The Quantitative Examination of the Relationship Between Job Satisfaction and Organization Fit in Athletic Trainers

Corresponding author:
Lindsey H. Schroeder, Ed.D., LAT, ATC, CES
Athletic Training Program Faculty
School of Health and Applied Human Sciences
University of North Carolina Wilmington
601 S. College Rd.
Wilmington, NC 28403-5956
910-962-7622
schroederl@uncw.edu
Twitter: @LHSchroeder

Eric L. Richardson, Ph.D., MPH, MBA, CHHR
Healthcare Administration Program Coordinator
School of Health and Applied Human Sciences
University of North Carolina Wilmington
910-962-0502
richardsone@uncw.edu

Rachel M. Carroll, Ph.D.
Statistics and Data Science Program Faculty
Department of Mathematics and Statistics
University of North Carolina Wilmington
910-962-7654
carrollr@uncw.edu

Readers should keep in mind that the in-production articles posted in this section may undergo changes in the content and presentation before they appear in forthcoming issues. We recommend regular visits to the site to ensure access to the most current version of the article. Please contact the JAT office (jat@slu.edu) with any questions.
The Quantitative Examination of the Relationship Between Job Satisfaction and Organization Fit in Athletic Trainers

ABSTRACT

Context: Athletic trainers' (ATs) job satisfaction has been extensively researched, yet little is known about how satisfaction relates to organizational culture. Objective: To examine ATs' level of job satisfaction and organizational fit perceptions within their employment setting.

Design: Cross-sectional study. Setting: Web-based questionnaire. Patients or Other Participants: 5,704 ATs (full-time employment, nonacademic appointment) were contacted via email; 841 participants began our survey (access rate = 14.7%), and 285 completed the survey (5.0% response rate; 33.9% completion rate; men = 107 (37.5%), women = 178 (62.5%); age = 34.8±9.9 years; employment setting = 34.7% NCAA D1 (n=99), 18.9% NCAA DII (n=54), 29.5% NCAA DIII (n=84), and 16.9% other. Main Outcome Measure(s): Participants responded to an online survey consisting of demographic questions, a 36-item Likert scale Job Satisfaction Survey (JSS), and the Cable and Judge revision of O’Reilly, Chatman, and Caldwell’s 40-item ranking organizational cultures profile (OCP) survey. Multiple linear regression models for total or subscale job satisfaction were used to analyze the data. All models adjusted for the same demographic measures and the independent variables of interest were created from the organizational culture survey responses. Results: Coworkers (min=9, max=24, rho=0.79), communications (min=9, max=24, rho=0.78), and work itself (min=4, max=24, rho=0.71) were the most correlated with the total job satisfaction score (min=96, max=175). 54% of respondents selected adaptability, stability, and taking individual responsibility as one of their two most characteristic attributes in the organizational culture profile. 83% of respondents
indicated being aggressive, high pay for good performance, and being distinctive/different from others as their two least characteristic traits. **Conclusions:** ATs’ job satisfaction was impacted most by organizational factors, such as coworkers and communication, as well as individual attributes like adaptability, stability, and taking personal responsibility.

**Key Words:** workplace fit, retention, workplace strategies

**Abstract Word Count:** 283

**Body of Manuscript Word Count:** 4090

**Key Points:**

· A relationship exists between the sampled ATs’ identified occupational culture characteristics and their calculated job satisfaction scores.

· There was moderate agreement in occupational culture characteristics across the athletic trainers included in this sample.

· Job satisfaction scores were fairly consistent across and within sampled athletic trainers; the majority of the job satisfaction subscale scores were positively correlated with the overall job satisfaction score.
Athletic Trainers (ATs) are health care professionals who provide a range of services, including prevention, emergency care, clinical diagnosis, therapeutic intervention, and rehabilitation. For ATs employed in diverse medical settings, dissonance may occur as they attempt to fit within organizational cultures. There is limited existing research concerning ATs' experiences with work-life balance and workplace satisfaction and the relationship between individual ideal characteristics of organizational culture and job satisfaction.\textsuperscript{1-5}

