.3
2 to 3	175	38.0	38.0	75.3
4 to 5	62	13.4	13.4	88.7
6 to 7	49	10.6	10.6	99.3
More than 7	3	0.7	0.7	100
TOTAL	461	100	100	

Table C1. (Cont.)

E. Management discourages interoffice gambling on golf.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	74	16.1	16.1	16.1
Disagree	167	36.2	36.2	52.3
Neutral	29	6.3	6.3	58.6
Agree	127	27.5	27.5	86.1
Strongly Agree	64	13.9	13.9	100
TOTAL	461	100	100	

F. Management discourages interoffice gambling on football.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	85	18.4	18.4	18.4
Disagree	177	38.4	38.4	56.8
Neutral	32	6.9	6.9	63.8
Agree	110	23.9	23.9	87.6
Strongly agree	57	12.4	12.4	100
TOTAL	461	100	100	

G. Management discourages interoffice gambling on basketball.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	85	18.4	18.4	18.4
Disagree	172	37.3	37.3	55.7
Neutral	30	6.5	6.5	62.3
Agree	118	25.6	25.6	87.9
Strongly agree	56	12.1	12.1	100
TOTAL	461	100	100	

H. Less productivity during the month of March due to NCAA tournament.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	123	26.7	26.7	26.7
Disagree	220	47.7	47.7	74.4
Neutral	21	4.6	4.6	79.0
Agree	70	15.2	15.2	94.1
Strongly agree	27	5.9	5.9	100
TOTAL	461	100	100	

Table C1. (Cont.)

I. Business environment encourages interoffice sports gambling.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	120	26.0	26.0	26.0
Disagree	204	44.3	44.3	70.3
Neutral	29	6.3	6.3	76.6
Agree	85	18.4	18.4	95.0
Strongly Agree	23	5.0	5.0	100
TOTAL	461	100	100	

J. Degree of involvement of co-workers for sporting events during office hours.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	67	14.5	14.5	14.5
Disagree	117	25.4	25.4	39.9
Neutral	66	14.3	14.3	54.2
Agree	171	37.1	37.1	91.3
Strongly Agree	40	8.7	8.7	100
TOTAL	461	100	100	

K. Personally participated in workplace pools for sporting events.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
No	228	49.5	49.5	49.5
Yes	233	50.5	50.5	100
TOTAL	461	100	100	

L. Personally spend time during work seeking web information on sporting events.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	148	32.1	32.1	32.1
Disagree	121	26.2	26.2	58.4
Neutral	43	9.3	9.3	67.7
Agree	120	26.0	26.0	93.7
Strongly Agree	29	6.3	6.3	100
TOTAL	461	100	100	

Table C1. (Cont.)

M. Degree of appropriate TV and mobile technology workplace use for sporting events.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	125	27.1	27.1	27.1
Disagree	193	41.9	41.9	69.0
Neutral	38	8.2	8.2	77.2
Agree	85	18.4	18.4	95.7
Strongly Agree	20	4.3	4.3	100
TOTAL	461	100	100	

N. Degree personally less productive at work during sporting events.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	179	38.8	38.8	38.8
Disagree	181	39.3	39.3	78.1
Neutral	23	5.0	5.0	83.1
Agree	67	14.5	14.5	97.6
Strongly Agree	11	2.4	2.4	100
TOTAL	461	100	100	

O. Degree ethical using company time/resources to follow sporting events.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	84	18.2	18.2	18.2
Disagree	145	31.5	31.5	49.7
Neutral	47	10.2	10.2	59.9
Agree	142	30.8	30.8	90.7
Strongly Agree	43	9.3	9.3	100
TOTAL	461	100	100	

P. Corporate-sponsored sporting events brackets at personal workplace.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
No	157	34.1	34.1	34.1
Yes	304	65.9	65.9	100
TOTAL	461	100	100	

Table C1. (Cont.)

Q. Personally wager money for sporting events at office pool.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
No	258	56.0	56.0	56.0
Yes	203	44.0	44.0	100
TOTAL	461	100	100	

R. Number of employees using sporting events pools.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 25	217	47.1	47.1	47.1
26 to 50	118	25.6	25.6	72.7
51 to 75	21	4.6	4.6	77.2
76 to 100	81	17.6	17.6	94.8
100+	24	5.2	5.2	100
TOTAL	461	100	100	

S. Degree of acceptability of workplace gambling.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	107	23.2	23.2	23.2
Disagree	156	33.8	33.8	57.0
Neutral	63	13.7	13.7	70.7
Agree	122	26.5	26.5	97.2
Strongly Agree	13	2.8	2.8	100
TOTAL	461	100	100	

T. Degree of acceptability of workplace gambling through third-party.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	163	35.4	35.4	35.4
Disagree	189	41.0	41.0	76.4
Neutral	34	7.4	7.4	83.7
Agree	68	14.8	14.8	98.5
Strongly Agree	7	1.5	1.5	100
TOTAL	461	100	100	

Table C1. (Cont.)

U. Participate in other forms of workplace gambling.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
No	292	63.3	63.3	63.3
Yes	169	36.7	36.7	100
TOTAL	461	100	100	

W. More interaction between co-workers during sporting events.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	49	10.6	10.6	10.6
Disagree	138	29.9	29.9	40.6
Neutral	61	13.2	13.2	53.8
Agree	188	40.8	40.8	94.6
Strongly Agree	25	5.4	5.4	100
TOTAL	461	100	100	

X. Interoffice pools create workplace cohesiveness.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	62	13.4	13.4	13.4
Disagree	160	34.7	34.7	48.2
Neutral	56	12.1	12.1	60.3
Agree	161	34.9	34.9	95.2
Strongly Agree	22	4.8	4.8	100
TOTAL	461	100	100	

Y. Interoffice pools creates peer hostilities.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	94	20.4	20.4	20.4
Disagree	241	52.3	52.3	72.7
Neutral	33	7.2	7.2	79.8
Agree	79	17.1	17.1	97.0
Strongly agree	14	3.0	3.0	100
TOTAL	461	100	100	

Table C1. (Cont.)

Z. Degree impact on emotional office atmosphere due to interoffice pools.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	55	11.9	11.9	11.9
Disagree	175	38.0	38.0	49.9
Neutral	63	13.7	13.7	63.6
Agree	149	32.3	32.3	95.9
Strongly agree	19	4.1	4.1	100
TOTAL	461	100	100	

AA. Gender status of respondent.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Male	252	54.7	54.7	54.7
Female	209	45.3	45.3	100
TOTAL	461	100	100	

AB. Age range (years).

