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## The Ethical Issues Confronting KOREAN SPORT Organizations

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### Abstract

*The aims of this research are: to identify the ethical issues confronting Korean sport organizations, to find factors influencing the decision making to deal with the ethical issues, and, finally, to suggest development plans for managerial ethics in Korean sport organizations. In particular, the research addresses the following questions: what kind of ethical issues confronting Korean sport organizations? What are the factors influencing decision making to deal with the ethical issues? What are the development plans for managerial ethics in Korean sport organizations? Semi-structured interviews were conducted with participants working for Korean sport organizations(N=8). Results revealed that Korean sport organizations have been faced with various ethical issues, consisting of two main themes: athlete and coach, and organization. While former was related to management and supervision of athlete and coaches, and latter was pertaining to organization's internal issues. Regarding the factors influencing decision making to deal with the ethical issues, organization's regulations and obeying boss were identified. In additions, as the tool of ethics management and organizational policy, ethics training programmes and the code of ethics were not applicable and not practical. Finally, improvement of administrative system and eradication of factionalism were suggested for the development plans for managerial ethics in Korean sport organizations.*

**[Keywords]** Sport, Sport Organizations, Ethical Issues in Sport, Managerial Ethics, Ethical Tools

### 1. Introduction

Korean sport organizations have been increasingly criticized for their lack of transparency, accountability and corruption. In other words, Korean sports have confronted serious ethical issues. The Korean female curling team's assistant coach, who offered to resign after accusations that he sexually abused team members, was slapped with a life time[1]. On top of that, the case of Viktor Ahn ignited the controversy on ethical issues in the country. Ahn, the most decorated short trackers in the Olympic Games, won three gold medals at the Winter Olympics in Sochi, became a Russian citizen under the name of Victor Ahn. His family claimed that the skater fell victim to fractional feuds within the sport in South Korea and that led to

his decision to become a Russian[2]. This issue led to the government's action which to plans to clean up sports-related corruption. The Korean Ministry of Culture, Sports and Tourism has set up a joint task force with the prosecution, the police, the National Tax Service and the education ministry[3]. Park Geun-hye, former South Korean president, ordered her officials to get to the bottom of the case to learn why a skater "with the best skills could not seek his dream in his native country".

Uncovering 337 different corrupt practice at 493 Korean sport agencies, including accounting fraud, nepotistic hiring of executives and embezzlement can all serve here as reminders of the fact that the subject of ethical issues in Korean sport organizations has acquired a central degree of importance in the recent[4].

What is ethics? Ethics is the area of philosophy that deals with questions with regards to morality and assesses the rightness or wrongness of actions and decisions[5]. Concepts like truth, justice, honesty, rights, and fairness are part of the language of ethics[6]. However, actually the term “ethics” has been very widely used, with different meanings and purposes. Dr. Jacques Rogge, former president of the International Olympic Committee(IOC), stated regarding ethics in sports in his one presentation on ethics and Olympism[7].

It is in style to say that ethics have disappeared in sports; ethics are an indefinable concept, and the base is respect for others. However, sport might be a universal language that is approached from very different angles by different cultures and nations. The vision of ethics is not universal therefore let us be very careful in approaching ethics.

According to Morgan and Meier[8], moral and ethical concerns related to sport need not be limited to such areas as sportsmanship, the use of performance-enhancing drug, violence, and cheating. Those involved sport management are also responsible for addressing ethical and moral questions pertaining to professionalism, equity, legal and financial management, personal concerns, governance and polices, legal and franchise issues, and matters of social justice associated with all aspects of sport[6].

The majority of literature concerning ethics and sport has focused on ethical issues confronting sport participants[9]. Only few authors have specifically conducted studies on ethical issues facing the area of sport organizations[6][9][10]. However, although these studies introduced different ethical issues and ethical management activities in sport industry, including Korean sport organizations, none have specifically examined the unique ethical issues regarding sport organization, focusing on its differences according to departments and responsibilities.