Organizational culture is the shared values and beliefs that represent the workplace.\textsuperscript{6} Organizational fit represents an individual's ability to conform to an established system or organizational culture.\textsuperscript{7} Many factors impact organizational culture, including management styles exhibited in the workplace. A supervisor's style can yield a positive environment, impacting related worker satisfaction, retention, work-life balance, and ultimately fit.\textsuperscript{3} Managers can quantitatively assess culture focusing on the central values relevant to individual identity and the respective organization's value system.\textsuperscript{7} This may promote person-organization fit, reduce employee stress, and foster supervisor support.\textsuperscript{8} Organizational elements positively correlated with a satisfactory organizational climate are commonly noted as family friendliness, managerial support, and other factors that promote work-life balance.\textsuperscript{1} Organizations have invested in resources (i.e., work-life philosophies, policies, procedures) that support working professionals, seeking to achieve equilibrium in valued areas.\textsuperscript{9} These elements are essential given the negatively associated variables (i.e., long hours, low compensation, and lack of advancement opportunities) noted by ATs that can impact organizational commitment and longevity.\textsuperscript{1,10}

"Job satisfaction is the degree to which people like their jobs."\textsuperscript{11(pvii)} Measures of job satisfaction represent employees' attitudes toward aspects of their job.\textsuperscript{11} Individual,
organizational, and sociocultural factors have the potential to influence employee satisfaction. These factors can affect ATs’ overall job satisfaction and intent to leave the profession. Understanding job satisfaction factors and retention are essential given the job outlook for athletic trainers, which is growing at a much higher rate than other occupations.

Many AT job settings require work hours that far exceed the traditional 40-hour workweek and cause work-life conflict. Workload incongruence is one of the many individual variables contributing to AT burnout. A large volume of work hours, high student-athlete to AT ratios, and lack of staff ATs contribute to an increased workload. The most common management model for employing ATs in the collegiate setting is the athletics model. In this type of model, the head AT reports directly to the Athletic Director. Within the medical model, ATs fall under the direct report of a physician, often within the university's student health center or medical center. ATs who work in the medical model tend to work more reasonable hours than those employed in the athletics model.

Several notable factors influence job satisfaction. One factor that significantly affects ATs' job satisfaction is supervisor support and management style. Supportive supervisors encourage time off, create autonomous work scheduling, promote family-friendly climates, and promote work-life balance. A management style that develops a family-friendly culture, allowing for workplace integration and understanding of family or personal roles, leads to work-life balance. A trusting relationship between a supervisor and an employee leads to a lack of being micromanaged, facilitating a feeling of autonomy. Additionally, flexibility in the work schedule promotes work-life balance and fosters a positive work environment. Supervisors should act as role models to reinforce work-life balance policies. Moreover, a lack of supervisor support has been noted as a significant barrier to maintaining professional
commitment in athletic training, thus potentially leading to lower job satisfaction and greater attrition. However, the relationship between particular organizational variables and the specific elements of job satisfaction remains unknown.

The current research study explores individual perceptions of ideal characteristics of organizational culture as measured by adaptations of the Cable and Judge revision of O'Reilly, Chatman, and Caldwell's Organizational Culture Profile (OCP) and Spector's Job Satisfaction Survey (JSS). Thus, the purpose of our study was to examine possible relationships between elements of job satisfaction (i.e., supervisor, pay and benefits, and coworkers) and characteristics of organizational culture (i.e., adaptability, tolerance, and autonomy). We hypothesized that job satisfaction scores would be affected by OCP variables.

METHODS

Participants

All participants (N= 285) were certified ATs and actively employed as full-time ATs. Employment setting, preceptor status, and certification data were gathered as part of the research. They consisted of ATs from all of the National Collegiate Athletic Association (NCAA) divisions, the National Association of Intercollegiate Athletics (NAIA), and the National Junior College Athletic Association (NJCAA).

Procedures

This study's data was collected from ATs in the United States using self-administered surveys distributed via Qualtrics. The survey and procedures used in this research received appropriate Institutional Review Board approval prior to participant recruitment. The survey was constructed following Dillman et al.'s guiding principles for mail and Internet surveys. The survey instrument was delivered electronically along with subsequent reminder(s) to 5,704 ATs.
A database of email addresses was created by an undergraduate research assistant using an email extractor extension in the Google Chrome internet browser. Of the 5,704 emailed ATs, 841 began our survey (access rate = 14.7%) yielding and 285 entirely completed the survey (5.0% response rate; 33.9% completion rate).