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
18 through 25	137	29.7	29.7	29.7
26 through 35	164	35.6	35.6	65.3
36 through 45	81	17.6	17.6	82.9
46 through 55	55	11.9	11.9	94.8
56 and over	24	5.2	5.2	100
TOTAL	461	100	100	

AC. Education level.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
High school	55	11.9	11.9	11.9
2 yrs. or AA undergraduate degree	103	22.3	22.3	34.3
Bachelor's degree	218	47.3	47.3	81.6
Master's degree or higher	85	18.4	18.4	100
TOTAL	461	100	100	

Table C1. (Cont.)

AD. Professional career's industry.

Coding Scheme	Frequency	Percent	Valid Percent	Cumulative Percent
Retail and/or sales	79	17.1	17.1	17.1
Healthcare services	50	10.8	10.8	28.0
Manufacturing or production	50	10.8	10.8	38.8
Business marketing/advertising	151	32.8	32.8	71.6
Computer information systems	45	9.8	9.8	81.3
Financial services	86	18.7	18.7	100
TOTAL	461	100	100	

Table C2.

Descriptive Statistics of Selected Scale-Based Variables.

Variable Description	N	Min.	Max.	Mean	Std. Deviation
Degree of Internet for personal use in general (1 = never, 5 = daily)	461	1	5	4.59	.812
Degree of Internet for work/professional use (1 = never, 5 = daily)	461	1	5	4.35	1.141
Number of social websites currently used (1 = at least 1, 5 = more than 7)	461	1	5	1.99	.997
Management discourages interoffice gambling of golf (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.87	1.350
Management discourages interoffice gambling of football (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.73	1.337
Management discourages interoffice gambling of basketball (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.76	1.341
Less productivity during the month of March due to NCAA tournament (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.26	1.176
Business environment encourages interoffice sports gambling (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.32	1.187

Table C2. (Cont.)

Variable Description	N	Min.	Max.	Mean	Std. Deviation
Degree of involvement of co-workers for sporting events during office hours (1 = strongly disagree, 5 = strongly agree)	461	1	5	3.00	1.248
Personally spend time during work seeking web information on sporting events (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.48	1.339
Degree of appropriate TV and mobile technology workplace use for sporting events (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.31	1.178
More interaction between co-workers during sporting events (1 = strongly disagree, 5 = strongly agree)	461	1	5	3.00	1.163
Interoffice pools creates peer hostilities (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.30	1.070
Interoffice pools create workplace cohesiveness (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.83	1.183
Number of employees using sporting events (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.08	1.298
Degree of acceptability of workplace gambling (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.52	1.190
Degree of acceptability of workplace gambling through third-party (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.06	1.074
More interaction between co-workers during sporting events (1 = strongly disagree, 5 = strongly agree)	461	1	5	3.00	1.163

Table C2. (*Cont.*)

Variable Description	N	Min.	Max.	Mean	Std. Deviation
Interoffice pools creates peer hostilities (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.30	1.070
Interoffice pools create workplace cohesiveness (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.83	1.183
Degree impact on emotional office atmosphere due to interoffice pools (1 = strongly disagree, 5 = strongly agree)	461	1	5	2.79	1.141

APPENDIX D

Statistics Related to Equality of Means among the Sampling Frames

Table D1.

Group Statistics in Terms of Time Frame Data were Collected.

Variable Description	Survey Collection Frames	N	Mean	Std. Dev.	Std. Error Mean
Degree of Internet for work/professional use	First round	171	4.29	1.181	0.090
	Second round	290	4.39	1.118	0.066
Number of social websites currently used	First round	171	1.88	1.019	0.078
	Second round	290	2.06	0.979	0.057
Management discourages interoffice gambling of golf	First round	171	3.21	1.390	0.106
	Second round	290	2.67	1.286	0.076
Management discourages interoffice gambling of football	First round	171	3.02	1.391	0.106
	Second round	290	2.57	1.277	0.075
Management discourages interoffice gambling of basketball	First round	171	3.06	1.373	0.105
	Second round	290	2.58	1.290	0.076
Less productivity during the month of March due to NCAA tournament	First round	171	2.40	1.300	0.099
	Second round	290	2.17	1.090	0.064
Business environment encourages interoffice sports gambling	First round	171	2.51	1.276	0.098
	Second round	290	2.21	1.119	0.066

Table D1. (Cont.)

Variable Description	Survey Collection Frames	N	Mean	Std. Dev.	Std. Error Mean
Personally participated in workplace pools for sporting events	First round	171	1.41	0.493	0.038
	Second round	290	1.56	0.497	0.029
Degree of appropriate TV and mobile technology workplace use for sporting events	First round	171	2.19	1.227	0.094
	Second round	290	2.38	1.144	0.067
Degree personally less productive at work during sporting events	First round	171	1.96	1.129	0.086
	Second round	290	2.06	1.102	0.086
Degree ethical using company time/resources to follow sporting events	First round	171	2.88	1.407	0.108
	Second round	290	2.78	1.237	0.073
Number of employees using sporting events pools	First round	171	2.08	1.424	0.109
	Second round	290	2.08	1.220	0.072
Degree of acceptability of workplace gambling	First round	171	2.51	1.276	0.098
	Second round	290	2.52	1.138	0.067
More interaction between co-workers during sporting events	First round	171	2.79	1.242	0.095
	Second round	290	3.13	1.096	0.064
Interoffice pools creates peer hostilities	First round	171	2.19	1.023	0.078
	Second round	290	2.37	1.093	0.064
Degree impact on emotional office atmosphere due to interoffice pools					
Degree of involvement of co-workers for sporting events during office hours	First round	171	3.04	1.321	0.101
	Second round	290	2.98	1.204	0.071

Table D2.

Equality of Means Tests Results Compared Collection Time Periods.

Variable Description and Variance Assumptions		t-test	df	Sign. (2-tailed)	Mean Difference
Degree of Internet for personal use in general	Equal variances	0.043	459	.966 (NS)	0.003
Degree of Internet for work/professional use	Equal variances	-0.937	459	.349 (NS)	-0.103
Number of social websites currently used	Not equal variances ^a	-1.910	345.28	.057 (NS)	-0.185
Management discourages interoffice gambling of golf	Equal variances	4.237	459	<.001 (HS)	0.542
Management discourages interoffice gambling of football	Equal variances	3.551	459	<.001 (HS)	0.452
Management discourages interoffice gambling of basketball	Equal variances	3.835	459	<.001 (HS)	0.488

Table D2. (Cont.)

