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**A STUDY OF THE HOLISTIC AND AFFECTIVE ELEMENTS THAT INFLUENCE
THE CULTURAL EXPRESSION OF SPORT**

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ABSTRACT

Popular culture is the second largest explore business. Sports industries are one of the foundations of popular culture. There is a need to develop a molecular approach to understand the dynamics of enterprise interactions because the nature of the sports industry is changing on a daily basis. Traditional methodologies are global and reactive and not proactive in there ability to achieve change. A contemporary approach is needed in a fast paced industry such as sport.

INTRODUCTION

The primary approaches for studying sport management are business processes. Behavioral approaches have also been used to help understand sport enterprises. A different method that has been successful in understanding other disciplines is a popular culture approach (4, 11, 32). In the popular culture approach the primary focus is not management or behavior but how sport

influences the culture and how culture influences sport. This type of information provides a systems perspective of sport enterprises. Economic growth and business performance are prompted by trends in popularity (32). An organization needs to understand the elements of popularity in order to develop a process for product acceptance. Sport is an important element of the popular culture. Some of the cultural issues are the importance of the popularity of sport, primary influences of sport, and developmental paths of sport popularity (11). This type of information can be directly translated and applied to management because understanding the contextual systems and associated elements helps develop perspective for the structure and function of the organization (2, 17).

MANIFESTATIONS

The cultural influences of sport are quite pervasive (7, 12). The demand for sport logos from the professional to the community levels is astounding, especially

in terms of hats, T-shirts, posters, clothing, cards, and other types of souvenirs. Individuals wish to be identified with sport teams (3, 40). They support these teams directly with game attendance or indirectly with the expenditure of dollars for souvenirs. The impact of sports upon society can be found in general merchandise, especially in the clothing industry (8, 18). Sports trends have influenced the American public and their fashions. An interesting indicator of sports influence upon the American public is the nostalgia with sports memorabilia, for example, trading cards. There has been, and will continue to be, a tremendous market for autographs, baseballs, bats, and other items associated with sport.

Other reflections of the culture and the impact of sports are the "hero" syndrome of a particular athlete and loyalty to a sport (24, 26, 35). Many of the more successful ad campaigns have some type of association with a sport hero or a sport. This association has helped increase the sales of many products. These are only a few of the manifestations of the U.S. culture's love affair with sport (13, 23, 41).

CULTURE

The roles of sport within a culture are symbolism, escape, family and peer bonding, vicariously victory through sport, fantasy, etc. Sport is an arena of interactions, especially for the expression of a spectrum of emotions (2). Formal and informal competition has been a part of most cultures. This competition has been ritualized to emphasize the basic nature of a culture (28, 31). Competition has been used as an outlet for the expression of interactions particularly emotions to form and shape a culture (22, 27). Sport is a

medium for the expression of one's individuality and importance (38). For example, baseball in contemporary cultures has the aesthetic characteristics to express the sport and culture phenomenon. One of the most important elements is symbolism because it institutionalizes emotion (5). Baseball is an appropriate vehicle to study symbolism in sport and culture relationships.

Baseball has its roots in the Civil War period. The game has been recognized as a unique American institution with exportation to other countries (24, 31). It was primarily popularized through U.S. presence and the evolution of military involvement as observed in the Pacific Rim. Changes in baseball have paralleled the changes in the subcultures within the U.S. society. Baseball has been labeled America's pastime (24). Examples of the involvement of subcultures are the Negro leagues, Women's leagues during World War II, Little League, and Major League Baseball (MLB). The structure of baseball in the culture of the 1990's is rooted in history. Baseball has undergone changes without changing (8). It remains a traditional basis upon which to measure American (U.S.) culture and is an important element in the 1990's that impacts the culture.

The tradition of baseball in U.S. culture has been primarily one of symbolism (2, 36). Throughout history sport-related symbolism has been an important element in cultural development. Paramount in the development of cultural and patriotic movements has been the role of symbolism in sport within society as expressed by tradition and rules (21, 34). This type of symbolism is usually set in the context of a social/bonding atmosphere and the expression of emotion in a ritualized and familiar scene.