The aims of this research are: to identify the ethical issues confronting Korean sport organizations, to find factors influencing the decision

making to deal with the issues, and, finally, to suggest development plans for managerial ethics in Korean sport organizations. This will enhance understanding of ethical issues in sport organizations can contribute to development of more effective policies for achieving managerial ethics in sport organizations. In particular, the research addresses the following questions: what kind of ethical issues confronting Korean sport organizations? What are the factors influencing decision making to deal with the ethical issues? What are the development plans for managerial ethics in Korean sport organizations?

The method section provides information on participants, materials, procedures, instrument, and data analysis. Finally, the research finishes with discussion of findings, limitations of this research, and conclusionary comments.

## 2. Methods

This qualitative study focused on understanding and identifying the phenomenon of ethical issues confronting Korean sport organizations and the factors influencing the decision making to deal with the issues. It also suggested development plan for managerial ethics in Korean sport organizations. There were three research questions posed: What are the ethical issues confronting Korean sport organization? What are the factors influencing decision-making to deal with the issues? What can be development plans for managerial ethics in Korean sport organizations? To address these three research questions, qualitative research was conducted consisting of 8 semi-structured interviews with participants working for Korean sport organizations. The interviews concentrated on participant direct or indirect experiences with regard to the ethical issues faced in their tasks, the decision-making to handle the issues as well as their opinion on the development plans for managerial ethics in Korean sport organizations.

### 2.1. Participants

Participants were purposefully selected for this study which allowed us to discover, understand, and gain insight into this phenome-

non[11]. Since it was expected that each sport organizations and its departments would face different ethical issues, participants were selected from different Korean sport organizations and responsibilities, including marketing, selection of athletes funding, planning sporting events, athlete right, and so on. This ensured that they were qualified to provide necessary data regarding various and unique ethical issues from different departments and duties in Korean sports organizations. The author sent e-mail to participants to inform them of the study and directed them to contact the author if they were willing to be interviewed. Once they consented to participate in the study, the author arranged a date and time for the interview to take place.

## 2.2. Procedures

Research ethics approval was obtained from Russian International Olympic University and the interviews were held in February 2014 during the Sochi 2014 Winter Olympics. As some of the participants were in Sochi, Russia to participate in the Sochi 2014 Winter Olympic Games, face to face interview was conducted for them at the Olympic park. But telephone interview was also conducted for remaining participants because they stayed in Korea at that time.

With each interviewee's permission, audio-recording and taking note were administered. This process enabled the collection of an accurate and unbiased record of the participants, allowed for the use of direct quotes in the interpretation of the qualitative material. However, as some of the questions regarding ethical issues are considered sensitive, such as relating to corruption, some participants did not want their interviews to be audio recorded. In this case, only taking note was administered.

Each interview lasted approximately 30 minutes on average, and began with a series of introductory questions to establish rapport[12]. In case of that the participants have never heard of and considered the term of ethical issues in sport organizations, the material containing the example of current ethical issues in sports fields was provided to them before given the detailed and specific questions. In addition,

for the participants conducted by telephone interview, the material was sent to the participants by e-mail before the interview. This process helped participants understand the topic to provide useful data.

## 2.3. Materials

The list of questions was structured to elicit participants' direct or indirect experiences in terms of ethical issues confronting Korea sport organizations, factors influencing decision-making to deal with the issues as well as the suggestions for development plans for managerial ethics in sport organizations. Moreover, the questions regarding organization's ethics training programme and the code of ethics were structured to find whether the tool of ethics management or organizational policies help handle the ethical issues. The interview schedule was used with each interview, but questions were asked in such a way as to follow from the responses provided by the individual interviewees[13].

## 2.4. Instrument

Interviews are particularly useful for receiving the story behind a participant's personal experiences and it can pursue in-depth information around the research topic. The author decided to conducted semi-structured interview among the three interviews most frequently used for qualitative research: structured, semi-structured and unstructured interview. Involving both open-ended and closed questions, semi-structured interview does not limit respondents to a set of pre-determined answers (unlike a structured questionnaire)[14], which allows respondents to discuss and raise issues that interviewer may not have considered.

