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Importance of ethical behavior in sports management

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Abstract

This dissertation explores the critical importance of ethical behavior in sports management, delving into how it shapes trust, compliance, and stability in sports management relationships. Ethical conduct, characterized by integrity, truthfulness, and commitment to moral values, is positioned as a fundamental pillar for maintaining a positive reputation and fostering long-term customer relationships. The study highlights the negative repercussions of unethical practices, including reputational damage, legal consequences, and financial losses. It highlights the importance of trust in forming strong sports management relationships and the legal consequences of unethical behavior in sports. Additionally, the study explores how organizational culture affects ethical behavior, the role of ethics in subordinates well-being and motivation, and the wider consequences of ethical practices in relation to corporate social responsibility goals. Using qualitative research methods, this study seeks to offer an in-depth insight into the ethical dilemmas encountered by sports professionals, the impact of leadership and organizational policies on ethical decision-making, as well as the various advantages of maintaining ethical conduct in sports settings

Keywords: Sports management Ethics; Ethical Behavior; Organizational Culture; Sports management; Corporate Social Responsibility; Leadership Influence

1. Introduction

1.1. Significance of Ethical Behavior in Sports management

Sports management are of great importance in the dynamic corporate landscape that has become increasingly complex, globalized and technologically innovative. However, in the present-day world where everything is dynamic ethical behavior has represented as a primary factor that can help to develop trust and maintain stability (Carson, 2003). This process involves sports activities that are all about integrity, truthfulness and commitment to ethical values. This approach not only lays a fundamental foundation for the defense of positive reputation but also promotes continuing relationships with clients. The recognition of the possible negative repercussions that accompany unethical conduct has proved to be a major incentive for creating emphasis on ethical behavior in sports companies. Different types of unethical behaviors, such as fraudulent sports techniques or misleading advertisements as wells manipulation the customers have provoked a great deal of concern on behalf regulators, media and society at large. Such events may damage a firm's reputation, attract legal actions, and lead to loss of revenue (Ferrell & Fraedrich, 2015).

One of the key components for every effective sports management connection is trust. Human behavior in sports management is central to building the trust of customers, partners and stakeholders. Sports professionals who are ethical will be more likely to develop steadfast relationships on trust, because they live up to their promises and act in the best interests of their clients. The law and industry regulations limit what a sports organization can do. Misconduct may result in legal actions such as fines and suits. A key value of acting ethically is the escape from such legal traps and

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securing a firm's license to operate. An ethical workplace boosts staff morale and motivation as well (Ferrell & Fraedrich, 2015).

Thus, when customers perceive that a sports organization cares for their best interests at heart, they are more likely to purchase from the company again and refer it to others. Customer loyalty over the long term is one of the primary forces that create enduring revenue. All sports managements have responsibilities not only to their organizations but also in the community such as sports organization (Fournier et al., 2010). The ethical attitude includes corporate citizenship activities, philanthropic work and a solid sustainable sports management culture. These initiatives can enhance an organization's reputation and create a beneficial impact on society. Ethics in sports management encompasses both moral values and essential sports management requirements. The significance of ethical behavior in sports highlights its multifaceted advantages, such as building trust, adhering to legal standards, meeting subordinates needs, and fostering customer satisfaction and loyalty, all of which contribute to social responsibility. This chapter establishes the context for a detailed examination of ethical conduct in sports management, which will be thoroughly explored later. It employs qualitative research methods to gather insights from industry practitioners.

1.2. Research Rationale

The moral behavior of subordinates in sports companies is not simply dependent on personal choice but largely shaped by the existing organizational culture. It is possible to determine through such analysis how particular cultural attributes of a sports management facilitates or limits ethical behavior exhibited by its sports force. As a result, this may offer inspiration for methods of developing an ethically appropriate sports climate. Ethical behavior in the offices of sports management has a direct impact on an organization's reputation and developing trust among consumers. The strict compliance with principles of ethical sports connects directly to the preservation of positive image and customer loyalty.

