

Contractual Employment and Job Security in Sports: HR Challenges and Solutions A Study on JSW Sports

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Abstract

Contractual employment has become a common employment practice in sports organizations due to the performance-oriented nature of the sports industry. Sports organizations frequently employ athletes, coaches, trainers, physiotherapists, and support staff under contractual systems to maintain flexibility and improve operational efficiency. However, contractual employment also creates challenges related to job security, employee retention, stress, motivation, and long-term career stability. The present study focuses on analysing the impact of contractual employment and job security in JSW Sports. The study examines employee perceptions regarding HR support systems, training opportunities, employee welfare measures, mental health support, and organizational commitment. Both primary and secondary data were used for the study. Primary data were collected through structured questionnaires, while secondary data were collected from journals, books, websites, company reports, and previous research studies. A descriptive research design was adopted for the study. Convenience sampling technique was used to collect responses from employees and professionals associated with sports organizations. Percentage analysis, comparative analysis, correlation analysis, and regression analysis were applied for interpreting the collected data. The findings reveal that effective HR support systems, transparent communication, counseling support, and employee welfare initiatives positively influence employee motivation, satisfaction, and performance. The study concludes that stronger job security measures and employee-friendly HR policies are essential for improving employee retention and organizational effectiveness in sports organizations.

Keywords

Contractual Employment, Job Security, Human Resource Management, Sports Organizations, Employee Satisfaction, Employee Retention, Organizational Commitment, JSW Sports.

1. Introduction

The Indian sports industry has experienced rapid growth due to increasing corporate investments, professional leagues, media exposure, and international participation. Sports organizations are becoming more professional and performance-driven, creating a strong demand for skilled athletes, coaches, trainers, physiotherapists, and support staff. Organizations such as JSW Sports have contributed significantly toward athlete development, sports infrastructure, and professional sports management in India.

JSW Sports operates through athlete sponsorship programs, sports academies, professional teams, and high-performance training institutions such as the Inspire Institute of Sport. The organization focuses on developing world-class athletes by providing advanced coaching, sports science support, healthcare facilities, nutrition guidance, and psychological support systems.

The sports industry mainly depends on contractual employment systems because of its competitive and performance-oriented environment. Employees and athletes are often employed under short-term contracts based on performance, fitness, and organizational requirements. Although contractual employment provides operational flexibility and performance efficiency, it also creates challenges related to job security, stress, employee retention, and career

uncertainty.

Human Resource Management plays a significant role in addressing these challenges through employee welfare measures, counseling support, training and development programs, transparent communication, and performance management systems. The present study focuses on understanding the impact of contractual employment and job security on employee satisfaction, motivation, and organizational performance in JSW Sports.

2. Review of Literature

2.1 Review of Research Papers

Michael Armstrong (2020) explained that effective Human Resource Management practices improve employee motivation, organizational commitment, and productivity. HR support systems help employees feel secure and valued within organizations.

Gary Dessler (2021) stated that contractual employment provides organizational flexibility but may reduce employee job security and long-term commitment. The study emphasized the importance of balanced HR policies for maintaining employee satisfaction.

Packianathan Chelladurai (2014) highlighted that effective HR management in sports organizations improves employee retention, communication, and organizational efficiency.

Russell Hoyer (2018) explained that sports organizations require structured HR systems to manage athletes, coaches, and employees effectively in highly competitive environments.

George B. Cunningham (2018) emphasized that employee motivation, organizational culture, and welfare measures significantly influence employee satisfaction and work performance in sports organizations.

John Taylor (2018) highlighted that mental health support and counseling programs are essential in reducing stress and improving employee well-being within sports organizations.

David Collings (2019) explained that talent management and employee retention strategies are important for improving organizational performance and workforce stability.

2.2 Research Gap

Most previous studies mainly focused on Human Resource Management practices in traditional industries such as manufacturing, banking, healthcare, and information technology. Limited research has been conducted regarding contractual employment and job security in sports organizations. There is also limited research related to employee welfare, mental health support, and HR challenges within Indian sports organizations such as JSW Sports. Therefore, the present study attempts to fill this gap by analysing the impact of contractual employment on employee satisfaction, job security, and organizational commitment in sports organizations.