However, a structured interview is a research method commonly used in survey research that often just require 'yes' or 'no' answers to the questions - or they may be questions which require a set answer[15]. This would be limited to identify the ethical issues facing the participants in their experiences. In addition to unstructured interview, According to Yan Zhang and Barbara [16], the purpose of inquiry is theory develop-

ment and it is not useful when we already have a basic understanding of a phenomenon and want to pursue particular aspects of it. As this research is not meant to be theory development and aims at identifying such particular aspects, unique and different ethical issues confronting Korean sports organizations, unstructured interview does not fit for this research.

## 2.5. Data analysis

Each interview was transcribed, but as all interviews were conducted in Korean, quotes were translated to be included in this research. Content analysis was used for this research. Content analysis usually refers to analyzing text such as interview transcripts or documents[17]. More generally, however, it is used to refer to any qualitative data reduction and sense-making effort that takes a volume of qualitative materials and attempts to identify core consistencies and meanings[17]. After reading all of the interview transcripts to get a general sense of the data, the transcripts were read again initiating open coding, which involved the examination and categorization of the data to identify recurring theme. During open coding, the researcher examined the transcripts line by line and underlined significant statements, many of which became codes and initial categories in the analysis. During coding, the researcher read

through the transcripts again to compare and re-conceptualize the categories. Then the researcher interpreted the emerging themes.

## 3. Results

The results are categorized into four sections, identification of the ethical issues, the factors influencing decision-making to deal with the ethical issues, the tool of ethics management and organizational policy, and development plans for managerial ethics in Korean sport organizations. Pseudonyms are used in place of participants' names to introduce quotations. For additional demographic and background information relating to each participant quoted, please refer to <Table 1>.

### 3.1. Identification of ethical issues in Korean sport organization

Participants felt that Korean sport have confronted severe ethical issues. Particularly, they all pointed out and were concerned about corruption in Korean sport organizations. Based on their direct and indirect experiences, the ethical issues facing Korean sport organizations were revealed. Two main themes of athletes and coaches, and organization were identified. For a listing of each theme, with corresponding sub-themes, please refer to <Table 2>.

**Table 1.** Participant profiles.

Gender	Pseudonym	Years of working	Position	Responsibilities
Male	Jack	2	Manager	Marketing
Male	Matt	12	President	Overseeing overall tasks
Male	Tom	3	Manager	Overseeing referees
Female	Tiffany	5	Staff	International cooperation
Female	Jane	5	Manager	Planning sporting events
Female	Jessica	4	Board members	Female athlete right
Female	Betty	9	Administrator	Athlete right
Female	Amanda	5	Manager	Athlete support

**Table 2.** Matrix display of themes and subthemes.

Themes	Subthemes
1. Athlete & coach	a. Disciplinary action for athletes and coaches b. Selection of athlete support programme

	c. National team selection procedure d. Education
2. Organization	a. Gender equality b. Sponsorship selection c. Judgment of competition d. Factionalism

### 3.1.1. Athletes and coaches

The first theme to emerge from the interviews was coaches and athletes, with corresponding four subthemes, disciplinary action for athletes and coaches, selection of athlete support programmes, national team selection procedure, and education.

#### 3.1.1.1. Disciplinary action for athletes and coaches

As a sport governing body responsible for control and managing athletes and coaches, it has right to take disciplinary actions. Although the organizations must be neutral when investigating incidents and arbitrating between coaches and athletes, it seems likely that they make unfair judgment regarding imposing sanctions. Unexpected findings that emerged were unfair judgment on imposing sanctions on sexual abuse between coaches and athletes. This was described by Betty:

It seems that sport organizations are not neutral and unfair when they take a disciplinary action. They are on coach's side rather than athletes. This is because many organization's members such as board members and executives have a close relationship with coaches. For example, one Korean sport organization investigated a case of sexual abuse because a female athlete claimed that she suffered from sexual harassment from her coach. But during the investigation, one of the executives shouted to her, "You seduced him first!" The organization also tried to conceal the issue.

