

**Supplementary material to the article: “A negative career shock and career capital: the perspective of sports clubs personnel during the COVID-19 pandemic”**

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**1. Descriptive statistics of the categorical data**

	N	%
Respondent's gender		
women	69	30.5
men	154	68.1
n/a	3	1.3
Respondent's age		
under 30 years old	47	20.8
30-39 years old	64	28.3
40-49 years old	59	26.1
50-59 years old	36	15.9
60-69 years old	16	7.1
70 years old and more	4	1.8
Respondent's position		
top managers, owners	97	42.9
high-level managers	37	16.4
low and mid-level managers	27	11.9
specialists	53	23.5
interns, juniors	12	5.3
Respondent's function		
management board	83	36.7
sports department	59	26.1
medical department	2	0.9
marketing and communication	34	15.0
event organisation	27	11.9
finance	2	0.9
other administration	8	3.5
technical department	4	1.8
other	7	3.1
Respondent's working experience in the club		
less than 1 year	13	5.8

1-2 years	31	13.7
3-5 years	59	26.1
6-10 years	40	17.7
more than 10 years	83	36.7
Respondent's remuneration		
paid-work	205	90.7
volunteering	23	10.2
Respondent's working hours		
full-time	145	64.2
part-time	82	36.3
Clubs' competition level		
top division	96	42.5
lower level	74	32.7
individual athletes' competition	57	25.2
Club's legal status		
joint-stock company	75	33.2
limited company	19	8.4
sport society or other non-profit	133	58.8
<b>Total</b>	<b>226</b>	<b>100.0</b>

## 2. Codebook

Themes	Definitions	Examples of quotations
<b>KNOWING-HOW</b>		
1. Information technology	Acquiring or upgrading competencies (skills, software, and hardware) in IT; including online communication, social media, etc.	<p><i>I learned to use e-administration and all forms of distance communication.</i></p> <p><i>I learned coaching online using different software.</i></p> <p><i>I had to focus on online activities and I had to update my social media usage.</i></p> <p><i>I had to upgrade my skills in digital graphics and document editing.</i></p> <p><i>The COVID-19 pandemic improved the organisation of our unit, as we learned to use teamwork tools (e.g. data Clouds and applications for online meetings).</i></p> <p><i>New competencies related to online meetings. First, our association communicated with us in this way, then we started to use it among ourselves in the club. We improved our remote working.</i></p> <p><i>I had to learn to operate online meetings and to make live event transmissions.</i></p> <p><i>I learned to make press conferences online.</i></p>
2. New methods of work	New ways of working or increased competencies in remote work, agile project management, time management, teamwork, conflict solving, strategic or short-term planning, etc. Increased autonomy, decision-making, efficiency, or patience at work, etc.	<p><i>The capacity to think strategically, to make plans under uncertainty.</i></p> <p><i>I learned working with the agile methodology; you had to react fast to changing decisions. There was more interest in the use of online communication tools and applications. Especially the older colleagues did not use them a lot before</i></p>