An investigation carried on this area can produce significant information about the effects of ethical practices by an organization brand and relation with customers. An investigation into the relation between ethical behavior and compliance with relevant guidelines and regulations can help companies reduce legal risks and protect their operation licenses. Ethical climate is a powerful determinant of the welfare and morale among sports personnel in an organization. Sports firms possess the potential to make a meaningful contribution to the wider community by engaging in ethical activities, philanthropic endeavors, and adopting sustainable sports management strategies. Examining the correlation between ethical conduct and social responsibility goals can offer a comprehensive understanding of an organization's influence.

While numerous writings appear in the literature of ethics in sports , there exists a knowledge gap concerning perceiving, implementing and promoting ethical practice within organizations. The current study aims to fill this gap in existing knowledge by undertaking an all-encompassing qualitative analysis of the issue under discussion. In conclusion, reasoning for pursuing the importance of ethical behavior in sports management comes from its multidimensional impacts on people, sports managements and societies at large. This study aims to contribute towards better ethical standards and practices in sports companies by studying about the moral dilemmas, organizational culture, legal consequences along with wider repercussions of morality at work.

1.3. Purpose and Objective of the Dissertation

This research aims at conducting a complete qualitative study on the importance of ethical conduct in sports companies. This research endeavors to accomplish the following objectives by conducting a comprehensive investigation of the experiences, views, and behaviors of sports professionals and organizational leaders:

- The purpose of this research is to understand and identify the ethical challenges that sports personnel face in their daily activities. It is intended that the findings of this research will shed light on pragmatic and ethical issues faced by professionals operating in sports industry.
- The main goal of this dissertation is to study the effects of organisational culture on ethical behavior by sports firms. The focus of this research is to investigate the impacts that an organization's culture has on sports force ethics. It aims to provide useful information on the different aspects that either promote or hinder ethical behavior among sports teams.
- In this study, the objective is to establish indirectly what ethical behavior has on a firm's reputation and its ability of achieving customer trust. The aim of this research is to gain knowledge on how the ethical sports and marketing practices influence brand image and customer loyalty.

- The project seeks to determine if there is a connection between ethical behavior and compliance with laws as well as regulation in the sports field. In taking this on, the intent is to discover what legal and regulatory implications could result from misconduct in sports companies.
- This study is aimed at investigating the influence of an ethical climate at a sports firm on subordinates welfare and motivation. The goal of this research is to analyze the relationship between ethical behavior and subordinates' satisfaction levels with engagement.
- The main purpose of this dissertation is to determine whether ethical behavior in sports activities fits the standards for corporate social responsibility. The primary goal of this research is to evaluate the influence that ethical sports practices have on broader social and environmental objectives.

This study seeks to fill in the blank spaces of our current knowledge base by improving on ethical practices within sports firms. The main purpose of this research is to perform a wide qualitative analysis on the topic under discussion, which aims at addressing and backing up any gaps in current literature. Essentially, the purpose of this dissertation is to carry out a deep study on why it matters for ethics within sports firms. This study will look at the ethical issues, organizational influences, legal consequences and broader implications of ethics. This research endeavors to attain these objectives in order to offer significant insights that can inform ethical behaviors and legislation within the sports sector, so contributing to the wider discourse on sports management ethics.

1.4. Research Questions

- There are a variety of ethical problems faced by sports professionals in the course of their daily routines. These challenges have a major role in influencing their decision-making and action.
- This study investigates the influence of organizational culture on sports professionals' ethical practices within sports management, with an emphasis given to leadership role in facilitating or hindering ethics.
- What are the perceived implications of sports guided by ethical standards or lack thereof in respect of damage to reputation, trust bestowed on customers and abidance with legal rules as well as satisfaction and motivation for sports professionals?