**Survey Instrument**

The survey consisted of three sections focused on (1) demographic variables (age, employment setting, and years certified); (2) job satisfaction; and (3) organizational culture. 7

**Job Satisfaction.**

The constructs of interest were measured and defined, as noted below, using Spector's (1994) 36-item JSS.11 Respondents reported their level of agreement with the items using a six-point Likert-type scale (1 = Disagree Very Much; 2 = Disagree Moderately, 3 = Disagree Slightly, 4 = Agree Slightly, 5 = Agree Moderately, 6 = Agree Very Much). The descriptions of each of the nine JSS facets are outlined in Table 1.11 The sum across all Likert scale reportings of agreement with respect to the listed facets of job satisfaction leads to a total job satisfaction score ranging from 36 to 216, and subscales of job satisfaction are computed by summing only the items within each facet for a score that ranges from 4 to 24. Interpretations of the total scores suggest 36 to 108 for dissatisfaction, 144 to 216 for satisfaction, and between 108 and 144 for ambivalent.11 Interpretations of the subscale scores suggest 4 to 12 for dissatisfied, 16 to 24 for satisfied, and 12 to 16 for ambivalent.11 The scale displayed a median of 4 (min=2, max=6) across all subscales and participants with a standardized Cronbach alpha of .71, suggesting an acceptable internal consistency across all items.18 Our participant scores were then compared to the US norms.11

**Organizational Culture.**
Organizational culture was defined as similar or shared cultural assumptions and values between workers and the organization. This variable was measured using the Cable and Judge revision of O'Reilly et al.'s 40-item ranking for OCP. Whereas the resulting rankings describe an individual's most to least characteristic attributes, summary rankings could describe athletic trainers' organizational culture profile. Participants were given 40 characteristics that could be used to describe themselves. They were told to consider “how characteristic is this attribute of me” and to create a hierarchical list with the “most characteristic of you” on top and the least characteristic on the bottom. The rankings are structured such that only two items may be "most characteristic," two items may be "least characteristic," eight items must be "neither characteristic nor uncharacteristic.” The focus was on the most and least characteristic attributes by first identifying the three overall top and bottom attributes according to median ranking then creating binary variables to indicate if an individual selected at least one of those overall top or bottom attributes (0=no, 1=yes). The Spearman correlation, a measure most appropriate for ranked values, showed moderate agreement across individual rankings with a median correlation of 0.34 across all 40 items and 285 responses.

Statistical Analysis

All statistical analyses were performed using R (version 4.0.0; Core Team). We downloaded the participant data directly from Qualtrics software (2020, Qualtrics, Provo, UT) into an Excel spreadsheet (version 16.0, Microsoft, Redmond, WA). The variables of interest analyzed in this study were job satisfaction and organizational culture. Multiple linear regression models for total or subscale job satisfaction were used to analyze the data. All models adjusted for the same demographic measures and the independent variables of interest were created from the organizational culture survey responses.
Each of the variables considered in this manuscript was initially described and explored via means, medians, standard deviations, ranges, counts, and percentages. Relationships among total job satisfaction and its subscales were assessed by Pearson correlation coefficients and comparisons to US norm values were performed using one-sample independent t-tests. We also performed multiple linear regression models to test the relationship between the JSS scores and the OCP variables. All regression models included a dependent variable of either total or one of the subscales of job satisfaction and were adjusted by the demographic variables. The OCP indicator variables were included in separate regression models to examine their adjusted independent relationship with JSS resulting in 72 models (9 job satisfaction constructs times 8 OCP indicators). We report and interpret the models which identified interesting and significant relationships between job satisfaction and the OCP indicators.

Demographic data was collected to adjust the overall conceptual model (Table 2). The study adjusted for the respondent's age (Age), employment setting (Division, levels: NCAA DI (ref), DII, DIII, and other (NJCAA, NAIA, not indicated)), and the number of years certified by the BOC (Years Certified, levels: <5 (ref), 5-9, 10-14, 15-19, and 20+). Reference categories were selected for being either the largest or temporally first respectively. The sample composition with respect to these demographic variables was as follows: median age of 32; 34.7% NCAA D1 (FBS, FCS, and non-football) ATs (n=99), 18.9% DII (n=54), 29.5% DIII (n=84), and 16.9% other (NAIA, NJCAA, and not indicated) (n=48); and 25.6% <5 years certified (n=73), 33.3% 5-9 years certified (n=95), 13.0% 10-14 years certified (n=37), 10.5% 15-19 years certified (n=30), and 17.5% 20+ years certified (n=50). Medians were utilized as summary measures throughout this manuscript as they are more robust to outliers and provide a better representation of the center of skewed distributions. For example, the distribution of age in
the data is skewed right because most of the ATs are in the 25-35 age range but the max-age was 70. Therefore, the median was used instead of the mean. These demographic variables were selected for maximizing the model fit ($R^2$) with total job satisfaction as the dependent variable and only the demographic variables as independent variables. Adjusting for male/female did not improve the model fit.