Variable Description and Variance Assumptions		t-test	df	Sign. (2-tailed)	Mean Difference
Less productivity during the month of March due to NCAA tournament	Equal variances	2.045	459	.041 (S)	0.231
Business environment encourages interoffice sports gambling	Equal variances	2.623	459	.009 (HS)	0.298
Degree of involvement of co-workers for sporting events during office hours	Equal variances	0.541	459	.589 (NS)	0.065
Personally participated in workplace pools for sporting events	Equal variances	-3.196	459	.001 (HS)	-0.153
Personally spend time during work seeking web information on sporting events	Equal variances	-1.539	459	.124 (NS)	-0.198
Degree of appropriate TV and mobile technology workplace use for sporting events	Equal variances	-1.726	459	.085 (NS)	-0.196
Degree personally less productive at work during sporting events	Equal variances	-0.961	459	.337 (NS)	-0.103
Degree ethical using company time/resources to follow sporting events	Equal variances	0.780	459	.436 (NS)	0.098

Table D2. (Cont.)

Variable Description and Variance Assumptions		t-test	df	Sign. (2-tailed)	Mean Difference
Number of employees using sporting events pools	Equal variances	-0.007	459	.994 (NS)	-0.001
		-0.007	314.27	.995 (NS)	-0.001
Degree of acceptability of workplace gambling	Equal variances	-0.134	459	.894 (NS)	-0.015
Degree of acceptability of workplace gambling through third-party	Equal variances	-0.214	459	.831 (NS)	-0.022
More interaction between co-workers during sporting events	Equal variances	-3.074	459	.002 (HS)	-0.342
Interoffice pools creates peer hostilities	Equal variances	-1.766	459	.078 (NS)	-0.182
Degree impact on emotional office atmosphere due to interoffice pools	Equal variances	-0.815	459	.416 (NS)	-0.090

Note: a. There was a single violation in homogeneity of variance using Levene's Test for Equality of Variances. If Levene's Test for Equality of Variances was found to be significant, then it is not safe to assume that there is equal variances. The t-test results associated with the unequal variance should be used when interpreting the results in this table. NS denotes not statistically significant at the .05 level for a 2-tailed test; S denotes statistically significant at the .05 level for a 2-tailed test; HS denotes significant at the .01 level for a 2-tailed test.

APPENDIX E

Factor Analysis Statistics and Testing Results (H1)

Table E1.

Related Data-Reduction and Statistics Among Factor Loadings for the Creation of the Dependent-Variable, Factor-Based Ethical Orientation Towards Workplace Gambling and Productivity.

A. Communalities.

Dependent Variables	Initial
Less productivity during the month of March due to NCAA tournament	1.000
Degree personally less productive at work during sporting events	1.000
Degree ethical using company time/resources to follow sporting events	1.000

Note: Extraction method: Principal component analysis.

B. Total variance explained.

Dependent Variable Components	Initial Eigenvalues		
	Total	Percent of Variance	Cumulative Percent
Less productivity during the month of March due to NCAA tournament	1.507	50.245	50.245
Degree personally less productive at work during sporting events	0.842	28.077	78.322
Degree ethical using company time/resources to follow sporting events	0.650	21.678	100.00

Note: Extraction method: Principal component analysis.

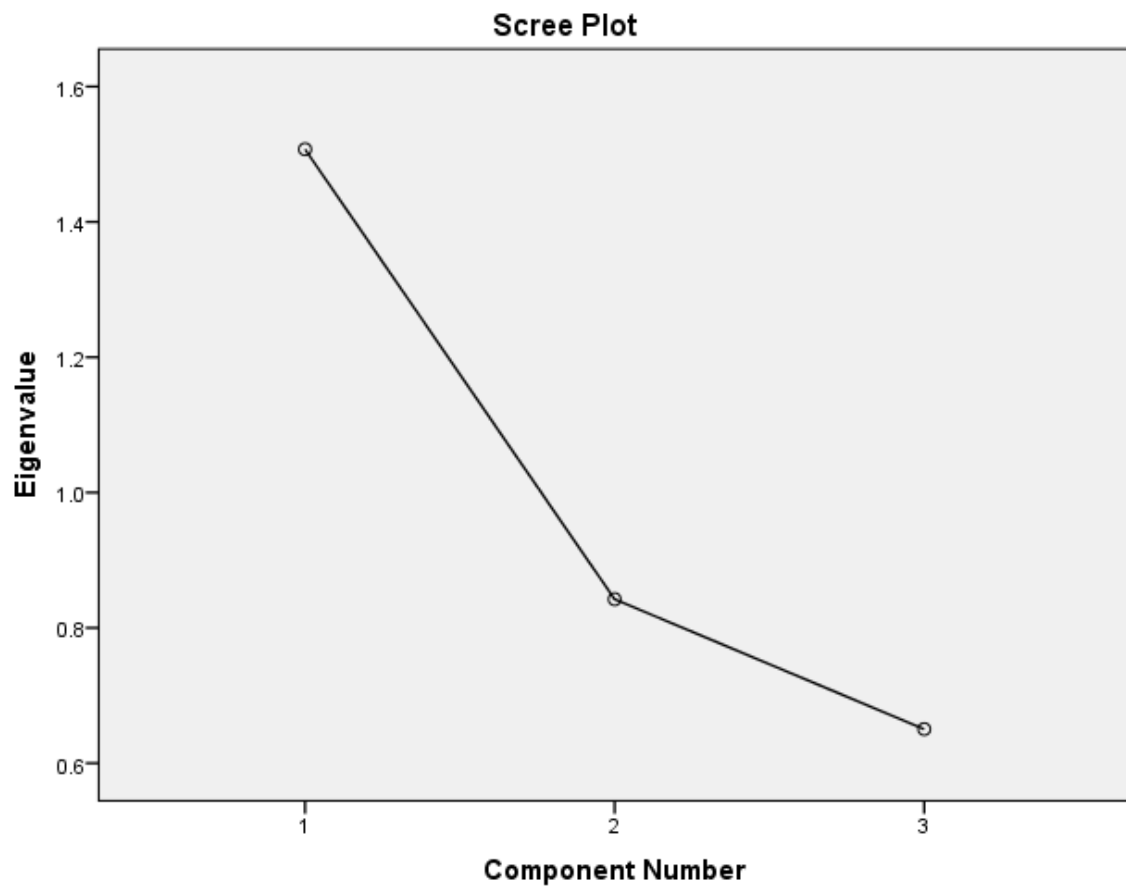


Figure E1. Scree Plot results for dependent variable construct consisting of three variables.

Table E2.

Related Data-Reduction and Statistics Among Factor Loadings for the Creation of the Independent-Variable Factor Constructs.