		<p><i>the COVID-19 pandemic. The club had to reorient towards digital platforms and I learned to use a CRM system.</i></p> <p><i>I become more open to new work methods and I stopped fearing change.</i></p> <p><i>The situation forced more coordination in our team and the digitalisation of the club.</i></p> <p><i>Changes in the operation of the clubs made me develop my creativity in order to sustain my competitiveness as an employee and the competitiveness of my club. (...) I learned a lot about team management. I learned to find urgent solutions in very stressful conditions. In addition, in my club, the number of employees went down so I had to take over some new organisational and administrative obligations. This way I learned a lot about finance and administration.</i></p> <p><i>The benefits: using distance communication tools, and greater work autonomy.</i></p> <p><i>I learned to manage a distant team.</i></p> <p><i>Competencies of adaptation to new restrictions, learning to organise competitions in new forms, adaptation to a new routine.</i></p>
3. Elasticity and creativity	Increased competencies of adaptability, elasticity, and creative problem solving.	<p><i>The competency of being able to work in a changing environment. Planning activities to be done at a distance and on placements simultaneously. Instructing athletes through the Internet while coping with the limitations of their housing conditions.</i></p> <p><i>I learned about elasticity by thinking about the financial stability of the club and how to answer the customers' needs.</i></p> <p><i>I had to search for new solutions. I had to improve my individual work and be ready all time, for everything, in every aspect.</i></p> <p><i>I learned a lot about elasticity and creativity related to the communications with the sports fans who could not be present in the stadium. We had to sustain the relationship.</i></p> <p><i>I had to increase my skills of adaptation, I had to concentrate to neutralise the impact of the COVID-19 pandemic for the club's activity.</i></p> <p><i>I learned to solve issues in more than one way.</i></p> <p><i>Positive effects – more elasticity and employees' resistance.</i></p> <p><i>I got the inner conviction to be able to adapt to a challenging professional situation.</i></p>
4. Working under uncertainty	Learning how to operate in a state of chaos, uncertainty, and under stress.	<p><i>The situation was full of uncertainty; we had to deal with atypical issues. However, the need to realise our commitment towards our sponsors under these circumstances provoked a lot of creativity.</i></p> <p><i>There was a lot of chaos; we had to be ready for every option, including more hybrid or distant work.</i></p> <p><i>Diligence, a fast reaction to many changes in the timetable, and resistance to stress.</i></p> <p><i>All of these changes caused a lot of stress but also a lot of satisfaction when we succeeded.</i></p> <p><i>I learned to better adapt to unfavourable conditions and practiced effective time management on my own.</i></p> <p><i>In general, it was difficult to predict and evaluate many things, so we had to learn to plan under a lot of uncertainty.</i></p>

		<p><i>A completely new organisation of work.</i></p> <p><i>The capability to act in unpredictable conditions.</i></p> <p><i>I have personally learned a lot of about team management in extreme situations.</i></p>
5. COVID-19	<p>Learning how to deal with the medical and administrative restrictions imposed by COVID-19 prevention and treatment (including the organisation of sports events and trainings, post-COVID-19 training procedures, changes in the participants' behaviours); observing the solutions implemented by other organisations in this area.</p>	<p><i>Not much changed in terms of my competencies, except for searching for information about COVID-19-related issues on the governmental websites.</i></p> <p><i>I learned about the behaviour of sports fan during the pandemic. I learned also about the course of the COVID-19 illness, the available vaccines, and the possible side effects.</i></p> <p><i>I learned how to increase my immunity to various pathogens.</i></p>
6. More time	<p>More free time gained due to the interruption of some professional activities.</p>	<p><i>The COVID-19 pandemic allowed time for some rest and it made me realise how exhausting the work I had been doing was. It let me understand the need for a work-life balance.</i></p> <p><i>The COVID-19 pandemic allowed me to participate in some courses. There was never enough time for this before the COVID-19 pandemic.</i></p> <p><i>I could calmly study coaching programs for my athletes.</i></p> <p><i>As I had less usual activities I could give a try to a new offer of teaching distance courses for university students.</i></p> <p><i>Thanks to the COVID-19 pandemic, with my colleagues we had time to find new sponsors for our club.</i></p> <p><i>We had more time and flexibility and we could do more tasks to improve the way the club operates.</i></p> <p><i>Deceleration of some processes allowed to sort out other processes in my professional and private life.</i></p> <p><i>I had time to improve my competencies and skills.</i></p>
7. Learning and education	<p>More learning and education because of the new environment.</p>	<p><i>During the COVID-19 pandemic, I started coaching courses and an online university programme.</i></p> <p><i>The impossibility of giving courses and participating in training in the normal way made me watch more training material about my sport online.</i></p> <p><i>In general, in my voluntary work, you may also find opportunities for your development, not only during competition season. So, during the COVID-19 pandemic, I strongly engaged in the development of my skills and knowledge. When everything came back to normality, I jumped to a higher level as a match analyst.</i></p> <p><i>During the COVID-19 pandemic, I kept observing how foreign big football clubs deal with pandemic hardships and how they modify their relations with their fans and football players.</i></p> <p><i>I got more skills because of all the changes that were implemented.</i></p> <p><i>Online courses, webinars, and workshops – I have benefited a lot.</i></p>
8. Knowledge and skills downgrading	<p>Decline of former knowledge and skills (e.g., training skills, sporting level, match analytics, relationship building).</p>	<p><i>No meetings at all or meetings limited to small groups caused some transitory loss of my teamwork capacities. The impossibility of meeting all of the obligations needed got me out of habit for some of my routine activities.</i></p> <p><i>It provoked me to lower the quality of my training and broke the cycle of skill building.</i></p>