RESULTS

Demographics

Table 2 displays summary statistics associated with the demographic variables utilized in the multiple regression models. These measures suggested that our sample was mostly young ATs though there was a long right tail to the age distribution which indicated a presence of some older ATs as well. The majority of the ATs came from D1 or DIII programs and fewer from DII, NJCAA, NAIA, and not indicated. The distribution of years certified indicated that a majority of the sampled ATs had been certified for less than 10 years, and the next largest category was 20+ years certified.

Job Satisfaction

The mean total sample JSS score was 137.2 (median=137, min=96, max=175) with a standard deviation of 13.5, suggesting ambivalence concerning job satisfaction. All subscales fell within the ambivalent range (108 to 144) except for satisfaction with coworkers and work itself, which fell within the range of satisfied (144 to 126). Whereas these results are largely consistent with U.S. norm values in terms of classification to dissatisfied, satisfied, or ambivalent, one sample independent t-tests indicate significant differences from the mean U.S. normal values, albeit some subscales are below while others are above the US normal values. Nearly all p-values were significant at the 0.05 level.
Figure 1 displays a Pearson correlation matrix of the total and subscale job satisfaction scores. These measures give information about how the subscale job satisfaction scores relate to the total job satisfaction score. Coworkers (rho=0.79), communications (rho=0.78), work itself (rho=0.71), conditions (rho=0.56), and promotion (rho=0.52) were the most correlated with the total score. Because these are all positive correlations, they indicate that as satisfaction with these subscales increases, total job satisfaction increases. Alternatively, salary is slightly negatively correlated with total job satisfaction, which indicates that as salary increases, total job satisfaction decreases. Of the subscales, salary, supervision, and benefits had the weakest correlations with total satisfaction.

**Organizational Culture Profile**

Table 3 furnishes each attribute of the OCP's ordered median rankings, where the overall top and bottom attributes are indicated with gray shading. The median is used rather than the mean because the median is robust to outliers. These rankings suggest, from most to least characteristic, the traits of ATs in our sample. The largest gaps in rankings separated the top 3 and bottom 3 (most and least characteristic traits) from the rest suggesting a strong alignment in these items. There was some agreement across those surveyed where the most characteristic attributes were adaptability, stability, and taking individual responsibility. Out of the respondents, 54% selected at least one of these as one of their two most characteristic attributes. Of these, adaptability was indicated as one of the top two by 42%, stability was indicated by 19%, and taking individual responsibility was indicated by 8%. Three traits appeared most common as the least characteristic: being aggressive, high pay for good performance, and being distinctive/different from others. 83% of participants indicated at least one of these three as their two least characteristic traits, and breaking these down individually, 44% indicated being
aggressive, 22% indicated high pay for good performance, and 33% indicated being distinctive as one of their least characteristic traits. There was also a fairly strong agreement between those that indicated these top and bottom characteristics, 44% of respondents selected either adaptability, stability, or taking individual responsibility as the top and either being aggressive, high pay for good performance, or being distinctive as the bottom. There appears to be more consensus for the bottom characteristics than the top characteristics, as evidenced by the percentages in the text and the ranks in the table (distance from 1 to the top attribute rank vs. distance from 40 to the bottom rank attribute). The contents of Table 3 could be considered a sample organizational culture profile for ATs.

Table 4 presents the parameter estimates from the multiple regression models examining the relationships between our OCP variables and the dependent total job satisfaction variable. Only models that indicated significant relationships are included. Positive estimates in this table suggest that those who selected the indicated attribute as one of their most or least characteristic attributes had higher scores for total job satisfaction than those who did not select that attribute, while negative estimates suggest the opposite. As an example, total job satisfaction scores for individuals that selected having the attribute of high pay for good performance as least characteristic are 3.62 points lower on average compared to those that did not include this trait as least characteristic. Relationships among job satisfaction subscales were always in the same direction (i.e., positive or negative estimates) as what are indicated by the total job satisfaction models included here. The only additional OCP attribute with a significant subscale association was stability (positive association with job satisfaction, specifically the supervision subscale). Subscales with significant associations included promotion, supervision, contingent rewards, conditions, coworkers, and communications. Finally, significant associations among the
demographic variables included: For every one-year increase in age, total job satisfaction score increases by 0.36 points; total job satisfaction scores for individuals that have been certified for 15-19 years are 7.02 points lower than those that have been certified for less than five years; total job satisfaction scores for individuals that have been certified for 20 or more years are 10.08 points lower compared to those that have been certified for less than five years.