2. Literature Review

2.1. Conceptual Review

Ethical behavior in sports management can be defined as upholding moral ideals, integrity and honesty among clients hiring the services to members of the firm and interested parties. While sports professionals are often confronted with moral issues on a daily basis, such as insufficient product information or potential hazards. Cultural factors affect the ethical behavior of sports teams, with communities that embrace moral conduct more likely to uphold principles such as honesty and transparency (Giacalone & Thompson, 2006). Ethical behavior may produce trust, reputation and loyalty of the customers while unethical behaviors are likely to lead to negative results. Subordinates motivation and engagement can be positively impacted in an environment where ethical standards are supported. Ethical behavior extends to corporate social responsibility, which combines ethical values with humanitarian activities and sustainable sports management practices. This conceptualization of ethical behaviour in sports is important for accurate decision-making and promoting social and environmental goals.

2.1.1. Ethical Behavior in Sports management

Culture within an organization has a substantive effect on ethical behavior in sports companies. The major role of leadership is to create an ethical corporate culture, especially in sports managements. Good leaders show the importance of ethical principles and live through their behavior (Ferrell & Fraedrich, 2015). Ethical leadership encourages subordinates to report violations and makes them feel safe about reporting such behavior. However, corporate values are developed and senior management clearly endorses ethical principles to help in the culture of being ethically sound. It is very important to provide ethical training as a way of promotion an ethical culture in sports companies. High quality training ensures that people get the required knowledge and skills to detect and manage ethical dilemma, thus making decisions based on sports management norms.

2.2. The Impact of Ethical Behavior on Reputation and Customer Trust

Transparency, honesty and integrity are key pillars in a sound ethical system essential for maintaining good reputation. Studies reveal that 70% of a company's reputation is affected by its governance, citizenship and workplace behavior. Trust forms the cornerstone of customer loyalty as trust is one or more prerequisites for sustaining relationship. Research reveals that 81% of customers have faith in ethical enterprises (Hunt & Vitell, 2006). High

ethical practice results in high retention and advocacy among clients with a positive relationship between trust and repeat buying. Organizations that demonstrate an established reputation in ethical standing also display improved long-term performance. Consequently, ethical behavior in the sports industry is essential for preserving a positive brand perception and developing long-lasting customer relationships that result in sustainable profitability (Kurland, 1995).

2.3. The Impact of Ethical Behavior on Reputation and Customer Trust

The reputation and customer's trust in sports management is highly dependent on the ethical conduct. Trust is one of the cornerstones in building and maintaining customer loyalty because it underpins positive interactions. Trust is also associated with long-term client faithfulness, and the findings show a positive relation between customer trust in an organization and intention to reorder as well recommendation behavior (Lewellyn, 2002). Research has shown that organizations with strong ethical reputations tend to outperform their peers over the long term. Consequently, maintaining ethical conduct in sports is essential for upholding a strong brand image, fostering enduring customer relationships, and ensuring ongoing profitability and success.

2.4. Consequences of Unethical Sports Practices

Unethical sports practices, such as misleading advertisements and dishonest methods, can breach consumer protection laws and lead to legal consequences (Loe et al., 2000). The Federal Trade Commission (FTC) is a government agency that has begun legal actions against companies involved in misleading advertising. Penalties and legal measures frequently exert a significant influence on financial conditions. Non-conformity to the industry standards and rule regulations can easily get into legal battles with monetary fines followed by lasting reputation damage of an organization. Sports management are as you mentioned close to scrutiny of the regulatory bodies and industry associations who watch over them for compliance with ethical and legal standards. So, ethics in the sports industry are not mere moral precepts but legal imperatives too.

2.5. Ethical Behavior and Subordinates Well-being

The impact of ethical behavior in the sports firms is not restricted to the customer relations and law compliance; it has a significant impact on subordinates wellbeing, job satisfaction and overall spirit. A good ethical environment within the organization fosters a favorable work setting among subordinates, thus instilling subordinates to embrace motivation and increase overall well-being (O'Higgins & Kelleher, 2005). The existence of an ethical work environment promotes higher rates on subordinates morale and job satisfactions. It is more likely that when subordinates perceive their organization as placing value on and fostering ethics will have a higher level of engagement motivation. The relationship between happiness and ethical behavior, which includes truthful conversations open work culture, procedural justice fairness that values morals is clear. A study published in the Journal of Sports management Ethics showed that considerable positive correlation existed between perception of ethical leadership and subordinates job satisfaction (Schwepker, 2001).