Baseball as a symbol represents the shared values of the culture. This Sport, as a symbol, gives meaning to an individual's life and allows an interpretation of experiences through emotional participation (1, 10). It acts as a neutralizing agent for bad times and a motivational element for the good times. Baseball provides a symbolic solution because it allows the individual to live vicariously or play another role or act in another scene (2, 20). Baseball provides a way of exercising control over one's life through an interactive medium to achieve meaning or add meaning to one's life.

The prominence of symbolic inferences in sport guides American leisure (7, 9). The prominence of sport is directly related to the emotional appeal, the team concept, and the leisure afternoon experience for family and friends in a bonding atmosphere. The ebb and flow of emotion represent an expenditure of energy and with the peaks and valleys represent the endothermic release of energy (37).

STRUCTURE

An appropriate framework to analyze the cultural styles of sport includes the concepts employed when studying the values within the cognitive, affective, and action tendency (a predefined behavior) domains (11). It is the expression of these domains in the culture that will give greater understanding to the sport and its impact upon culture. Most developed frameworks focus upon the rational or cognitive aspect of sport, and on the application of these models to business processes. Two of the least studied dimensions are the affective and the action domains. The juxtaposition of these domains will provide models to explain the impact sport and cultural factors have upon our society. Greater cultural perception

could be developed through the examination of the affective domain.

The affective domain is composed of emotions that develop a condition or atmosphere for the expression of cognitive and action tendency elements. These are either holistic or component emotions. It is important to understand the holistic and component factors that directly affect the emotional contingency. The purpose of this study was to understand the holistic and component elements of cultural expression of sport, and to develop models based upon the affective domain.

CONTEXTUAL ANALYSIS

A contemporary culture analysis is one in which the methods are global, deductive, and qualitative. The researchers were used as the basic instrument of interpretation after studying the cultural indicators to determine influence and causality. The holistic interpretive levels that were used to determine the extent of involvement were: value complex, valuing, responding, selected attention, and receiving (Model 1) (16). Instead of using a global approach as popular culture a molecular and component method was used to determine the specific condition that influence decisions in a regional subculture (33). No component scales could be identified in the literature. A conceptual framework was developed in which major short term elements of ego, control, love of sport, money, competition, desire for popularity, nostalgia, and morale were the primary affective elements identified as the most important in the United States sport culture (Table 1) (14, 15). Within this particular framework, there were three categories of individuals who seem to have a primary influence owner/management, players, and fans. In

order to develop the interpretive component scales, practical examples were used. The positions on the scales were identified in terms of characteristics and manifestations, especially at the ends of the continuum. In the current study, the characteristics and manifestations of the subjects were discussed in order to position the subjects on the scale. The characteristics and manifestations used to position the owner/management, players, and fans on the interpretive scale were: 1) Owner/Management--marketing and advertisement campaigns, promotions, player negotiations, employee relations, sponsor relations, media relations, and stadium relations; 2) Players--negotiations, media relations, endorsements, trading cards, and memorabilia; and 3) Fans--souvenirs, food purchases, clothing, slogans and titles, trading cards, stadium relations, movies, and language (7, 9, 12). These indicators denoted the level of emotional involvement related to behavior. The developed framework was used primarily as an interpretive tool after studying the cultural expressiveness of sport was studied. Baseball was selected as the sport to study because it represents a cultural experience from Little League to the professional level. Much of the U. S. population has experienced baseball, and they can relate to the emotion of the sport as players and/or spectators (10, 30). Baseball has a dominating influence upon the culture, and the various ramifications can be seen from youth through adulthood.

Baseball was popularized during the Civil War and has spread well beyond the United States, and has been carried through various wars to the Pacific Rim and Europe (24). The sport can be characterized as a typically American game and pastime. Baseball also has the distinction of being one of the few businesses that is recognized as a de facto monopoly, and exempt from anti-trust

legislation. Baseball's position within the culture helps to maintain the exemption from anti-trust legislation by Congress (25, 34).

In an effort to further delimit the study, a case study of the Detroit Tigers baseball team was selected. Historical events were correlated with the affective elements (39). An interpretation of these events was sequestered from the cultural expression or indicators studied. The primary influences used as an indication of baseball's influence upon the Detroit area were characterized by owners, players, and fans. Culture is an ever-shifting dimension and must be continuously examined through a time series. The recent events in the change of ownership from Monaghan to Ilitch makes Detroit an excellent case study (6, 17, 29).