A. Communalities.

Independent Variables	Initial Communalities
Degree of Internet for personal use in general	1.00
Degree of Internet for work/professional use	1.00
Number of social websites currently used	1.00
Management discourages interoffice gambling of golf	1.00
Management discourages interoffice gambling of football	1.00
Management discourages interoffice gambling of basketball	1.00
Business environment encourages interoffice sports gambling	1.00
Degree of involvement of co-workers for sporting events during office hours	1.00
Personally spend time during work seeking web information on sporting events	1.00
Degree of appropriate TV and mobile technology workplace use for sporting events	1.00
Number of employees using sporting events pools	1.00
Degree of acceptability of workplace gambling	1.00
Degree of acceptability of workplace gambling through third-party	1.00
More interaction between co-workers during sporting events	1.00
Interoffice pools create workplace cohesiveness	1.00

Table E2. (Cont.)

Independent Variables	Initial Communalities
Interoffice pools creates peer hostilities	1.00
Degree impact on emotional office atmosphere due to interoffice pools	1.00
Percentage of employees at my office involved in sporting events pools	1.00
Number of employees using major sporting events pools	1.00

Note: Extraction method: Principal component analysis.

Table E2. (Cont.)

B. Total explained variance explained.

Factor-based Components	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	Percent of Variance	Cumulative Percent	Total	Percent of Variance	Cumulative Percent
Managerial Policies	4.594	24.181	24.181	2.997	15.775	15.775
Employee Cohesion	2.572	13.535	37.716	2.635	13.870	29.645
Workplace Acceptability	1.524	8.021	45.738	2.160	11.366	41.011
Cooperative Environment	1.233	6.491	52.228	1.656	8.718	49.729
Technology Sophistication	1.181	6.217	58.446	1.580	8.316	58.045
Levels of Participation	1.143	6.016	64.462	1.219	6.416	64.461

Note: Extraction method: Principal component analysis.

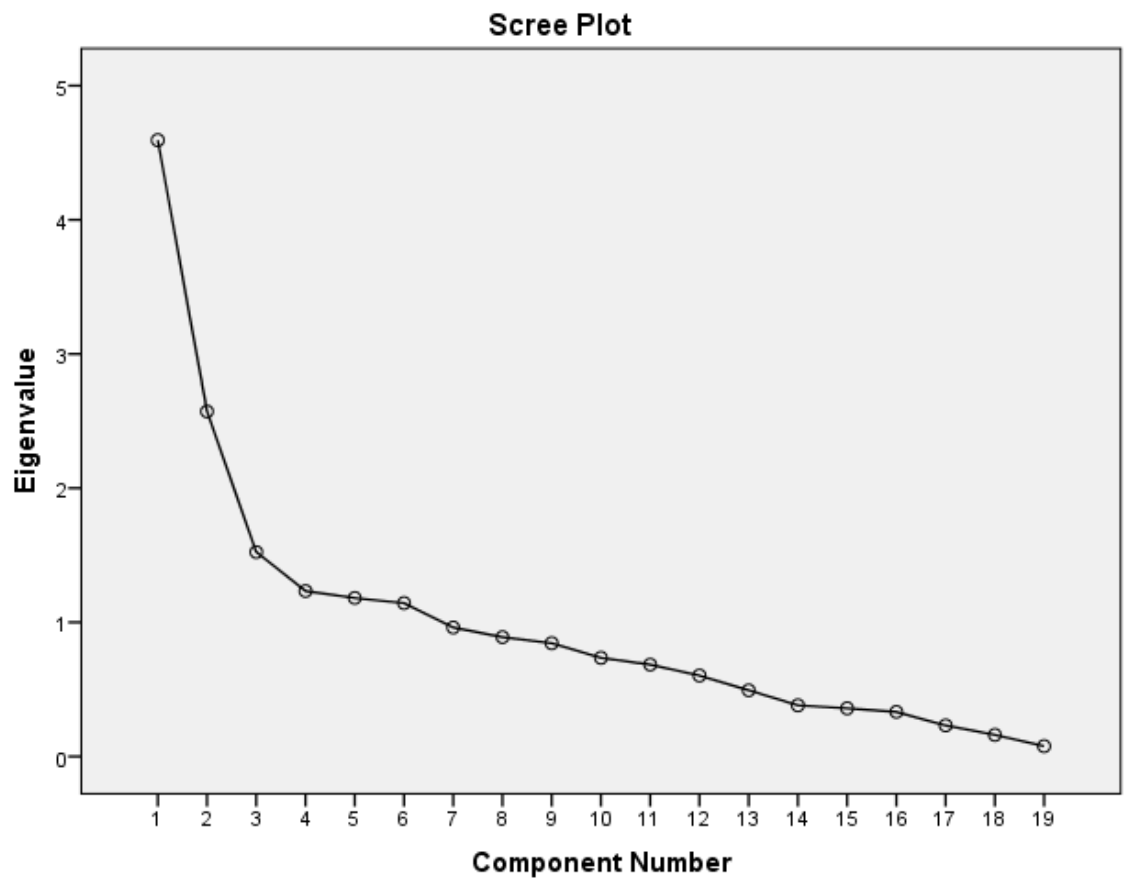


Figure E2. Scree Plot results indicating that there are six independent data clusters.

Table E3.

Independent Variables	Factor-based Components				
	Managerial Policies	Employee Cohesion	Workplace Acceptability	Cooperative Environment	Technology Sophistication
Percentage of employees at my office involved in sporting events pools	.112	-.075	-.440	.255	-.338
Number of employees using major sporting events pools	-.066	.010	.033	-.088	.085
Degree of Internet for personal use in general	.000	.031	.081	-.043	.796
Degree of Internet for work/professional use	.033	.032	.058	.023	.703
Number of social websites currently used	-.100	.066	-.014	.216	.483
Management discourages interoffice gambling of golf	.921	-.048	-.057	-.074	-.035
Management discourages interoffice gambling of football	.950	-.065	-.014	-.051	-.032
Management discourages interoffice gambling of basketball	.945	-.082	-.023	-.020	-.037
Business environment encourages interoffice sports gambling	-.123	.109	.008	.790	.025
Degree of involvement of co-workers for sporting events during office hours	.138	.165	.348	.669	.116
					-.118
					-.033

Table E3. (Cont.)