DISCUSSION

This study aimed to analyze job satisfaction and organizational fit amongst ATs working in a variety of clinical settings. Both the job satisfaction total scores and the subscales were explored with the ranking of the organizational culture profile variables. Overall, participants' total job satisfaction score indicated ambivalence with the lowest subscales of promotion, salary, and benefits. This score is slightly lower than the American population norms and previous athletic training research. The results coincide with previous literature, which indicates that pay and benefits are important employment attributes. The lower total score appears to be driven by the supervision and benefits subscales since all others suggest higher satisfaction than the U.S. norm. However, these are not among the most correlated with the total score when examining figure 1.

Demographic Results

In terms of the demographic factors, findings indicated that as age increases, so does an AT's level of job satisfaction. However, the two latter year categories for certification, 15-19 years, and 20+ years have lower job satisfaction when compared to <5 years of certification. This could be attributed to the honeymoon phase which occurs at the beginning of employment when everything is new and refreshing. It is probable to conclude that ATs tend to stay if more
satisfied thus employers should focus on leveraging strategies that impact job satisfaction within
the workplace.

Promotion and High Pay for Good Performance

Increased pay has been noted to directly correlate with increased job satisfaction and
undesirable pay was noted as a common area of concern in a previous study.\textsuperscript{22} Interestingly,
participants of this study that selected "high pay for good performance" (Table 4), within one of
their least characteristic traits, reported less "total job satisfaction" on average. Also, those who
ranked "high pay for good performance" as the least characteristic rated lower satisfaction on the
subsacle of "promotion" (JSS). This could be attributed to the need for a specific combination of
variables like dissatisfaction with pay and perception of pay inequity to be present.\textsuperscript{23} It would
support the notion that job dissatisfaction would likely be exhibited when someone felt their pay
was below expected standards and dually inequitable to their expended output.

A lack of adequate compensation and employment benefits for the workload is often
cited as a contributor to low job satisfaction.\textsuperscript{5,21,22} The NATA 2018 salary data reported an
average national salary of $57,203, approaching a $13,000 increase from the 2008 salary of
$44,235.\textsuperscript{24} With the cumulative inflation rate of 16.6\%, the average salary would only have
increased by $5,612 to an annual salary of $51,591.\textsuperscript{25} Hence, although inadequate salaries can
lead to low job satisfaction and work-life conflict, average salaries do appear to be increasing at
a higher rate than other health care professions such as nursing. According to the U.S. Bureau of
Labor Statistics, the mean annual wage for a registered nurse increased by $9,907 from $65,603
in 2008 to $75,510 in 2018.\textsuperscript{26,27} If the salary increases for registered nurses had simply kept up
with inflation, the average salary would have been $76,513 in 2018.\textsuperscript{25}

Contingent Rewards and High Pay
Participants that ranked "high pay for performance" as one of their least characteristic traits reported lower satisfaction on the subscale of "contingent rewards" (JSS). Contingent rewards are defined as rewards (not necessarily monetary), recognition, and appreciation given for good performance. These findings are consistent with previous research, which indicated that overall job satisfaction was positively correlated with pay satisfaction and pay level. Contingent rewards and pay are often the lowest of the job satisfaction subscales and are the greatest predictors of intention to leave. Job demands required of ATs often do not match the pay and benefits. This work overload and role strain with little reward and noncompetitive salaries can lead to decreased professional commitment and lower satisfaction.

**Supervision, Adaptable, Stability, and Taking Individual Responsibility**

Participants who selected at least one of "adaptable, stability, and taking individual responsibility" as one of their most characteristic attributes rated higher satisfaction on the subscale of "supervision" (JSS). A management style that provides flexibility and autonomy allows employees to create balance within their lives and promotes satisfaction within their jobs. Mazerolle and Goodman found that a management style that supports employee empowerment by affording ATs the ability to make their own decisions and schedules improves work-life balance.

**Coworkers and Individual Responsibility**

ATs participate, or yield, many areas of responsibility (i.e., teaching, clinical, administrative), and engaging in multiple roles increases the likelihood of dissonance occurring. ATs who have responsibilities incompatible with their skills or values were noted as being at higher risk for intent to leave. In this study, participants that selected "individual responsibility" as one of their most characteristic traits reported higher "total job satisfaction"
and higher satisfaction on the subscale "coworkers" on average (Table 4). This would support the notion that a broader level of control over one's responsibilities would lead to great satisfaction with one's work. Additionally, our findings support previous research which illustrated that a supportive workplace is represented by coworkers' relationships and supportive supervisors. Resilient environments yield positive relationships among coworkers, often exhibiting support and shared views, attitudes, and behaviors. Coworkers were key in positively impacting organizational climate via stress reduction. A shared culture of respect, cooperation, positivity, collegiality, and value of the family were coworker characteristics highlighted as essential to a positive and supportive work environment.