CONTENT ANALYSIS

In order to develop a perspective on events during the Monaghan and Ilitch Eras, the Detroit News and Free Press and USA Today were the primary sources that were reviewed. Other sources included the Chicago Tribune, the Kalamazoo Gazette, the National (New York), Newsweek, Oakland Press, Unobstructed View, and The Washington Post. A content analysis approach was used to identify significant events. A timeline of significant events was developed and basic themes isolated. (Time Line of Significant Events) Each of the events in isolation does not have much meaning, but when the events are viewed on a continuous basis and they are repeated a number of times, they become significant.

RESULTS

Findings from significant events from the content analysis indicated that there were

three primary actors: owner/management, players, and fans. The fans include those who do and do not attend the Detroit Tigers baseball games. The fans is an encompassing term word that includes the Detroit general public. The following were important themes of the significant events isolated:

1. The owner's ego is very important to management style.
2. Owners/management are protecting their interests at any cost, regardless of the players' or fans' perspective.
3. Players are demanding rights.
4. Players are critical of owner's comments, especially when they are criticized in the press.
5. The manager of the ball club can serve as an mediator between management and the players.
6. Fans are very active on the issue of a new ballpark.
7. Governmental officials are supportive of the owners/management positions.
8. Redevelopment is a critical issue regarding to where a new ballpark is placed.

Of the significant events, the one issue on which owners/ management, players, and fans are strongly divided is the issue of a new ballpark. The other issue that seems to be critical is the type of management and the relationships with players and fans. Players and fans want some degree of control placement of a ballpark.

Results from the contextual analysis are discussed according to owner/management, players, and fans. An analysis of the Monaghan era ownership of the Tigers and the beginning of the Ilitch-era ownership was conducted (26, 29). Holistic and component elements were examined respectively. Both elements and factors

were investigated in relationship to their cultural expression and impacts. When the owner/management perspective was analyzed during the Monaghan era, the level of commitment to attend baseball was present in spite of competing stimuli (Model 1). The owner/management perspective indicated a low level of commitment that was basically financial and promotional. Of the component elements, the Monaghan management style was found to have an arrogant ego, an autocratic style of control, a promoter position of love of sport, profit motive toward money, personal pride on the basis of competition, a contemporary position on nostalgia, and a fame position for popularity (Table 1). In the Ilitch era of ownership, the primary commitment was valuing (Model 1). This value base was a commitment from the owner and management to identify strongly with the Tigers. The valued identification indicated a desire for a baseball association that directly related to Ilitch as a minor league player in the Tiger organization as well as to his financial interest in developing downtown Detroit. Ilitch has had a continued promotional interest in his pizza product through sport. In the component assessment, the Ilitch management style had an anonymous position on ego, a democratic position on control, a purist position on sport, an investment position on money, a team approach to competition, a heritage style on nostalgia, and a low popularity profile (Table 1). The transition in ownership from Monaghan to Ilitch had the largest differences on the short-term elements in relation to ego, control, money, and competition.

The Monaghan management style was less compatible with the Detroit culture than was the Ilitch management style. Detroit culture has been characterized as a management/labor, ethnic, auto city with a simplistic

approach to relationships and traditions. The culture has reflected fierce loyalty and staunch independence. Changes needed to be initiated from within and could not be imposed by an outside authority or power. Tiger fans of the city of Detroit have wanted some type of control over the destiny of their ball club. Relationships have been equated with management/labor relations because this was the fans' perspective. Large companies and unions have been an important part of the Detroit culture, and these relationships transferred into the sports community. When an autocratic style of management was used, it was unsuccessful in the Detroit culture. The Ilitch management style was more conciliatory and, as a result, has been more successful. The breakdown of relationships with the Monaghan regime allowed a new ownership with an aspect of compromise to be an almost immediate success.

Players' primary commitment under the Monaghan era was also selected attention, which indicated attention to business when the circumstances were favorable (Model 1). The primary dimension of player commitment to win had to be present to develop a competitive edge. This competitive edge was present in the mid-1980s but was not present during the Monaghan ownership. During the Ilitch era, the primary commitment was valuing (Model 1). A new commitment of identity developed a new sense of pride in the Tiger name. With the Ilitch ownership, there has been a renewed sense of hope. This valuing commitment by the players could increase confidence and competitive desire. The players during the Monaghan era primarily had an anonymous position on ego, command element on control, a neutral position on love of the sport between promoter and purist, a profit motive on money, personal pride relation to

competition, a contemporary approach to nostalgia, a low profile on popularity and self-indulgence on morale (Table 1).