Independent Variables	Factor-based Components				
	Managerial Policies	Employee Cohesion	Workplace Acceptability	Cooperative Environment	Technology Sophistication
Personally spend time during work seeking web information on sporting events	.052	.313	.731	.190	.111
Degree of appropriate TV and mobile technology workplace use for sporting events	-.014	.134	.745	.213	.087
Number of employees using sporting events pools	-.242	.201	.244	.520	.032
Degree of acceptability of workplace gambling	-.380	.420	.364	.194	-.116
Degree of acceptability of workplace gambling through third-party	-.212	.357	.513	.074	-.048
More interaction between co-workers during sporting events	.030	.734	.258	.124	.131
Interoffice pools create workplace cohesiveness	-.098	.804	.235	.123	.002
Interoffice pools creates peer hostilities	.071	.495	-.358	.155	.160
Degree impact on emotional office atmosphere due to interoffice pools	-.164	.825	.190	.075	.005
					.071
					.000
					.195
					.043
					-.160
					.065
					-.026
					-.221
					.034

Table E4.

Component-Transformation Matrix.

Factor-based Component	Managerial Policies	Employee Cohesion	Workplace Acceptability	Cooperative Environment	Technology Sophistication	Levels of Participation
Managerial Policies	-.462	.620	.503	.353	.154	-.016
Employee Cohesion	.884	.290	.290	.170	.141	-.038
Workplace Acceptability	-.056	-.266	.098	-.139	.922	.219
Cooperative Environment	.035	-.110	-.185	.586	-.103	.772
Technology Sophistication	.027	.664	-.647	-.279	.179	.178
Levels of Participation	-.012	-.087	-.448	.637	.251	-.568

Note: Extraction method: principal component analysis, rotation method was Varimax with Kaiser Normalization.

Table E5.

Relevant Statistics Associated with Exploratory Testing Results. [Part A displays the model summary, Part B the overall results, and Part C inspects specific contributions of each component in the hypothesis (Dependent variable: Ethical Orientation towards Workplace Gambling and Productivity)].

A: Model summary.

R	R Square	Adjusted R Square	Std. Error of the Estimate
.622	.387	.379	.788

B. ANOVA results.

Source of Variation	Sum of Squares	df	Mean Square	F-ratio	Significance
Regression	178.083	6	29.680	47.797	<.001 (HS)
Residual	281.917	454	0.621		
Total	46.0100	460			

Note: Dependent Variable: Ethical Orientation towards Workplace Gambling and Productivity. Predictors: (Constant), Managerial Policies, Employee Cohesion, Workplace Acceptability, Cooperative Environment, Technology Sophistication, and Levels of Participation.

C. Coefficients-testing results.

Factor-based Independent Variable Constructs	Unstandardized Coefficients		Standardized Coefficients	t-test	Sign. (2-tailed)
	B	Std. Error	Beta		
(Constant)	0.000	0.037		0.000	1.000
Managerial Policies	0.225	0.037	0.225	6.115	<.001 (HS)
Employee Cohesion	0.334	0.037	0.334	9.082	<.001 (HS)
Workplace Acceptability	0.326	0.037	0.326	8.863	<.001 (HS)
Cooperative Environment	0.343	0.037	0.343	9.341	<.001 (HS)
Technology Sophistication	0.015	0.037	0.015	0.404	.686 (NS)
Levels of participation	.036	0.037	0.036	0.973	.338 (NS)

Note: Dependent Variable: Ethical Orientation towards Workplace Gambling and Productivity. NS denotes not statistically significant at the .05 level for a 2-tailed test; S denotes statistically significant at the .05 level for a 2-tailed test; HS denotes significant at the .01 level for a 2-tailed test.

APPENDIX F

Independent Means and Chi-square Testing Results (H2)

Table F1.

Group Statistics (H2).

Variable Description	Gender status	N	Mean	Std. Dev.	Std. Error Mean
Degree of Internet for personal use in general	Male	252	4.58	0.822	0.052
	Female	209	4.61	0.801	0.055
Number of social websites currently used	Male	252	1.97	0.993	0.063
	Female	209	2.02	1.002	0.069
Management discourages interoffice gambling of golf	Male	252	2.71	1.303	0.082
	Female	209	3.06	1.384	0.096
Management discourages interoffice gambling of football	Male	252	2.60	1.273	0.080
	Female	209	2.89	1.397	0.097
Management discourages interoffice gambling of basketball	Male	252	2.62	1.283	0.081
	Female	209	2.62	1.393	0.096
Less productivity during the month of March due to NCAA tournament	Male	252	2.32	1.141	0.072
	Female	209	2.19	1.216	0.084
Business environment encourages interoffice sports gambling	Male	252	2.32	1.145	0.072
	Female	209	2.32	1.239	0.086
Degree of involvement of co-workers for sporting events during office hours	Male	252	3.14	1.176	0.074
	Female	209	2.83	1.312	0.091
Personally participated in workplace pools for sporting events	Male	252	1.62	0.487	0.031
	Female	209	1.37	0.484	0.033

Table F1. (Cont.)

Variable Description	Gender status	N	Mean	Std. Dev.	Std. Error Mean
Personally spend time during work seeking web information on sporting events	Male	252	2.88	1.326	0.084
	Female	209	2.00	1.195	0.083
Degree of appropriate TV and mobile technology workplace use for sporting events	Male	252	2.46	1.158	0.073
	Female	209	2.12	1.178	0.082
Degree personally less productive at work during sporting events	Male	252	2.25	1.174	0.074
	Female	209	1.75	0.965	0.067
Degree ethical using company time/resources to follow sporting events	Male	252	3.04	1.241	0.078
	Female	209	2.55	1.326	0.092
Corporate-sponsored sporting events brackets at personal workplace	Male	252	1.75	0.436	0.027
	Female	209	1.56	0.498	0.034
Personally wager money for sporting events at office pool	Male	252	1.55	0.499	0.031
	Female	209	1.31	0.464	0.032
Number of employees using sporting events pools	Male	252	2.24	1.321	0.083
	Female	209	1.89	1.247	0.086
Degree of acceptability of workplace gambling	Male	252	2.72	1.172	0.074
	Female	209	2.28	1.168	0.081
Degree of acceptability of workplace gambling through third-party	Male	252	2.28	1.185	0.075
	Female	209	1.80	0.854	0.059
Participate in other forms of workplace gambling	Male	252	1.44	0.497	0.031
	Female	209	1.28	0.449	0.031
More interaction between co-workers during sporting events	Male	252	3.27	1.067	0.067
	Female	209	2.68	1.195	0.083

Table F1. (*Cont.*)

Variable Description	Gender status	N	Mean	Std. Dev.	Std. Error Mean
Interoffice pools create workplace cohesiveness	Male	252	3.11	1.155	0.073
	Female	209	2.49	1.127	0.078
Interoffice pools creates peer hostilities	Male	252	2.33	1.078	0.068
	Female	209	2.27	1.063	0.074
Degree impact on emotional office atmosphere due to interoffice pools	Male	252	3.03	1.087	0.069
	Female	209	2.50	1.140	0.079

Table F2.