Matt also had a similar observation:

I heard about the case that coach asked his female athlete to come his room and was about to rapping her. But she fled so that she could

avoid the rape. After that, the organization's executive pushed her not to say that incident to public because it would be negative effect to the organization. The executive also promised that he could support and help her athlete career such as joining a professional team if she did not take action against this incident.

Another finding to emerge was unfair judgment on imposing sanctions on violation of regulations for outstanding athletes.

One athlete left training camp without permission. According to our regulation, he must be expelled from training camp and suspended for following competition. But since he is promising athlete, the federation decided to conceal his fault and allowed him to take part in the competition. (Betty)

We had camp training before participating in important competition. According to our regulation, athletes are not allowed to invite opposite sex people in athlete accommodation because they are teenagers. However, one female athlete had sex with her boyfriend at her room. She had to be punished but our federation concealed the issue because she was outstanding athlete. If she was punished and could not take part in the competition, the team might be weakened. (Betty)

#### 3.1.1.2. Selection of athlete support programmes

Another subtheme that emerged was selection of athlete support programmes. Sport organizations support athletes for their athletic performance and career transition assistance, offering not only financial support but also training programmes. Yet, Tiffany pointed out unfair distribution of athlete funding:



Although athlete funding should be distributed equally to all athletes regardless of their abilities, the organization tends to grant funding to only outstanding athletes because of achieving good results.

One participant whose duty was selection of athlete funding faced dilemma over giving the selection criteria to the athletes who have a close relationship with. Amanda stated:

The organization I have worked provides athletes funding and has specific process to select applicants. For fair selection process, I was not allowed to give information regarding selection criteria to applicants. However, even though I didn't do it, I have faced dilemma over giving the selection criteria to the athletes who have personal relationship with me. This could be a good advantage for them to be selected for receiving funding.

### **3.1.1.3. National team selection procedure**

Sport organizations have specific regulation to select national team athletes such as their records, competition achievement and ranking system. The coaches and the board members have also right to select some of national team athletes regardless of the regulation. National team selection procedure was identified as another ethical issue. Matt described:

If coaches or the board members think athletes have great potentials, they can select them as national team members. Through using the advantages, some of them took bribery from athletes' parents with the promise to select their sons or daughters for national team.

Interestingly, Tiffany stated that personal relationship with sport organizations can be the important factor for selection of national team.

I saw and heard about many cases that personal relationship largely influences on selection of national team athletes and coaches. If athletes and coaches have a close relationship with the organizations, such as the executives or presidents, it can be huge advantages to be national team.

### **3.1.1.4. Education**

Many Korean student athletes spend excessive amounts of time playing sports neglecting their education. But if they quit playing their sports due to some reasons, such as injuries, they are faced with significant difficulties, academic performance and deciding and planning future careers. The interesting finding to emerge was that even though the organization decided to offer educational programme to student athletes as a career support assistants, team coaches and managers objected to the plan. This was mentioned by Matt:

I decided to provide student athletes with computer education programme for their future career. However, many coaches and managers disagreed on it because the computer education could be hindrance for athletes to practice their sports. So the computer education programme was not implemented for student athletes.

In addition, Jane pointed out that a lack of ethic education because of some restrictions such as organization's budget. She stated:

Many ethical problems like violence and sexual abuse occurs in Korean sport fields. Although education is needed to prevent the problems to athletes and coaches, the organizations have not had enough efforts to educate them. More training programmes and campaigns on ethical problems should be implemented.

### **3.1.2. Organization**

The second theme to emerge from the interviews was organization, with corresponding four subthemes, gender equality, sponsorship selection, referee judgment, and factionalism.

#### **3.1.2.1. Gender equality**

There is a considerable imbalance between women and men with regard to who holds influence in the management of sport organizations[18]. Korean sport environment have also faced the same issues. Within sport organizations, gender ratio is highly unequal. Tiffany described the problems caused by gender equality within Korea sport organizations:

Korean sports organizations have lacked of female executives. Nowadays, Korean sports have faced severe women's right issues such as sexual harassment and abuse, and gender equality. However, sports organizations in Korea have lacked of the female executives representing female athlete right. To deal with those problems and improve female athlete right, we need more female executives in the sports organizations.