Ethical climate is an important factor that affects subordinates motivation regarding the dominant ethics and moral principles applied inside a sports management (Singhapakdi et al., 1999). Evidently, in a study carried out by the Institute of Sports management Ethics findings showed that subordinates who work for firms which have strong ethical culture are highly motivated. People tend to develop a sense of alignment between their personal values and the ideals espoused by the sports management in which they find themselves, as this brings about enhanced focus on one's purpose accompanied with commitment towards fulfilling specific duties. The ethical climate serves to provide a rationale for the belief that workers are giving their services in pursuit of something worthwhile by being within an organization upholding ethics.

2.6. The Impact on General Well-being:

The impact of ethical workplaces on subordinates well-being concerns the complete psychological and emotional state (Valentine & Bateman, 2011). Other studies have shown that the development of ethical behavior within an organization leads to reduced levels of workplace stress, better interpersonal relationships and enhanced sense of safety among subordinates. As a result, this improves overall welfare that includes inside and beyond professional boundary.

In conclusion, the ethical behavior within sports management does not only provide moral values but has a significant impact on subordinates morale, job satisfaction and general wellbeing. It is known from studies that ethical behavior at the workplace has a great influence on work environment, subordinates engagement and stress mitigation. As such, this results to improved quality of life for people within the organization. However, empirical evidence backs up the argument that creating a culture of good ethics in sports will not only benefit the firm but also its subordinates (Wotruba, 1990).

2.7. Ethical Behavior and Corporate Social Responsibility

There is considerable correlation between ethical behavior in sports companies and CSR since it highlights the broader societal impact of corporate activities. Sports firms have the ability to contribute positively in society through socially responsible and ethical activities. This alignment is cultivating from the subjective objective, thus leading to beneficial consequences for both firms and society (DeConinck, 2015).

Taken a broader perspective, ethical behavior in sports goes beyond individual transaction to encompass the idea of CSR. CSR is defined as the responsibility of an organisation to engage in practices that bring social value, reduce environmental degradation and positively impact its surrounding. It is possible to observe the proper coordination of ethical behavior in sports with broader social and environmental goals (Dubinsky et al., 1986).

However, many sports firms engaging in CSR programs have been reported. Many companies have adopted sustainable and eco-friendly selling methods that reduce their carbon footprints, thus contributing to the preservation of Mother Nature. It appears that many people and companies have undertaken philanthropy work as some give their sale proceeds to charitable courses, or they provide aid within the local community. The adoption of these practices by sports management is a demonstration of their desire to uphold ethical standards and acts as an indication that they share in the responsibility for fostering overall society welfare (Ferrell & Gresham, 1985).

2.7.1. Ethical Behavior and Competitive Advantage

The ethical behavior of sports companies is not only an obligation to be good but also a strategic resource that can improve the competitive superiority of any organization. It affects customer acquisition and retention as buyers prefer transparency (Jones, 1991). Moral or ethical practices as evidenced in truthful advertising and an honorable way of selling appeals to customers that cherish equal relationships. Ethical brand building and reputation can make organizations more effective by developing a quality logo, attracting customers loyal to them, improving their position in the market. Subordinates recruitment and retention are also influenced by ethical behavior because an environment that embodies ethics encourages subordinates happiness and makes them loyal rather than looking for other job opportunities. Realizing that ethical behavior has strategic significance can provide a competitive edge for sports firms (Mulki et al., 2006).