Results of the Independent Samples Test Between Genders (H2).

Description of Variables	t-test	df	Sign. (2-tailed)	Mean Difference	Std. Error Difference
Degree of Internet for personal use in general	-0.435	459	.664 (NS)	-0.03	0.076
Degree of Internet for work/professional use	-0.947	459	.344 (NS)	-0.10	0.107
Number of social websites currently used	-0.597	459	.551 (NS)	-0.06	0.093
Management discourages interoffice gambling of golf	-2.807	459	.005 (HS)	-0.35	0.125
Management discourages interoffice gambling of football	-2.375	459	.018 (S)	-0.30	0.124
Management discourages interoffice gambling of basketball	-2.369	459	.018 (S)	-0.30	0.125
Less productivity during the month of March due to NCAA tournament	1.190	459	.235 (NS)	0.13	0.110
Business environment encourages interoffice sports gambling	0.008	459	.994 (NS)	0.00	0.111
Degree of involvement of co-workers for sporting events during office hours	2.718	459	.007 (HS)	0.32	0.116
Personally spend time during work seeking web information on sporting events	7.351	459	<.001 (HS)	0.87	0.119

Table F2. (Cont.)

Description of Variables	t-test	df	Sign. (2-tailed)	Mean Difference	Std. Error Difference
Degree of appropriate TV and mobile technology workplace use for sporting events	3.112	459	.002 (HS)	0.34	0.109
Degree personally less productive at work during sporting events	5.005	459	<.001 (HS)	0.51	0.101
Degree ethical using company time/resources to follow sporting events	4.053	459	<.001 (HS)	0.49	0.120
Number of employees using sporting events pools	2.850	459	.005 (HS)	0.34	0.120
Degree of acceptability of workplace gambling	4.025	459	<.001 (HS)	0.44	0.110
Degree of acceptability of workplace gambling through third-party	4.883	459	<.001 (HS)	0.48	0.098
More interaction between co-workers during sporting events	5.555	459	<.001 (HS)	0.59	0.105
Interoffice pools create workplace cohesiveness	5.829	459	<.001 (HS)	0.62	0.107
Interoffice pools creates peer hostilities	0.613	459	.540 (NS)	0.06	0.100
Degree impact on emotional office atmosphere due to interoffice pools	5.098	459	<.001 (HS)	0.53	0.104

Table F2. (Cont.)

Description of Variables	t-test	df	Sign. (2-tailed)	Mean Difference	Std. Error Difference
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Note: NS denotes not statistically significant at the .05 level for a two-tailed test; S denotes statistically significant at the .05 level for a 2-tailed test; HS denotes significant at the .01 level for a 2-tailed test.

Table F3.

Cross-Tabulation Statistics of Personally Participate in Workplace Pools for Sporting Events with Gender Status.

A. Actual count.

Variable/Coding Scheme		Personally participate in workplace pools for sporting events		TOTAL
		No	Yes	
Gender status of respondent	Male	96	156	252
	Female	132	77	209
	TOTAL	228	233	461

B. Chi-square test results.

Statistics	Value	df	Asymptotic Significance (2-sided)	Exact Significance (2-sided)	Exact Significance (1-sided)
Pearson Chi-Square	28.709	1	<.001 (HS)		
Continuity Correction	27.715	1	<.001 (HS)		
Likelihood Ratio	29.015	1	<.001 (HS)		
Fisher's Exact Test				<.001 (HS)	<.001(HS)
Linear-by-Linear Association	28.646	1	<.001 (HS)		
N of Valid Cases	461				

Note: Computed only for a 2x2 table, no cells have expected count less than 5, the minimum expected count is 103.37. HS denotes significant at the .01 level for a 2-tailed test.

C. Symmetric measures.

Statistics	Value	Approx. Significance
Nominal by Nominal Contingency Coefficient	.242	<.001 (HS)
N of Valid Cases	461	

Note: Using the asymptotic standard error assuming the null hypothesis, HS denotes significant at the .01 level for a 2-tailed test.

Table F4.

Cross-Tabulation Statistics of Corporate-Sponsored Sporting Events Brackets at Personal Workplace with Gender Status.

A. Actual count.

Variable/Coding Scheme		Corporate-sponsored sporting events brackets at personal workplace		TOTAL
		No	Yes	
Gender status of respondent	Male	64	188	252
	Female	93	116	209
	TOTAL	157	304	461

B. Chi-square test results.

Statistics	Value	df	Asymptotic Significance (2-sided)	Exact Significance (2-sided)	Exact Significance (1-sided)
Pearson Chi-Square	18.560	1	<.001 (HS)		
Continuity Correction	17.719	1	<.001 (HS)		
Likelihood Ratio	18.587	1	<.001 (HS)		
Fisher's Exact Test				<.001 (HS)	<.001 (HS)
Linear-by-Linear Association	18.520	1	<.001 (HS)		
N of Valid Cases	461				

Note: Computed only for a 2x2 table, no cells have expected count less than 5, and the minimum expected count is 71.18. HS denotes significant at the .01 level for a 2-tailed test.

C. Symmetric measures.

Statistics		Value	Approx. Significance
Nominal by Nominal	Contingency Coefficient	.197	<.001 (HS)
N of Valid Cases		461	

Note: Using the asymptotic standard error assuming the null hypothesis, HS denotes significant at the .01 level for a 2-tailed test.

Table F5.

Cross-Tabulation Statistics of Personally Wager Money for Sporting Events at Office Pool with Gender Status.

A. Actual counts.

Variable/Coding Scheme		Personally wager money for sporting events at office pool		TOTAL
		No	Yes	
Gender status of respondent	Male	114	138	252
	Female	144	65	209
	TOTAL	258	203	461

B. Chi-square test results.

Statistics	Value	df	Asymptotic Significance (2-sided)	Exact Significance (2-sided)	Exact Significance (1-sided)
Pearson Chi-Square	25.955	1	<.001 (HS)		
Continuity Correction	25.003	1	<.001 (HS)		
Likelihood Ratio	26.328	1	<.001 (HS)		
Fisher's Exact Test				<.001 (HS)	<.001 (HS)
Linear-by-Linear Association	25.898	1	<.001 (HS)		
N of Valid Cases	461				

Note: Computed only for a 2x2 table, no cells have expected count less than 5, and the minimum expected count is 92.03.