During the Ilitch era, the players had a middle position on ego between anonymous and arrogant, a middle position on control between individual and command, a middle position between promoter and purist on love of sport, an investment position on money, a team approach to competition, a middle position on nostalgia between contemporary and heritage, a middle position on popularity between low profile and fame, and a middle position on morale between self-indulgence and loyalty (Table 1). The differences between the Monaghan and Ilitch eras for the players were on ego, nostalgia, desire for popularity, and morale.

A primary question was the compatibility between the players and the culture of Detroit. During the Monaghan era, the primary focus was to change the organization from one of ballplayers with a work ethic to a ball club of stars. The mediating force within this organization was Sparky Anderson, the manager, who was able to keep a balanced perspective during the Monaghan management period (19). Anderson was able to use a combination of work ethic and star players that was both compatible to management as well as to the larger community of Detroit. When Bo Schembechler was employed, the autocratic management style was doubled. Sparky Anderson could no longer maintain homeostasis. In the Ilitch era, the ballplayers were blue collar. A blue-collar player can be characterized as one with a good work ethic, and a loyal team player. They also have paid their dues primarily through the farm system and have come up through the rank and file. Because Detroit is primarily a union town that understands the work ethic, there was a congruence between the

ballplayers and Detroit fans. The greatest influence on the players was morale. Morale created an environment for players to reach maximum potential and greater job satisfaction, and work together to achieve a goal.

For fans, in the Monaghan era, the commitment was again selected attention that represented a commitment based on finances and promotion (Model 1). During the Ilitch era, the primary commitment level was valuing, which was based upon the concept of individualization (Model 1). In the Monaghan era, the component elements indicated that arrogance was related to identity, command was related to control, promoter was the primary element of love of sport, necessity was the ingredient in money, heritage was related to nostalgia, fame was associated with popularity, and self-indulgence was related to morale (Table 1). During the Ilitch era, the component elements indicated that anonymous was the primary element of ego, an individualistic perspective was the primary influence of control, purist was the associated ingredient with love of sport, disposable income was related to money, heritage was the essential ingredient in nostalgia, fame was the primary influence of popularity, and loyalty was the essential ingredient in morale (Table 1). The important variables with the largest differences were: ego, control, money, and morale.

The fans in Detroit vicariously have lived their lives through the success or failure of the team, indicating positive and negative motivation. In order to obtain this feeling the fans of Detroit have spent their disposable monies and more to attend a baseball game. If the team wins, the city has taken on a feeling of success and a new atmosphere for development and pride. If the team loses, the fans were supportive for

a length of time before negative motivation was evidenced. Fans were seeking success through their ball team. As a result, the owners and players were a motivational factor in the community. During the latter phase of the Monaghan era, fans were angry, and there was a feeling of defeatism. When the ownership changed to Ilitch, there has been a new pride in the Detroit community. Changes have occurred, and ball games have become more family oriented. The primary variables that have influenced the fans were the desire for popularity and success of their team.

IMPLICATIONS

It is the interactions of the owner/management, players and fans that ultimately have developed the role of baseball within a culture (Model 2). For ownership, the primary element in Detroit was control, for the players it was morale, and for the fans it was popularity and success. When the fans and the ownership moved in opposite directions, the impact was frustration and disappointment. When the goals of the ownership/management, players, and fans are more congruent, there was a positive impact upon the community. Sport has brought a community together to overcome differences. The primary emotional attachments were hope and pride, which translated into a new developmental cycle for the culture. Owners and players had a profound influence upon the motivation of fans, culture, and the community.

Cities such as Baltimore, Cleveland, Pittsburgh, and Buffalo have similar cultures. The nature of these cities often rise and fall on the success of their culturally compatible sport endeavors. One of the outcomes is motivation. Motivation, in this context, is the desire to achieve and the

confidence to carry out the plan of action.
Baltimore and Cleveland have new ballparks

and there has been a renewed interest in
baseball and the city's development.

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Model 1
Affective Domain-holistic Factor

Core Values

Value complex--Sufficient commitment to an object to build a philosophy of life upon commitment.