### 3.1.2.2. Sponsorship selection

Sport sponsorship is a transactional relationship through which commercial benefits accrue for the sponsor partner and financial or service benefits for the sponsored sport partner, which is considered as one of the sport organization's imperative source of revenue. However, controversial issues on sport sponsorship agreement have been increasingly raised. The marketing of tobacco, fast-food chains and alcoholic beverages should be eliminated from the sporting events. This is, such products conflict with the stated purpose of the sports. In particular, it could be enormously appeals to children. Korean sport organizations also encounter the issues and the participant had a clear perception of the issue. This was described by Matt: When we hosted competition, tobacco and alcoholic beverages companies proposed our organization for sponsorship. But I refused the agreement because of its harmful impact on student athletes.

Another interesting finding regarding sponsorship selection to emerge was preference of the national brand company for sponsors. It seems likely that this tendency is related to patriotism. Jack described this:

I faced dilemma over sponsorship agreement. During selection process of sponsorship, one foreign company proposed more amount of bidding money for our event than others. But my umbrella organization suggested the Korean brand company as the sponsor.

### 3.1.2.3. Judgment of competition

Judgment of competition was mentioned as the ethical issues confronting Korean sport organizations. Tiffany indicated the bribery scandal of referee. She said:

It is common that many team coaches and managers offer referees bribe. Especially, they bribe a head of the referee committee because he has a right to assign referees for matches and he has also power to influence on referees. It is common sense for team managers to give referees gifts on Korean tradition holidays.

Furthermore, interestingly, this is not always pertaining to personal corruption. Matt indicated this point:

\*\*\* is unpopular sport in Korea so there are few teams in the country. One team manager told the president of federation that his team would disband if it did not win this game. Finally, the team won the game with biased judgment.

### 3.1.2.4. Factionalism

In Korean sport environment, factionalism was identified as one of the ethical issues. This was mentioned by Tiffany:

School relation is so important in Korean sports. Each sport organization in Korea has factions according to alumni. One sport is a good example. \*\*University team's athletes are much easier to be selected for a national team because many federation's officers and the referees are consisted of its alumni. Other sports in Korea are the same. To be successful in Korea sports, the university people graduated is one of the most important factors than other abilities.

On the other hand, Tom mentioned that factionalism brings about positive impact on sport organizations. He said:

My organization and my sport have also some factions according to alumni and regions. But I don't think it is a problem. This factionalism is beneficial. Each faction has fair competition, which help develop not only my organization but also sport.

### 3.2. The factors influencing decision making to deal with ethical issues

Today's sport administrators face the difficult task of operating departments and organizations in a business climate in which winning and profits are often valued above all[5]. To find out the factors influencing ethical decision-making, participants were asked to discuss how they make decision when faced with ethical issues in their everyday operations. A list of the factors is presented in <Table 3>.

More than half of the participants mentioned organization's regulation as the factors. This was followed by organization's benefits and obeying boss. Amanda described her situation of decision making within the workplace. Amanda stated:

I think it is a Korean culture that people must follow their bosses within a workplace. I had no right to make decision and I had to obey my boss' direction. I tried to make decision according to organization's regulation, but my boss asked me to change the regulation. I knew that it was not ethical, but I did not have any right to make decision.