C. Symmetric measures.

Statistics	Value	Approx. Significance
Nominal by Nominal Contingency Coefficient	.231	<.001 (HS)
N of Valid Cases	461	

Note: Using the asymptotic standard error assuming the null hypothesis, HS denotes significant at the .01 level for a 2-tailed test.

Table F6.

Cross-Tabulation Statistics of Participate in Other Forms of Workplace Gambling with Gender Status.

A. Actual counts.

Variable/Coding Scheme		Participate in other forms of workplace gambling		TOTAL
		No	Yes	
Gender status of respondent	Male	141	111	252
	Female	151	58	209
	TOTAL	292	169	461

B. Chi-square test results.

Statistics	Value	df	Asymptotic Significance (2-sided)	Exact Significance (2-sided)	Exact Significance (1-sided)
Pearson Chi-Square	13.067	1	<.001 (HS)		
Continuity Correction	12.374	1	<.001 (HS)		
Likelihood Ratio	13.231	1	<.001 (HS)		
Fisher's Exact Test				<.001 (HS)	<.001 (HS)
Linear-by-Linear Association	13.038	1	<.001 (HS)		
N of Valid Cases	461				

Note: Computed only for a 2x2 table, no cells have expected count less than 5, and the minimum expected count is 76.62. HS denotes significant at the .01 level for a 2-tailed test.

C. Symmetric measures.

Statistics		Value	Approx. Significance
Nominal by Nominal	Contingency Coefficient	.166	<.001 (HS)
N of Valid Cases		461	

Note: Using the asymptotic standard error assuming the null hypothesis, HS denotes significant at the .01 level for a 2-tailed test.

APPENDIX G

Multiple Regression and MAVOVA Testing Results (H3)

Table G1.

Relevant Statistics Associated with H3 Testing Results. [Part A displays the model summary, Part B the overall results, and Part C inspects specific contributions of each component in the hypothesis (Dependent variable: Less productivity during the month of March due to NCAA tournament)].

A. Model summary.

R	R Square	Adjusted R Square	Std. Error of the Estimate
.637	.406	.380	0.926

B. ANOVA results.

Source of Variation	Sum of Squares	df	Mean Square	F-ratio	Sign. (2-tailed)
Regression	258.134	19	13.586	15.844	<.001 (HS)
Residual	378.148	441	0.857		
Total	636.282	460			

Note: Dependent Variable: Less productivity during the month of March due to NCAA tournament. Predictors: (Constant), Degree impact on emotional office atmosphere due to interoffice pools, Degree of Internet for personal use in general, Degree ethical using company time/resources to follow sporting events, Interoffice pools creates peer hostilities, Number of social websites currently used, Management discourages interoffice gambling of golf, Business environment encourages interoffice sports gambling, Degree of appropriate TV and mobile technology workplace use for sporting events, Number of employees using sporting events pools, Degree of Internet for work/professional use, Degree of acceptability of workplace gambling through third-party, Degree of involvement of co-workers for sporting events during office hours, Degree personally less productive at work during sporting events, Degree of acceptability of workplace gambling, More interaction between co-workers during sporting events, Personally spend time during work seeking web information on sporting events, Interoffice pools create workplace cohesiveness, Management discourages interoffice gambling of basketball, and Management discourages interoffice gambling of football. HS denotes significant at the .01 level for a 2-tailed test.

Table G1. (Cont.)

C. Coefficients-testing results.

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t-test	Sign. (2-tailed)
	B	Std. Error	Beta		
(Constant)	-0.460	0.331		-1.387	.166 (NS)
Degree of Internet for general personal use in general	-0.086	0.060	-0.059	-1.444	.150 (NS)
Degree of Internet for work/professional use	0.102	0.043	0.099	2.397	.017 (S)
Number of social websites currently used	-0.080	0.045	-0.068	-1.786	.075 (NS)
Management discourages interoffice gambling of golf	0.065	0.066	0.075	0.986	.324 (NS)
Management discourages interoffice gambling of football	0.046	0.091	0.052	0.506	.613 (NS)
Management discourages interoffice gambling of basketball	0.185	0.087	0.211	2.119	.035 (S)
Business environment encourages interoffice sports gambling	0.177	0.043	0.179	4.119	<.001 (HS)
Degree of involvement of co-workers for sporting events during office hours	0.268	0.045	0.284	6.013	<.001 (HS)
Personally spend time during work seeking web information on sporting events	-0.093	0.049	-0.106	-1.900	.058 (NS)

Table G1. (Cont.)

C. Coefficients-testing results.

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t-test	Sign. (2-tailed)
	B	Std. Error	Beta		
Degree of appropriate TV and mobile technology workplace use for sporting events	-0.076	0.048	-0.076	-1.579	.115 (NS)
Degree personally less productive at work during sporting events	0.281	0.051	0.266	5.536	<.001 (HS)
Degree ethical using company time/resources to follow sporting events	0.032	0.035	0.036	.921	.357 (NS)
Number of employees using sporting events pools	0.036	0.039	0.039	.910	.363 (NS)
Degree of acceptability of workplace gambling	-0.045	0.050	-0.045	-.907	.365 (NS)
Degree of acceptability of workplace gambling through third-party	0.022	0.051	0.020	.437	.662 (NS)
More interaction between co-workers during sporting events	0.112	0.053	0.110	2.120	.035 (S)
Interoffice pools create workplace cohesiveness	0.053	0.060	0.053	0.891	.373 (NS)
Interoffice pools creates peer hostilities	-0.008	0.042	-0.007	-0.180	.857 (NS)
Degree impact on emotional office atmosphere due to interoffice pools	0.021	0.063	0.021	0.337	.736 (NS)

Table G1. (Cont.)

C. Coefficients-testing results.

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t-test	Sign. (2-tailed)
	B	Std. Error	Beta		

Note: Dependent Variable: Less productivity during the month of March due to NCAA tournament. NS denotes not statistically significant at the .05 level for a 2-tailed test; S denotes statistically significant at the .05 level for a 2-tailed test; HS denotes significant at the .01 level for a 2-tailed test.

Table G2.

Relevant statistics associated with H3 testing results. Part A displays the model summary, Part B the overall results, and Part C inspects specific contributions of each component in the hypothesis (Dependent variable: Degree of acceptability of workplace gambling).