**Total Job Satisfaction, Contingent Rewards, Conditions, and Communication**

Role identity has been noted as an important factor in distinguishing one's identity. Personal fit and role alignment were noted as increasing the likelihood of ATs being satisfied and finding worth in their role. Thus, personal identity, skills, and strengths congruent with role expectations theoretically yield greater satisfaction with one's work. In this study, participants who selected "being distinctive/different than others" (Table 3) as one of their least characteristic traits reported greater "total job satisfaction" on average. In addition, those who ranked "being distinctive/different than others" as one of their least characteristic rated higher satisfaction for the subscales "contingent rewards," "conditions," and "communication."

**Limitations and Future Directions**

Several limitations were noted in this study. The response rate for the survey was 5.2% and was dependent upon voluntary responses which increased the risk of selection bias, a common limitation with job satisfaction surveys. This could skew results towards those individuals with a pre-existing bias against their job or employer. Additionally, data collection
occurred during the spring of 2020, and low response rates could be attributed to the COVID-19 pandemic. Some of the emailed ATs may have been furloughed and not accessing their work emails during the study’s timeframe. Low response rates could be attributed to additional stressors being placed on ATs at home and work. Notably, more females responded (62.5%) to the survey than represented in the profession (55.9%), as indicated by the 2018 NATA data (2018 NATA Ethnicity Data). This study also included a higher rate of non-diverse respondents (88.8% Caucasian), a higher rate of younger clinicians (median age 32 years), and a higher rate of fewer years certified (0-4 at 25.6% and 5-9 at 33.3%). However, it is important to note that the researchers adjusted for age and years certified when conducting the statistical analyses. Adjusting for male/female did not improve the model fit. There were also higher rates of ATs employed in the NCAA D1 setting (34.7%), and the researchers adjusted for this. More research is needed to further analyze organization fit and job satisfaction in emerging job settings for ATs. This additional research could also compare present findings to preceptors in athletic training programs.

**CONCLUSION**

Several individual and organizational factors best predicted ATs' job satisfaction. Related results addressed and supported the need to examine job satisfaction from various perspectives, including organizational fit variables. First, individuals without a pay-to-perform drive appear to be less satisfied with the contingent rewards and promotion components of their jobs. These ATs are less likely to be content with their employment if the only advantage is monetary in nature. Next, individuals that can adapt, take individual responsibility, and offer stability report higher satisfaction with their supervisors. ATs with these characteristics are more satisfied with employers who do not exhibit micro-management and encourage autonomous work. Finally,
individuals with the characteristic of taking personal responsibility report higher overall job satisfaction as well as satisfaction with their coworkers. ATs who prioritize tasks and responsibilities appreciate work environments that support personal needs and professional obligations. Supportive work environments can be accomplished by creating a workplace culture anchored in cohesiveness with employers who delegate shared responsibilities.

Employers can take a wide variety of actions to improve ATs' job satisfaction, such as advocating for work-life balance. These organizational variables extend far beyond monetary rewards into an employer's management style lending to an environment that allows for flexible work schedules, autonomous work environments, and job sharing.
REFERENCES

1. Mazerolle SM, Eason CM, Goodman A. Organizational infrastructure in the collegiate athletic training setting, part I: Quality-of-life comparisons and commonalities among the models. *J Athl Train*. 2017;52(1):12-22.

2. Goodman A, Mazerolle SM, Eason CM. Organizational infrastructure in the collegiate athletic training setting, part II: Benefits of and barrier in the athletics model. *J Athl Train*. 2017;52(1):23-34.

3. Eason CM, Mazerolle SM, Goodman A. Organizational infrastructure in the collegiate athletic training setting, part III: Benefits of and barriers in the medical and academic models. *J Athl Train*. 2017;52(1):35-44.

4. Mazerolle SM, Eason CM. The organizational climate in collegiate athletics: an athletic trainer’s perspective. *J Athl Train*. 2018;53(1):88-97.

5. Mazerolle SM, Goodman A. Fulfillment of work-life balance from the organizational perspective: a case study. *J Athl Train*. 2013;48(5):668-677.

6. Jaques E. *The Changing Culture of a Factory*. London, England: Tavistock;1951.

7. O’Reilly III CA, Chatman J, Caldwell DF. People and organizational culture: A profile comparison approach to assessing person-organization fit. *Acad Manag J*. 1991;34(3):487-516.

8. Chen P, Sparrow P, Cooper C. The relationship between person-organization fit and job satisfaction. *J Manag Psychol*. 2016;31(5):946-959.