**Table 3.** The factors influencing decision-making to deal with the ethical issues.

Pseudonym	The factors
Jack	Organization's regulation
Matt	Organization's benefits
Tom	Organization's regulation
Tiffany	Organization's regulation
Jane	I do not know
Jessica	Organization's regulation
Betty	Organization's regulation
Amanda	Obeying boss

### 3.3. The tool of ethics management and organizational policy

Kaptein[10] defines that ethics management as a systematic and coherent development of the activities, but also adopting measures in order to achieve the fundamental and justified expectations of stakeholders and to balance conflicts. The main tools of ethics management includes ethic boards and committees, codes of

conduct and code of ethics, ethics training programmes, ethics audit and so on. The participants were asked to discuss whether the code of ethics and ethics training programmes help handle the ethical issues in their tasks. However, overall, the findings that emerged showed that both ethics training programmes and the code of ethics were not applicable to and practical for tasks in Korean sport organizations. The problems were mentioned by Betty, Matt and Jane respectively:

The problem of training programme is to focus more on theory rather than cases or examples. We need a variety of examples or cases in sport fields relating to decision making when facing dilemma and ethical issues. (Betty)

Our ethics training programme is not specialized in sports industry so that it is not practical for my task. I don't think I can apply the knowledge gained from the training programme for my task. (Jane)

I read the code of ethics but I think it is useless because it is too abstract and illegible so that it is hard for me to understand. (Matt)

### 3.4. Development plan for managerial ethics in Korean sport organizations

Participants suggested development plans for managerial ethics in Korean sport organizations. Two main themes of administration system and factionalism were identified. For a listing of each theme, with corresponding subthemes, please refer to <Table 4>.

**Table 4.** Matrix display of themes and subthemes.

Themes	Subthemes
1. Administration system	a. Severe disciplinary action b. Strict monitoring system c. Recruitment process
2. Factionalism	a. Eradication of factionalism

#### 3.4.1. Administration

The first theme to emerge from the inter-



views was administration system with corresponding four subthemes, severe disciplinary action, strict monitoring system, and recruitment process. Overall, participants felt that as Korean sport organizations do not have well developed administration system, it should be reformed. Jessica pointed out:

It seems to me that Korean sports organizations has poor administration system. This leads to corruption. For example, selection process of national team athletes and coaches is not systematic and not well-organized. So many people consider the process to be not transparent. It is true. It is not fair. If athletes and coaches have a personal connection with people having leadership position in sports organizations, they might become a national team much easier. To prevent this kind of corruption, Korean sport organizations must create and develop systematic system such as specific rules and regulations.

#### **3.4.1.1. Severe disciplinary action**

Disciplinary action would aims at preventing misconduct or poor performance, including corruption and irregularity. The types of disciplinary action are warnings and, in serious cases, dismissal. However, disciplinary action can sometimes mean suspension from work, or the removal of certain privileges, or, in rare instances. Severe disciplinary action was suggested for the development plan for Korean sport organizations. This was described by Jack:

For the disciplinary action against officials committing an irregularity or corruption, the punishment is too light. We need much more strong punishment for corrupt officials. When they violate regulations, they are suspended for few months and come back to their leadership position, which causes repeated corrupt practice be in Korean sports organization.

#### **3.4.1.2. Strick monitoring system**

Participants pointed out the problems of concealment, protection of victims, and the lack of detection of current ethical issues within Korean sport environment. To deal with and solve them, strict monitoring system was suggested. This was mentioned by Tiffany and Tom respec-

tively, with examples.

Sports organizations tend to conceal such issues of violence and sexual abuse. Because this has negative impacts on not only its sports but also the organization image if the problems are reported to public. It also leads to punish organizations' members, such as organization's officials and president. That is why Korean sport organizations hide the issues. So I think strict monitoring system would be one of the best development plans to help the organizations be ethical. (Tiffany)

We knew that sexual abuse and violence usually occur between coaches and athletes. However, nowadays, athletes also harass their peers. I know that case one athlete pushed his peer to watch porn movies and pushed his peer touch his body. Some threatened their peers with knife. But we don't know this seriousness. (Betty)

#### **3.4.2. Factionalism**

The tendency towards factionalism has been criticized for the longtime but South Korea has yet to solve this problem. Almost all participants claimed that Korean sports should eradicate factionalism. Matt stated:

It is impossible to take disciplinary action against officials in sport organizations due to factionalism. They have a close relationship with each other such as inner circle. They conceal their corruption. It seems that factionalism is related to almost all ethical problems in Korean sport organizations.