A. Model summary.

R	R Square	Adjusted R Square	Std. Error of the Estimate
.682	.465	.441	0.889

B. ANOVA results.

Source of Variation	Sum of Squares	df	Mean Square	F-ratio	Sign. (2-tailed)
Regression	302.444	19	15.918	20.135	<.001 (HS)
Residual	348.649	441	0.791		
Total	651.093	460			

Note: Dependent Variable: Degree of acceptability of workplace gambling. Predictors: (Constant), Degree impact on emotional office atmosphere due to interoffice pools, Degree of Internet for personal use, Degree ethical using company time/resources following sporting events, Interoffice pools creates peer hostilities, Number of social websites currently used, Management discourages interoffice gambling of golf, Business environment encourages interoffice sports gambling, Degree of appropriate TV and mobile technology workplace use for sporting events, Number of employees using sporting events pools, Degree of Internet for professional use, Degree of acceptability of workplace gambling through third-party, Less productivity during the month of March due to NCAA tournament, Degree personally less productive at work during sporting events, Degree of involvement of co-workers for sporting events during office hours, More interaction between co-workers during sporting events, Personally spend time during work seeking web information on sporting events, Interoffice pools create workplace cohesiveness, Management discourages interoffice gambling of basketball, Management discourages interoffice gambling of football. HS denotes significant at the .01 level for a 2-tailed test.

Table G2. (Cont.)

C. Coefficients-testing results.

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t-test	Sign. (2-tailed)
	B	Std. Error	Beta		
(Constant)	1.271	.313		4.059	<.001
Degree of Internet for personal use	-0.104	0.057	-0.071	-1.811	.071 (NS)
Degree of Internet for professional use	0.011	0.041	0.011	0.273	.785 (NS)
Number of social websites currently used	0.037	0.043	0.031	0.857	.392 (NS)
Management discourages interoffice gambling of golf	-0.053	0.064	-0.060	-0.829	.408 (NS)
Management discourages interoffice gambling of football	0.038	0.087	0.043	0.442	.658 (NS)
Management discourages interoffice gambling of basketball	-0.117	0.084	-0.131	-1.384	.167 (NS)
Less productivity during the month of March due to NCAA tournament	-0.041	0.046	-0.041	-0.907	.365 (NS)
Business environment encourages interoffice sports gambling	0.068	0.042	0.068	1.613	.108 (NS)
Degree of involvement of co-workers for sporting events during office hours	-0.097	0.044	-0.102	-2.196	.029 (S)

Table G2. (Cont.)

C. Coefficients-testing results.

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t-test	Sign. (2-tailed)
	B	Std. Error	Beta		
Degree personally less productive at work during sporting events	.008	.050	.008	.169	.866 (NS)
Degree ethical using company time/resources following sporting events	.041	.034	.045	1.222	.222 (NS)
Number of employees using sporting events pools	.218	.036	.237	5.987	<.001 (HS)
Degree of acceptability of workplace gambling through third-party	.408	.045	.368	9.138	<.001 (HS)
More interaction between co-workers during sporting events	.027	.051	.026	.533	.595 (NS)
Interoffice pools create workplace cohesiveness	.136	.057	.135	2.394	.017 (S)
Interoffice pools creates peer hostilities	-.007	.041	-.006	-.162	.871 (NS)
Degree impact on emotional office atmosphere due to interoffice pools	.069	.061	.066	1.140	.255 (NS)
Degree personally less productive at work during sporting events	.008	.050	.008	.169	.866 (NS)
Degree ethical using company time/resources following sporting events	.041	.034	.045	1.222	.222 (NS)

Table G2. (Cont.)

C. Coefficients-testing results.

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t-test	Sign. (2-tailed)
	B	Std. Error	Beta		

Note: Dependent Variable: Degree of acceptability of workplace gambling. NS denotes not statistically significant at the .05 level for a 2-tailed test; S denotes statistically significant at the .05 level for a 2-tailed test; HS denotes significant at the .01 level for a 2-tailed test.

Table G3.

Relevant MANOVA Statistics Associated with H3 for Between-Subjects Factors and Effects.

A. Between-subjects factors.

Variable Descriptions		Value Label	N
Personally participate in workplace pools for sporting events	1	No (Not Betting)	228
	2	Yes (Active Betting)	233

B. Multivariate-test results (only betting and two dependent variables used in the analysis).

	Effects	Value	Exact F-ratio	Hypothesis df	Error df	Sign. (2-tailed)
Intercept	Pillai's Trace	.880	1678.154	2	458	<.001 (HS)
	Wilks' Lambda	.120	1678.154	2	458	<.001 (HS)
	Hotelling's Trace	7.328	1678.154	2	458	<.001 (HS)
	Roy's Largest Root	7.328	1678.154	2	458	<.001 (HS)
Bet (non-active vs. active betters)	Pillai's Trace	.032	7.590	2	458	<.001 (HS)
	Wilks' Lambda	.968	7.590	2	458	<.001 (HS)
	Hotelling's Trace	.033	7.590	2	458	<.001 (HS)
	Roy's Largest Root	.033	7.590	2	458	<.001 (HS)

Note: Design: Intercept + bet. HS denotes significant at the .01 level for a 2-tailed test.

Table G3. (Cont.)

C. Tests of between-subjects effects (only betting and two dependent variables used in the analysis).

Source of Variance	Dependent Variable	Type III Sum of Squares	df	Mean Square	F-ratio	Sign. (2-tailed)
Corrected Model	Less productivity during the month of March due to NCAA tournament	9.936 ^a	1	9.936	7.282	.007 (HS)
	Degree ethical using company time/resources following sporting events	17.375 ^b	1	17.375	10.467	.001 (HS)
Intercept	Less productivity during the month of March due to NCAA tournament	2353.607	1	2353.607	1724.775	<.001 (HS)
	Degree ethical using company time/resources following sporting events	3662.599	1	3662.599	2206.349	<.001 (HS)
Bet (active vs. non-active betters)	Less productivity during the month of March due to NCAA tournament	9.936	1	9.936	7.282	.007 (HS)
	Degree ethical using company time/resources following sporting events	17.375	1	17.375	10.467	<.001 (HS)

Table G3. (Cont.).

C. Tests of between-subjects effects (only betting and two dependent variables used in the analysis).

Source of Variance	Dependent Variable	Type III Sum of Squares	df	Mean Square	F-ratio	Sign. (2-tailed)
Error	Less productivity during the month of March due to NCAA tournament	626.346	459	1.365		
	Degree ethical using company time/resources following sporting events	761.952	459	1.660		
Total	Less productivity during the month of March due to NCAA tournament	2987.000	461			
	Degree ethical using company time/resources following sporting events	4434.000	461			
Corrected Total	Less productivity during the month of March due to NCAA tournament	636.282	460			
	Degree ethical using company time/resources following sporting events	779.328	460			

Note: a. R Squared = .016 (Adjusted R Squared = .013), b. R Squared = .022 (Adjusted R Squared = .020). HS denotes significant at the .01 level for a 2-tailed test.