9. Eberman L, Singe SM, Eason CM. Formal and informal work-life balance practices of athletic trainers in collegiate and university settings. *J Athl Train*. 2019;54(5):556-561.
10. Mazerolle SM, Eason CM, Pitney WA. Athletic trainers' barriers to maintaining professional commitment in the collegiate setting. *J Athl Train*. 2015;50(5):524-531.

11. Spector PE. *Job satisfaction: Application, assessment, causes, and consequences.* Thousand Oaks, CA: Sage; 1997.

12. Terranova AB, Henning JM. National Collegiate Athletic Association division and primary job title of athletic trainers and their job satisfaction or intention to leave athletic training. *J Athl Train*. 2011;46(3):312-318.

13. Bureau of Labor Statistics Occupational Outlook Handbook: Athletic Trainers. U.S. Department of Labor Web site. https://www.bls.gov/ooh/healthcare/athletic-trainers.htm Accessed July 12, 2020.

14. Dykyj C, Kutz M, Laurent M. Athletic trainer's perceived work-life conflict and their intentions to leave the profession. *J Sports Med Allied Health Sci*. 2016;2(1):1-2.

15. DeFreese JD, Mihalik JP. Work-based social interactions, perceived stress, and workload incongruence as antecedents of athletic trainer burnout. *J Athl Train*. 2016;51(1):28-34.

16. Goodman A, Mensch JM, Jay M, French KE, Mitchell MF, Fritz SL. Retention and attrition factors for female certified athletic trainers in the National Collegiate Athletic Association Division I football bowl subdivision setting. *J Athl Train*. 2010;45(3):287-298.

17. Dillman D, Smyth J Christian L. *Internet, mail, and mixed-mode surveys: The tailored design method.* New York, NY: Wiley; 2009.

18. Nunnally JC. *Psychometric Theory.* 2nd ed. New York, NY: McGraw-Hill; 1978.

19. R Core Team (2020). *R: A language and environment for statistical computing.* R Foundation for Statistical Computing, Vienna, Austria; 2020.
20. Buda A, Jarynowski A. *Life time of correlations and its applications. 1st ed.* Wydawnictwo Niezależne; 2010. Nunnally JC. *Psychometric Theory.* 2nd ed. New York, NY: McGraw-Hill; 1978.

21. Barrett JJ, Gillentine A, Lamberth J, Daughtery CL. Job Satisfaction of NATABOC certified athletic trainers at division one National Collegiate Athletic Association institutions in the Southeastern Conference. *Int Sports J.* 2002;6(2):1-13.

22. Judge TA, Piccolo RF, Podsakoff NP, Shaw JC, Rich BL. The relationship between pay and job satisfaction: a meta-analysis of the literature. *J Vocat Behav.* 2010;77:157-167.

23. Acosta RV, Carpenter LJ. Woman in intercollegiate sport: A longitudinal, national study. Thirty-Seven-year update, 1977-2014. Personal Web site. Accessed October 4, 2020.

24. NATA 2018 Ethnicity Data. National Athletic Trainers' Association Web site. https://www.nata.org/sites/default/files/ethnicity-demographic-data-sept-2018.pdf. Accessed October 4, 2020.

25. US Inflation Calculator. Coinnews Media Group LLC. Updated June 10, 2021. Accessed June 16, 2021. http://www.usinflationcalculator.com

26. Occupational Earnings of full-time healthcare workers. U.S. Bureau of Labor Statistics. Updated February 24, 2010. Accessed June 16, 2021. https://www.bls.gov/opub/mlr/cwc/occupational-earnings-of-full-time-healthcare-workers-in-civilian-hospitals-2008.pdf

27. Occupational employment and wages, 2018, Registered Nurses. U.S. Bureau of Labor Statistics. Updated March 29, 2019. Accessed June 16, 2021. https://www.bls.gov/oes/2018/may/oes291141.htm#(3)
28. Courson R, Goldenberg M, Adams KG, et al. Inter-association consensus statement on best practices for sports medicine management for secondary schools and colleges. *J Athl Train.* 2014;49(1):128-137.

29. Brumels K, Beach A. Professional role complexity and job satisfaction of collegiate certified athletic trainers. *J Athl Train.* 2008;43(4):373-8.

30. Mazerolle SM, Eason CM. Positive factors influencing the advancement of women to the role of head athletic trainer in the National Collegiate Athletic Association Divisions II and III. *J Athl Train.* 2016;51(7):550-556.