### **4. Discussion**

This research identified the ethical issues confronting Korean sport organizations, and the factors influencing decision making to deal with the issues. It also proposed development plans for managerial ethics in Korean sport organizations. Following, findings related to the research questions are discussed in detail.

#### 4.1. Identification of ethical issues

Results indicated that Korean sport organizations have been faced with various ethical issues according to the organizations, departments, and responsibilities. It consists of two main themes: athlete and coach, and organization. While former is related to management and supervision of athlete and coaches, and latter is pertaining to organization's internal issues. Generally, all participants felt that Korea sports have faced serious ethical issues, especially, the organization's corruption. The result regarding identification of ethical issues appears to be partly consistent with Hums et al.'s research[9] that sport managers in each segment of the sport industry encounter unique and different ethical issues.

One of the striking findings was the organization's disciplinary action for athletes and coaches, particularly, regarding the issue of sexual abuse and harassment. Although sport organizations should play a pivotal role in prevent the incidents and protect victims, they tend to conceal the issues, using organizational power when it occurs. As victims, athletes also lack of knowledge on countermeasures against the incidents. Betty pointed out "athletes consider reporting sexual harassment and abuse to be their final action that decides to quiet playing sports." This finding is consistent with earlier research showing that the reason that a problem of sexual harassment was concealed was the difficulty for the athlete to resist because organization's leaders, including directors and coaches, have an exclusive right related to the athlete's pay and participation in a match[19].

In addition, the current research revealed that winner-oriented was related to the ethical issues in Korea sports. According to UNESCO[20], sports and sports-related organizations have a responsibility to contribute to the promotion of fair play. In other words, sport organizations should guarantee fair competition for athletes. However, the findings indicated that Korean sport organizations tend to give more support to outstanding athletes, such as funding which should be distributed equally to all athletes regardless of such abilities. Moreover, the organizations concealed excellent player's irregularity,

such as violation of the organization's roles and regulations. This finding is consistent with Schneider's[5] argument that sport organizations disregard ethical decision making when winning and profits are often valued above all else. He also noted that the reason why sport administrators manage their organizations without regard for ethical standard is winning games generate benefits like improving not only revenue but also its reputation.

Interestingly, the finding suggests that Korean sport organizations have a preference for domestic brand companies as a sports sponsorship. Sport organizations usually contract to the sponsors placing the highest bidding money to maximize its revenue, which might be regarded as a common sense in the business operation. However, Korean sport organizations have a tendency towards preferences for domestic brand for sponsorship agreement. The finding appears to be partly consistent with Knight's research[21] indicating that compared to imported goods, consumers appear to prefer domestically manufactured goods and are often willing to pay a higher price for them. In addition, according to Lee[22], the reason over the preference of domestic brand product is patriotic sentiment. It seems likely that with patriotism, Korean sport organizations prefer domestic brand companies as their sponsors.

Factionalism has been deeply rooted in Korean sports and been criticized for a long time. The people like coaches, athletes, and the organizations' officials grouped according to regionalism, school relations, and kinship which were viewed as their ticket to success in Korean sports. Korean mass media including public opinion has pointed out that factionalism was closely related to Korean sport organization's corruption. With overflowing factionalism in Korean sports, the actions against corruption, such as monitoring, reporting, taking disciplinary actions could not be implemented.

#### 4.2. The factors influencing decision making to deal with ethical issues

Decision-making is one of the most important functions in any kind of organization. Sport

managers face the difficult task of operating departments and organizations in a business climate in which winning and profits are often valued above all else[5].

The finding indicated that most participants considered organization's regulations as the criteria of decision making when confronting ethical issues. However, a very notable finding that emerged from one participant was obeying boss. It is true that staffs holding a low rank of positions should follow superior officer's directions under organization's roles and regulations. Moreover, it is also clear that leadership position has powerful influence over organization's decision making. Yet, the finding suggests that their individual power could be used for their private benefits, changing organization's regulations and roles without any consent.