		<p><i>The impossibility of practicing lowered my skills of quick game analysis and statistics generation.</i></p> <p><i>The impossibility to practice my sport impaired my skills.</i></p>
9. Less learning	Limited possibilities for professional education (e.g., due to limited live meetings and financial resources, or additional stress and uncertainty).	<p><i>The COVID-19 pandemic stopped my professional development as a coach, e.g. because of fewer contact with other coaches.</i></p> <p><i>No possibility to take part in training or to buy material – we had to cut down our spending on everything.</i></p> <p><i>Uncertainty and fear about the future does not support professional development.</i></p>
10.No impact	Statements of no impact of Covid-19 pandemic on the <i>knowing-how</i> .	<p><i>The COVID-19 pandemic made no impact.</i></p> <p><i>The COVID-19 pandemic hardly changed anything, as I had used to work online before.</i></p>
11.N/A	Statements of a general nature or non-related to the <i>knowing-how</i> .	<i>The COVID-19 pandemic provoked acquiring new knowledge and skills.</i>
<b>KNOWING-WHY</b>		
1. Changes in life and work priorities	COVID-19 pandemic's impact on priorities and important aspects of both their personal and professional life.	<p><i>The COVID-19 pandemic allowed me to get some rest and it made me realise how exhausting the work I had been doing is. It made me understand that a work-life balance is necessary for my wellbeing.</i></p> <p><i>The COVID-19 pandemic made me realise that a professional career is not worth much if you get ill.</i></p> <p><i>The COVID-19 pandemic changed my priorities, showing me what is really important in life and work.</i></p> <p><i>I spent a lot of time planning for after Covid-19.</i></p> <p><i>I realised the impact of new technologies on life.</i></p> <p><i>During the first months of the COVID-19 pandemic I realised the basic human needs are very limited: security, relations with family and friends, having something to eat.</i></p> <p><i>The COVID-19 pandemic helped me notice that the life has more to offer than only a professional career.</i></p> <p><i>It made me change my thinking about finances in my club and in personal life.</i></p>
2. Sense and direction of career	Positive and negative comments on the changes in career goals, strategies; sense making of the career in sport.	<p><i>That was new that sometimes I thought that my work is not needed as there are no people who get the communication.</i></p> <p><i>The COVID-19 pandemic let me critically think over my hitherto career. It let me realise possibilities and new areas of competency upgrading that could be useful in professional sports management.</i></p> <p><i>The COVID-19 pandemic made me realise the need to constantly improve my competencies on my own – especially as the possibilities in my club are quite limited.</i></p> <p><i>Sometimes I felt lost; I had more and more fear about my future career.</i></p> <p><i>The COVID-19 pandemic made me question the sense of the working in a sports club.</i></p> <p><i>The temporality of activities and the lack of perspective of systematic grow (I'm 65+ old) made me give up on improving my professional skills.</i></p> <p><i>The COVID-19 pandemic made me question the stability and utility of the sports business for my career in future.</i></p> <p><i>The strategy for my career development has changed, some goals have been postponed.</i></p>