Organization--Sufficient commitment to an object to seek to convert others to the cause.

Peripheral Values

Valuing--Sufficient commitment to an object to identify with it.

Responding--Seeks out object and gains satisfaction from working with it.

Selected attention--Attends to stimuli, when the circumstances are favorable.

Receiving--Tolerates the presence of an object.

A TIMELINE OF SIGNIFICANT EVENTS

- 8/11/84 Fetzer sells team to Monaghan.
- 9/19/84 Tigers win A. L. Title.
- 10/15/84 Detroit Tigers win World Series/San Diego Padres.
- 10/16/84 Fans riot after Series win.
- 10/16/84 Detroit Tigers have encountered free agency problems.
- 5/06/85 Detroit Tigers close bleachers because of rowdy fans.
- 12/20/86 Morris claims owners collaborating to keep salaries low.
- 2/14/87 Jack Morris wins arbitration.
- 10/05/87 Detroit Tigers win A L. East Title.
- 8/11/88 Intangible makes ball club great/Sparky Anderson.
- 10/13/88 Monaghan criticizes Gibson.
- 3/19/89 Governor pledges money for new stadium.
- 5/26/89 Sparky Anderson takes leave of absence.
- 6/07/89 Sparky Anderson returns and hopes to turn team's losing streak around.
- 5/11/90 Cecil Fielder is hired.
- 5/23/90 Sparky Anderson talks about losing season and managing career.
- 5/23/90 Jack Morris' locker room incident is defended by Bo Schembechler.
- 10/04/90 Cecil Fielder hits 50th homer.
- 10/30/90 Bo has new management plan.
- 11/21/90 Cecil Fielder places 2nd in MVP voting.
- 12/20/90 Ernie Harwell is fired by WJR.
- 12/21/90 Survey shows fans do not like E. H. firing.
- 12/28/90 Hank Aguire will try to buy team. Offer falls on deaf ears. Has Coleman Young's support.
- 1/08/91 WJR admits being behind firing of E.H.
- 1/08/91 General manager quits.
- 2/21/91 Fetzer's life is reviewed as broadcaster and team owner.
- 4/19/91 Wayne County officials plan downtown anchor to keep ballpark in city.
- 4/23/91 Bo makes 90-day demand for decision.
- 5/19/91 New stadium is centerpiece of downtown development.
- 6/06/91 Ballpark will be funded by club.
- 6/11/91 National trust for historic preservation/stadium/ endangered places.
- 6/11/91 Engineering study suggests stadium renovation not practical; new stadium to be built in suburbs.
- 7/25/91 Owner conflict with city over ballpark site.
- 10/03/91 Bo rejects downtown sites, new stadium to be in suburbs.
- 10/04/91 Bid for Tiger's turned does. Local investors.
- 10/08/91 Ernie Harwell's last day.
- 10/08/91 Stadium room and tax will be approved as long as stadium goes downtown.
- 10/16/91 Team is not for sale.
- 10/24/91 Monaghan might sell. Team is distraction from pizza business.
- 2/27/92 Lou Whitaker cannot negotiate contract because team for sale.
- 2/28/92 Tom Monaghan confirms desire to sell.
- 3/21/92 City council allocates Ilitch's Olympic Arenas \$500,000

5/05/92 E. H. broadcasts for Angels.
 6/13/92 Barroca solicit \$5 million from American League.
 7/03/92 Seattle Mariners are sold 125 million. This will not help Tigers' sale.
 7/08/92 Farm system changes in philosophy/Travis Fryman.
 7/09/92 Ilitch buys soccer team.
 7/10/92 Public image in front office/do not care.
 8/02/92 Build image before ballpark. Advice to Ilitch.
 8/04/92 Bo Schembechler is fired.
 8/07/92 Controversy ensues over Bo's firing.
 8/07/92 Bo prepares to sue Tigers.
 8/08/92 Board chairman fired. Awaiting league approval for selling of team.
 8/21/92 Mike Ilitch buys Tigers for \$85 million.
 8/26/92 Ballpark is important to Ilitch.
 8/27/92 New management team. Innovator and builder.
 8/27/92 New owner is Mike Ilitch.
 8/27/92 Will never move team out of city. May build new stadium.
 8/28/92 Ilitch wants to save Fox and Tigers/team effort needed.
 9/21/92 Leaders praise new stadium downtown.
 10/23/93 New riverfront stadium dream.
 1/08/93 Fans say Fielder worth every penny.
 1/08/93 Fielder signs \$36 million contract.
 1/08/93 Ilitch puts \$8 million in stadium.
 2/27/93 Ilitch studies stadium location/near Fox.
 5/02/93 Ilitch cares and fans care.
 10/15/93 Eric Davis receives contract.
 11/03/93 Travis Fryman signs contract.
 3/16/94 Younger players are in limelight.
 5/18/94 Lead American League in runs scored.
 6/7/95 Key to winning is pitching/Detroit needs pitching.
 1/3/95 Governor of Michigan supports new stadium in downtown. Ilitch and mayor say to stadium spur development.
 3/6/95 Sparky Anderson refuses to play with replacement player.