Hums[9] argued that because of the complex of the sport industry, and the unique ethical issues faced by sport managers in the different segments, it is difficult to pose one particular decision making model as best across the sport industry. But they suggested Zinn's(1994) ethical decision making model which could be applied across the different industry segments:

- (1) Identify the correct problem to be solved.
- (2) Gather all the pertinent information.
- (3) Explore codes of conduct relevant to one's profession or to this particular dilemma.
- (4) Examine one's own personal values and beliefs.
- (5) Consult with peers or other individuals in the industry who may have experience in similar situations.
- (6) List decision options.
- (7) Look for a "win-win" situation if at all possible.
- (8) Ask the question "How would my family feel if my decision and how I arrived at my decision were printed in the newspaper tomorrow?"
- (9) Sleep on it. Do not rush to a decision.

(10) Make the best decision possible, knowing it may not be perfect.

(11) Evaluate the decision over time.

### **4.3. The tool of ethics managerial and organizational policy**

The code of ethics represents the specification of norms and beliefs of an organization and the values to be followed employees and managers[10]. According to UNESCO[20], the basic principle of the code of sports ethics is that ethical considerations leading to fair play are integral and not optional elements, of all sports activity, sports policy and management, and apply to all levels of ability and commitment, including recreational as well as competitive sport. In addition, ethics training programmes help also employees to deal with ethical issues and to understand the values shown in the code of under a common behavior[10].

However, the finding that emerged indicated that both the code of ethics and ethics training programmes were not applicable to and practical for the tasks in Korean sport organizations because they were not specialized in sport industry. The problem was pointed out by Amanda. "My organization doesn't have its own the code of ethics. So it is recommended that I refer to Korean public officials' the code of ethics" This finding is consistent with Desensi and Rosenbug's argument[6] that the code of ethics should be organized according to relationship, responsibilities, and type of action of sport managers, organizations, and businesses. Above mentioned, the ethical issues in sport organizations differ from other industries, and are unique and various. Therefore, the tools of ethics management should be also customized.

### **4.4. Development plans for managerial ethics in Korean sport organizations**

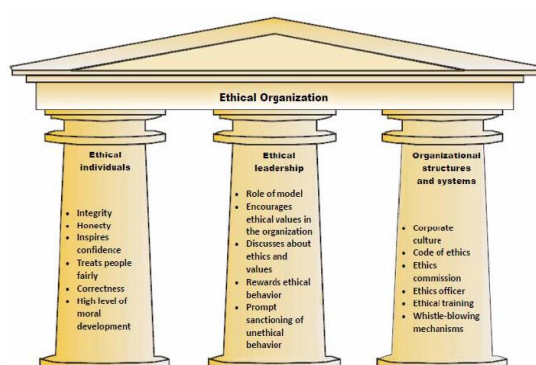
Since the majority of the participants in the present research have not held managerial positions in the organizations, their opinion regarding ethical climates in Korean sport organizations should be interpreted with caution. To explain, they have a strong tendency over criticizing the officials having leadership positions.

Overall, participants proposed improvement of administrative systems as the development plans for managerial ethics in Korean sport organizations. It includes developing systematic organization's regulations, strict monitoring system, and reinforcement of disciplinary actions against corrupted official. They pointed out that the current less advanced administrative system has led to repeated corrupting practices in the organizations.

Some studies on development of Korean sport organizations' administrative system have been conducted. Kim[23] investigated the understanding on advancing Korea sport organizations among people working in the organizations. He noted that reinforcement of effective roles played by sport should be accomplished through functional coordination for sport organizations.

Regarding managerial ethics in organizations, Barbu and Craciun[10] claimed that organizations should be constantly concerned about maintaining the ethical integrity, and ethic should be considered an integrant part of management decision-making process. <Figure 1> shows that ethical organization is consisted of three pillars, ethical individuals, ethical leadership, and organizational structures and systems. Ethical organizations would be achieved by displaying ethics on the three pillars.

**Figure 1.** Pillars of ethical organization[10].



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