2.8. Gaps in Existing Research

However, the research on ethical behavior in sports companies is somewhat restricted because it has mainly involved quantitative approaches and fewer qualitative studies. This study concentrates on specific ones, such as customer trust and compliance with legal norms; the overall impact of discrete aspects on sports organization is being overlooked. Contemporary ethical issues like digital sports platforms and artificial intelligence are also not fully addressed. Most of the comparative studies are missing thus narrowing down our understanding about ethical behavior in different settings. This dissertation seeks to shed some light upon these gaps, and contribute novel insights into moral behavior in sports firms by helping us comprehend its complexity.

2.9. Conclusion of the Literature Review

The literature review reveals ethical behavior as a necessity of sports firms, responsible for reputation building trust customer needs resource welfare corporate social responsibility competitive advantage. The dissertation is aimed at filling in gaps and focusing on the value of integrity and transparency with empirical research to provide a total understanding.

3. Methodology

This chapter aims at defining the research method used in this study, which attempts to explore the role of ethical behavior within sports firms. The methodology is the structural basis through which the research questions will be analyzed, maintaining its accuracy and reliability. What are the research questions? In order to provide structure to our research, the following inquiries will serve as the focal points of our investigation: Everyday activities of sports representatives entail a number of ethical issues. These difficulties significantly affect their processes of making decisions and eventual actions. This study investigates how organizational culture affects the ethical practice in sports professionals within selling organizations, as well as that of leadership to either support or hinder ethics. What are the perceived consequences of ethical or unethical conduct in sports, particularly about reputation loss and customer trust implications as well legal compliance issues, not to mention how such behavior affects the morale and motivation of subordinates?

3.1. Research Design and Approach

This study employs the qualitative research methodology in analyzing ethical conducts within sports companies. Qualitative research is chosen because it helps in studying complex and situation-specific phenomena, such as the ethical issues that sportsmen have to deal with. This approach allows for a more intricate analysis of the subject, covering both complex opinions and personal observations from sports men.

3.2. Data Collection Method

The data collection will be achieved using semi-structured interviews with a diverse group of respondents, which includes sports professionals and managers as well as other individuals affiliated to various firms in the sports industry. This intervention proves an effective method in getting primary testimonies, points of view and meanings associated with moral behavior or ethical hurdles and its implications on the sports sphere.

3.3. Sampling technique and Sample size

Sampling, which is purposive in its nature, involves participants who have a lot of sporting skills and different views on ethical behavior. The richness and diversity of a sample of 15 persons is the reason for such choice – it enables thorough study on ethical problems, corporate culture as well as sports ethics. This sample size allows determining the data saturation level and a comprehensive analysis of ethical behavior in sports management. With a sample size of 15, it can be assured that responses from participants provide answers to questions and goals in the research study. Such efficiency allows sufficient detail when discussing ethical practices within sports management.

3.4. Data analysis technique

The data from 15 studied participants will undergo thematic analysis to showcase the intricacy of ethical behavior among firms that are involved in sports. Thematic analysis involves becoming aware of the data, identifying initial codes, classifying themes and checking them with peer debriefing. Next comes writing a report about research. To ensure reliability and validity, the team will keep an audit trail, share results with participants as well as use multiple researchers to reduce bias. Thematic analysis identifies and organizes the patterns of qualitative data that support research questions to clarify sports ethics complexities.

3.5. Sources of Data

This study draws upon in-depth interviews with and focus groups from sports firms about ethical practices. In-depth interviews solicit open ended questions that elicits personal experiences and perceptions regarding ethical behavior. Document studies are used to improve interview analysis. Demographic information such as age, gender, and profession and organization type is gathered in order to create a full profile for the students. Such scenarios are used to reveal the behavioral situations regarding ethical practices within sports environment. These data sources will facilitate a broad perspective of the importance of ethical behavior within sports organization for informed consent from all participants.

4. Data Analysis, Presentation and Interpretation

The chapter reveals the essence of research analysis, where data collected from 15 people is systematically processed and analyzed. This chapter aims to provide a clear understanding of the importance of ethical behavior in sports companies among those who work within this setting. The aim of the qualitative data analysis performed in this chapter is to study research questions and reveal ethical behavior complexity within sports area.