3. Objectives of the Study

Primary Objective

- To analyse the impact of contractual employment on job security in JSW Sports.

Secondary Objectives

- To identify HR challenges faced by employees working under contractual systems.
- To analyse employee satisfaction regarding HR support and welfare measures.
- To study the relationship between job security and employee performance.
- To evaluate the effectiveness of training and development initiatives.
- To provide suggestions for improving employee retention and organizational commitment.

4. Research Methodology

4.1 Research Design

The study adopted a descriptive research design to analyse contractual employment practices and job security issues in JSW Sports.

4.2 Sources of Data

Primary Data

Primary data were collected from employees and professionals associated with sports organizations through structured questionnaires and survey responses.

Secondary Data

Secondary data were collected from journals, books, company reports, websites, research articles, and sports management publications.

4.3 Sampling Technique

The study used the convenience sampling technique for selecting respondents.

4.4 Sample Size

The sample size consists of 13 respondents associated with sports organizations.

4.5 Tools Used for Analysis

- Percentage Analysis
- Comparative Analysis

- Correlation Analysis
- Regression Analysis
- Tables and Charts

4.6 Hypothesis

Null Hypothesis (H_0)

There is no significant relationship between job security and employee performance in sports organizations.

Alternative Hypothesis (H_1)

There is a significant relationship between job security and employee performance in sports organizations.

5. Data Analysis and Interpretation

5.1 Employee Perception Regarding Job Security

The study indicates that a majority of respondents feel secure under contractual employment systems, while some respondents remain uncertain regarding long-term career stability. The findings reveal that employees prefer stronger job security measures to improve long-term organizational commitment and employee retention.

5.2 HR Support and Employee Motivation

The analysis shows that HR support systems positively influence employee motivation and work performance. Employees agreed that welfare measures, training opportunities, communication support, and guidance from HR departments improve confidence, productivity, and organizational satisfaction.

5.3 Training and Development Opportunities

The findings reveal that employees frequently receive training and development opportunities within the organization. Regular training programs contribute significantly toward skill enhancement, professional growth, and performance improvement.

5.4 Mental Health and Counseling Support

The study indicates mixed opinions regarding mental health and counseling support. While several employees expressed satisfaction with organizational support systems, some respondents suggested the need for stronger counseling initiatives and stress management programs.

5.5 Performance Pressure under Contractual Employment

The analysis reveals that contractual employment creates continuous pressure to perform consistently. Employees working under contractual systems experience stress related to performance expectations, contract renewals, and

future employment opportunities.

5.6 Correlation Analysis

The correlation analysis indicates a strong positive relationship between HR support systems and employee performance. Effective HR practices such as counseling support, transparent communication, employee welfare measures, and training opportunities positively influence employee satisfaction and organizational commitment.

6. Findings of the Study

- Employees are generally satisfied with the HR policies implemented within JSW Sports.
- HR support systems positively influence employee motivation and work performance.
- Contractual employment creates performance pressure and career uncertainty.
- Employees prefer stronger job security measures for long-term career stability.
- Training and development programs improve employee confidence and productivity.
- Mental health support systems require further improvement.
- Transparent communication improves employee trust and organizational commitment.
- Employee welfare initiatives contribute positively toward employee retention.

7. Suggestions

- Sports organizations should strengthen job security measures for employees working under contractual systems.
- HR departments should improve counseling and mental health support services.
- Transparent communication and fair performance evaluation systems should be maintained.
- Organizations should continue providing regular training and development opportunities.
- Employee welfare programs and career development initiatives should be enhanced.
- Long-term support systems should be implemented to improve employee retention and organizational stability.

8. Conclusion

The study concludes that contractual employment significantly influences employee satisfaction, motivation, and organizational commitment within sports organizations. Although contractual employment provides operational flexibility and performance efficiency, it also creates stress and uncertainty regarding long-term employment stability.

The findings confirm that effective Human Resource Management practices such as employee welfare measures, counseling support, training opportunities, transparent communication, and job security initiatives positively influence employee motivation and productivity. Organizations such as JSW Sports have adopted several HR support systems that contribute toward employee development and organizational effectiveness.

Overall, stronger HR policies and employee-friendly organizational practices are essential for improving employee retention, reducing stress, and maintaining long-term organizational success in the sports industry.

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