TABLE 1
INTERPRETIVE SCALES*

Owner/Management
Elements

Ego/Image	Anonymous	$\frac{\text{I}}{\text{I}}\text{-----}/\text{-----}\frac{\text{M}}{\text{M}}$	Arrogant
Control/Others	Democratic	$\frac{\text{I}}{\text{I}}\text{-----}/\text{-----}\frac{\text{M}}{\text{M}}$	Autocratic
Love of Sport	Purist	$\text{-----}/\frac{\text{I}}{\text{I}}\text{-----}\frac{\text{M}}{\text{M}}$	Promoter
Money	Investment	$\frac{\text{I}}{\text{I}}\text{-----}/\text{-----}\frac{\text{M}}{\text{M}}$	Profit/Mach.
Competition	Team	$\frac{\text{I}}{\text{I}}\text{-----}/\text{-----}\frac{\text{M}}{\text{M}}$	Personal Pride
Nostalgia	Contemporary	$\frac{\text{M}}{\text{M}}\text{-----}/\frac{\text{I}}{\text{I}}\text{-----}$	Heritage
Desire for Popularity	Low Profile	$\text{-----}/\frac{\text{I}}{\text{I}}\text{-----}\frac{\text{M}}{\text{M}}$	Fame

Players

Elements

Ego/Talent	Anonymous	$\frac{\text{M}}{\text{I}}\text{-----}/\text{-----}$	Arrogant
Control/Self	Individual	$\text{-----}/\frac{\text{I}}{\text{I}}\text{-----}\frac{\text{M}}{\text{M}}$	Command
Love of Sport	Purist	$\text{-----}/\frac{\text{M}}{\text{I}}\text{-----}$	Promoter
Money/Income	Investment	$\frac{\text{I}}{\text{I}}\text{-----}/\frac{\text{M}}{\text{M}}\text{-----}$	Profit/Mach.
Competition	Team	$\text{-----}/\frac{\text{I}}{\text{I}}\text{-----}\frac{\text{M}}{\text{M}}$	Personal Pride
Nostalgia	Contemporary	$\text{-----}/\frac{\text{M}}{\text{I}}\text{-----}$	Heritage
Desire for Popularity	Low Profile	$\frac{\text{M}}{\text{I}}\text{-----}/\frac{\text{I}}{\text{I}}\text{-----}$	Fame
Morale	Self-Indulgence	$\frac{\text{M}}{\text{I}}\text{-----}/\frac{\text{I}}{\text{I}}\text{-----}$	Loyalty

Fans

Elements

Ego/Identity	Anonymous	$\frac{\text{I}}{\text{I}}\text{-----}/\text{-----}\frac{\text{M}}{\text{M}}$	Arrogant
Control/Influence	Individual	$\frac{\text{I}}{\text{I}}\text{-----}/\text{-----}\frac{\text{M}}{\text{M}}$	Command
Love of Sport	Promoter	$\text{-----}/\frac{\text{M}}{\text{I}}\text{-----}$	Purist
Money/Cost	Disposal	$\frac{\text{I}}{\text{I}}\text{-----}/\text{-----}\frac{\text{M}}{\text{M}}$	Necessity
Nostalgia	Contemporary	$\text{-----}/\frac{\text{M}}{\text{I}}\text{-----}$	Fame
Morale	Self-Indulgence	$\text{-----}/\frac{\text{M}}{\text{I}}\text{-----}$	Loyalty

*M = Monaghan
I = Ilitch

Model 2
Motivation Model