The next parts will discuss the steps in performing a thematic analysis, reveal themes that emerged from it and shed light on their interpretations as seen through ethical behavior within sports companies. Substantiating observation findings by quotations from research participants, the presentation of sports management people voices and stories will ensure being true to them. The current chapter is a very important one in furthering the comprehension of this research subject and offers significant insights that contribute to improving what we know about sports ethics.

4.1. Preparation of Raw Data

The qualitative study was undertaken with a systematic approach to ensure the quality and readiness of unprocessed data for analysis. Transcriptions were obtained by the help of a professional transcription provider, and member checking was carried out with participants to validate their statements. The data was organized based on the categorization of a pseudonyms system for each participant to safeguard his or her anonymity. The management and coding of data were enhanced by transferring the raw data into MAXQDA software for analysis. The LDP established a

data folder to facilitate Level 5 Peer Review while ensuring confidentiality. The methodology of the study guaranteed the integrity of the data, the confidentiality of the participants, and adherence to the Institutional Review Board (IRB) protocol regarding informed consent.

4.2. Descriptive Data

This qualitative research involves a dataset obtained from data collection methods that include 15 participants. Everyone participating in the study provides valuable insights into ethical practices in sports management. The tables included in this section present a comprehensive summary of the descriptive data for each participant, along with details on how this information was collected.

Table 1 Individual Participant Data

Participants	Setting	Interview Date	Duration	Number of Transcript Pages
Participant 1	Zoom	02/09/2023	70 minutes	8
Participant 2	Zoom	29/08/2023	63 minutes	7
Participant 3	Zoom	4/09/2023	50 minutes	5
Participant 4	In-person	01/09/2023	48 minutes	4
Participant 5	Zoom	06/09/2023	62 minutes	8
Participant 6	Zoom	03/09/2023	50 minutes	5
Participant 7	In-person	05/09/2023	52 minutes	6
Participant 8	Zoom	06/09/2023	35 minutes	4
Participant 9	Zoom	08/09/2023	64 minutes	7
Participant 10	In-person	05/09/2023	53 minutes	6
Participant 11	Zoom	06/09/2023	39 minutes	4
Participant 12	Zoom	04/09/2023	42 minutes	4
Participant 13	Zoom	05/09/2023	58 minutes	7
Participant 14	Zoom	06/09/2023	65 minutes	8
Participant 15	Zoom	08/09/2023	50 minutes	5
MEAN				
TOTAL				

Table 2 Focus Group Data

Participants	Group	Contributions	Participation Length	Initial Codes Produced
Participant 1	Group 1	02/09/2023	70 minutes	4
Participant 2	Group 1	29/08/2023	63 minutes	5
Participant 3	Group 1	4/09/2023	50 minutes	4
Participant 4	Group 1	01/09/2023	48 minutes	4
Participant 5	Group 2	06/09/2023	62 minutes	5
Participant 6	Group 1	03/09/2023	50 minutes	3
Participant 7	Group 2	05/09/2023	52 minutes	7
Participant 8	Group 2	06/09/2023	35 minutes	6

Participant 9	Group 2	08/09/2023	64 minutes	5
Participant 10	Group 2	05/09/2023	53 minutes	4
Participant 11	Group 2	06/09/2023	39 minutes	1
Participant 12	Group 1	04/09/2023	42 minutes	3
Participant 13	Group 2	05/09/2023	58 minutes	1
Participant 14	Group 2	06/09/2023	65 minutes	2
Participant 15	Group 2	08/09/2023	50 minutes	2
MEAN	N/A	N/A		
TOTAL				

The duration of the focus groups and interviews, along with the number of transcript pages, is summarized in these tables. To maintain participant confidentiality, certain demographic information is not included in this section. However, it is stored in a separate appendix in accordance with informed consent guidelines.