31. Burke PJ, Tully JC. The measurement of role identity. *Soc Forces.* 1977;55(4):881-897.

32. Eberman LE, Kahanov L. Athletic trainer perceptions of life-work balance and parenting concerns. *J Athl Train.* 2013;48(3):416-423.
Figure 1. Pearson Correlation Matrix of the Total and Subscale Job Satisfaction Dependent Variables.
Figure 1. Pearson Correlation Matrix of the Total and Subscale Job Satisfaction Dependent Variables.
| Facet               | Description                                                                 |
|--------------------|-----------------------------------------------------------------------------|
| Pay                | Satisfaction with pay and remuneration                                       |
| Promotion          | Satisfaction with promotion opportunities                                    |
| Supervision        | Satisfaction with immediate supervisor                                       |
| Fringe Benefits    | Satisfaction with monetary and nonmonetary fringe benefits                   |
| Contingent Rewards | Satisfaction with appreciation, recognition, and rewards given for good performance |
| Operating Conditions | Satisfaction with rules and procedures                                       |
| Coworkers          | Satisfaction with people the individual works with                           |
| Nature of Work     | Satisfaction with the type of work done                                       |
| Communication      | Satisfaction with communication within the organization                      |
| Variable         | Median (Min, Max) | N (Col %) |
|------------------|-------------------|-----------|
| Age              | 32 (23, 70)       |           |
| Employment Setting |                  |           |
| D1               | 99 (34.7)         |           |
| D2               | 54 (18.9)         |           |
| D3               | 84 (29.5)         |           |
| NAIA             | 28 (9.8)          |           |
| NJCAA            | 8 (2.8)           |           |
| Not Indicated    | 12 (4.2)          |           |
| Years BOC Certified |              |           |
| 0 to 4           | 73 (25.6)         |           |
| 5 to 9           | 95 (33.3)         |           |
| 10 to 14         | 37 (13.0)         |           |
| 15 to 19         | 30 (10.5)         |           |
| 20+              | 50 (17.5)         |           |
Table 3. Ordered Median Rankings of Each OCP Characteristic Where the Overall Top and Bottom Attributes are Indicated with Gray Shading.

| Attribute                           | Median rank | Attribute                           | Median rank |
|-------------------------------------|-------------|-------------------------------------|-------------|
| Adaptability                        | 4           | Having a good reputation            | 21          |
| Stability                           | 7           | Being highly organized              | 22          |
| Taking individual responsibility    | 7           | Confronting conflict directly       | 23          |
| Paying attention to detail          | 10          | Decisiveness                        | 23          |
| Being reflective                    | 11          | Enthusiasm for the job              | 23          |
| Being innovative                    | 11          | Being competitive                   | 25          |
| Autonomy                            | 11          | Having a clear guiding philosophy   | 25          |
| Being team oriented                 | 12          | Informality                         | 26          |
| Opportunities for professional growth| 14          | Offers praise for good performance  | 26          |
| Being analytical                    | 14          | Achievement orientation             | 27          |
| Being people oriented               | 14          | Being results oriented              | 27          |
| Being rule oriented                 | 15          | Working long hours                  | 28          |
| Fairness                            | 15          | Risk taking                         | 29          |
| Being quick to take advantage of opportunities | 16          | Not being constrained by many rules | 29          |
| Being supportive                    | 19          | Security of employment              | 30          |
| An emphasis on quality              | 19          | Developing friends at work          | 30          |
| Sharing information freely          | 20          | Being socially responsible          | 31          |
| Tolerance                           | 20          | High pay for good performance       | 34          |
| Having high performance expectations | 21          | Being distinctive/different from others | 36          |
| Being calm                          | 21          | Being aggressive                    | 38          |
Table 4. Parameter Estimates for OCP Variables That are Significantly Associated with Total Job Satisfaction.

| Parameter       | Estimate | 95% CI       | P value |
|-----------------|----------|--------------|---------|
| Responsibility  |          |              |         |
| No (Ref)        | 0.00     | ---          | 0.09<sup>a</sup> |
| Yes             | 5.02     | (-0.78, 10.82) |         |
| High Pay        |          |              |         |
| No (Ref)        | 0.00     | ---          | 0.06<sup>b</sup> |
| Yes             | -3.62    | (-7.44, 0.20) |         |
| Different       |          |              |         |
| No (Ref)        | 0.00     | ---          | 0.04<sup>a</sup> |
| Yes             | 3.54     | (0.14, 6.94)  |         |

Estimates adjusted by Age, Division, and Years Certified

<sup>a</sup> p < 0.05

<sup>b</sup> p < 0.1