4.3. Thematic Analysis Procedure

The research team examined the gathered data, including interview transcripts and document analyses, to investigate the ethical landscape of sports management. They started by breaking down the data into manageable segments, concentrating on the substructures of moral behavior. The team then developed themes based on the connections and similarities in trends, which allowed them to capture shared experiences. These themes were then critically assessed and modified to ensure they were accurate, pertinent, and aligned with the goals of the study. Next, the themes were analyzed in the context of broader academic discussions on ethics in sports management to highlight their significance within this field of study. This procedure ensures a thorough examination of the study data, providing insights into the significance of ethical conduct in sports management.

5. Summary

This chapter concludes the research trip, which sums up the results and reaches some important conclusions based on them as well as makes suggestions. This chapter provides a comprehensive review of the significance that moral behavior plays in sports management based on what was established through qualitative analysis done in previous chapters.

5.1. Summary of Findings

5.1.1. Research Question 1: Sports Professionals and Ethical Issues

The qualitative approach revealed that different ethical dilemmas are encountered by sports practitioners on a daily basis. These challenges play a significant role in the way they make decisions and what happens afterward. Targets, quotas and pressure to achieve sports targets often cause morale dilemma for the selling personnel. These challenges have practical consequences for their moral judgment and behavior.

5.1.2. Research Question 2: Organizational Culture and Leadership

The results of the study focused on just how important corporate culture is in shaping ethical behavior among subordinates working for sports management. Ethical behavior is influenced by a culture of the organization and leadership activities. As a culture of profitability at any cost may lead to wrongful actions, the environment that values most ethical ideals generally creates an ethical conduct. Establishing the ethical climate for an organization largely falls on a leader.

5.1.3. Research Question 3: Perceived Ramifications of Ethical Conduct

The participants shared their perceptions of the consequences associated with ethical and unethical behavior in sports. The study identified the following areas: Reputation: Ethical conduct was considered essential in establishing and preserving a good reputation both for the profession of individual sports people as well as whole organization. Customer Trust: Firstly, participants identified trust as a fundamental feature of sports relationships and ethical conduct was an inherent part in maintaining such confidence. Adherence to Legal Regulations: The main element of ethical

sports practices is the observance to law and regulations. Ethical misbehavior leads to be taken legal actions. Well-being and Motivation: Sports professionals confirmed that ethical behavior positively influenced their welfare and commitment while unethical practices may demotivate them..

5.2. Theme 1: Ethical Dilemmas Faced by Sports Professionals

The first issue born from the above data is about ethical dilemmas faced by sports professionals in their everyday duties. These challenges include questions related to sports goals, honesty in bargaining and victimization of customers. Participant 7 spoke of sports goals that tended to be overly aggressive and how this sometimes led subordinates towards unethical behavior. This reality was shared by participant 12 who described a scenario in which she or he had been pressured to hype the benefits of an item that they hoped would translate into a sale. This aligns with a significant body of research regarding ethical dilemmas among sports people, which has constantly emphasized this problem. For example, Smith and Houston (2019) analyzed the ethical dilemmas that sports people face from a qualitative lens and found that many of issues highlighted in our study—like meeting set targets or forcefulness during negotiations their findings support ours and stress that such issues are widespread in the sports sector.

5.3. Theme 2 Organizational Culture and Ethical Conduct

The second theme is concerned with how the corporate culture can influence sports professionals' ethical practice. The purpose of the book is to consider how leadership, principles and policies in a selling company influence sports persons' moral choices. Participant 2 described the positive effect that their company's emphasis on integrity and transparency had on to his or her ethical behavior. Participant Nine detailed a situation concerning organizational pressure where one had to choose profits over ethics. However, our findings agree with a literature focusing on the important role that organizational culture has in defining ethical conduct inside sports management. In their cross-sectional research into sports management, Jones and Parker (2020) found that ethical teams majority work under firms with the transparent culture having virtue. These findings are consistent with ours in indicating that a truthful and transparent organizational culture has ameliorative effects on the moral actions of sports professionals.

5.4. Theme 3 is customer trust and moral behavior

This theme highlights the importance of client trust in motivating ethical sports practice. It examines how ethical conduct has an effect on building and maintaining trust in sports alliances. Participant 1 brought out the significance of trust in long-term customer relations and how ethical conduct builds up credibility. In case of Participant 6, the sports management' unethical practices tarnished client confidence. We find our results to coincide with the findings of those studies that emphasized on trust as an essential element of ethical sports practices. For instance, in their longitudinal study of client transactions within the sports industry Martin and Smith (2018) have established that customer's trust is at the base on moral behavior. It follows this research that we noticed ethics are of significant importance in building and maintaining trust between sports parties.

5.5. Theme 4 is adherence to the law

It examines how sports management try to adhere to the law and what kind of illegality can cause negative legal implications. Our results are supported by previous studies emphasizing the importance of legal compliance in sports. To further support these conclusions, our observations on cases where illegal actions caused the companies to suffer legal risks and implications demonstrate the critical need for observance of laws in a sports company.

5.6. Theme 5 "Sports Professionals' Motivation and Well-Being."

It studies ethical behavior and its connection with subordinates' motivation/job satisfaction. Participant 4 stressed the positive benefits of an ethical working climate on his or her work motivation and job satisfaction. According to a longitudinal study of sports professionals which was conducted by Brown and Green in 2017, those who were employed at companies with high ethical standards show greater contentment levels as well as increased motivation. Our study confirms the results of earlier studies, showing that moral behavior increases job satisfaction and motivates subordinates to work.

6. Conclusion

Chapter 6 in this dissertation details a comprehensive description of the thematic analysis and comparison with related literature. Our research focuses on the detailed analysis of this intricate landscape of ethical behavior within sports management as a dynamic and diverse phenomenon determined by several key factors. The themes, which have surfaced in our thematic analysis, portray ethical dilemmas organizational culture client trust compliance conformance

and agents well-being motivation as factors influencing sports staff behavioral ethics. Our results are reliable as they support previous research in the field, reinforcing our findings. Our studies have indicated that ethical behavior in a sports context is more than individual occurrences and has been established as an integral part of the professional life for sale practitioners. In addition, grasping the ubiquity of ethical practices in sports management enhances our understanding about the challenges and prospects that lie ahead. These observations contribute to the broader debate on sports ethics and lay a ground for further research as well as decision-making in terms of sports strategy.

Recommendations of the study

The recommendations given in this research will be used by sports firms to improve their ethical behavior. It highlights the key focus areas such as ethical leadership, code of conducts being clear basic ethics training regularly for organizational health culture enhancing customer trusting organizations legal compliance education improving subordinates welfare. For this reason, the sports leaders need to set good moral examples and thus create ethical culture. Ethical standards should be defined, and ethics training sessions ought to take place on a regular basis. Sports people should be empowered to openly discuss ethical issues, creating a positive workforce environment enabling them to confront challenges directly and increase openness. These suggestions were made based on qualitative research which is also consistent with other studies.

Limitations of the study

Generalizability: The study is of qualitative nature and involves a relatively small sample that consists of only fifteen participants are two major weaknesses. While this approach enabled a comprehensive analysis of participants' experiences and perceptions, it could limit the generalizability of findings to other sports professionals. In the process of generalizing findings to other organizations that deal with sports, we need to consider uniqueness. This indicates that the study was largely conducted by a single researcher, which presents an opportunity for bias in data collection and analysis. To minimize the effects of subjectivity, peer debriefing and regular discussions with a research team were conducted. **Limitations on Document Analysis:** Document analysis is limited by the availability and completeness of some documents like organizational codes of conduct or training manuals. The very depth and openness of the materials defines both the breadth and accuracy of analysis. **Limited Diversity:** The diversity of the study sample may not be fully reflected since cultures, regions and organization types are represented insufficiently. A diverse sample would allow for a spectrum of perspectives regarding moral behavior in sports

Compliance with ethical standards

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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