		<p><i>I have appreciated the sports career and its potential.</i></p> <p><i>During the COVID-19 pandemic many of my friends lost their jobs. My work in the sports club gave me stability and I learned to appreciate my competencies and education.</i></p> <p><i>The COVID-19 pandemic made me realise what I want to do next in my life, what will be the right next step for me.</i></p> <p><i>The COVID-19 pandemic made me search for another job, in a completely different area. Thanks to this, I learned a lot of skills, met other people, and changed my perspective on the career.</i></p>
3. Need for elasticity and proactivity in career	Career depends on many exterior variables, thus the need for elasticity, adaptation, and proactivity in career development.	<p><i>The COVID-19 pandemic gave me a lot of time to think over my career and life in general. I had taken some career decisions. There is nothing you should wait for - you have to catch opportunities.</i></p> <p><i>I learned that my career depends on other people and on external events that I do not control.</i></p> <p><i>During the COVID-19 pandemic, I learned that it is no use making long-term plans for your career. The most valuable competency is elasticity.</i></p> <p><i>The COVID-19 pandemic showed that nothing is sure, stable, and even if something is very well prepared you have to be very dynamic and elastic in order to adapt to new conditions. You have to be proactive.</i></p>
4. Desire for, need and benefits of continuous learning	Reflection on the benefits of learning, acquiring new skills, and professional development.	<p><i>I realised that I should have various competencies that can be applicable in different departments of the organisation or in other organisations.</i></p> <p><i>I got more conscious about the need to continuously develop and acquire new knowledge.</i></p> <p><i>The most importantly, the COVID-19 pandemic made me realise the need to constantly upgrade my skills on my own, especially as there are limited possibilities of professional development in the club.</i></p>
5. Important career success factors	Realisation of the skills and attitudes that are important for career development in sports sector.	<p><i>I noticed that people in the sports sector have to be able to adapt quickly.</i></p> <p><i>I had to improve my creativity to be competitive.</i></p> <p><i>During the COVID-19 pandemic, we realised how important good relations with our sponsors, colleagues and other stakeholders are.</i></p> <p><i>I realised even more during the COVID-19 pandemic that you have to be really good at what you are doing.</i></p> <p><i>I realised that I have to change my professional habits to achieve career success in the long run.</i></p>
6. Valuable aspects of the work	Realisation of personally important elements of the work.	<p><i>I realised that online marketing activities do not give me so much satisfaction as the direct contact with fans, sponsors and other stakeholders. What is important for me in my work is the human relations.</i></p> <p><i>The COVID-19 pandemic showed that despite my capability to work elsewhere than in sports, it is sport – matches and competitions – that gives me a lot of satisfaction and compensates my efforts.</i></p> <p><i>The COVID-19 pandemic stopped my business travel and only then did I realise how much I do travel and how much I appreciate it.</i></p>

		<p><i>I saw how my work is important, especially for children who practiced less sport during the COVID-19 pandemic.</i></p> <p><i>I realised that my work loses all sense when there are no fans in the stadium.</i></p> <p><i>Work with children and youth gives me a lot of satisfaction, as the sports make them regularly improve their physical condition.</i></p> <p><i>I realized that the remote work is great for me and I should strive for it in future.</i></p> <p><i>Sports and tourism are important for the society.</i></p>
7. Improvement in self-evaluation	Positive evaluation of new skills and competencies, or a different attitude after the COVID-19 pandemic; improved self-image.	<p><i>I learned about myself in that I react well to changes, and that I can adapt quickly and creatively. It made me sure that I can cope with challenges and I will probably do well in other industries.</i></p> <p><i>I coped with no problems with coaching online.</i></p> <p><i>I got more confident in my decisions.</i></p> <p><i>I adapted to the new conditions, I can cope, and I got stronger and more stress resilient.</i></p> <p><i>The COVID-19 pandemic brought me more obligations in an environment of dynamic changes. It made me believe in my capacities and that I will succeed in all situations. My confidence in my capacities improved.</i></p>
8. Increased professional adaptation	Realisation of a higher capacity for professional adaptation.	<p><i>I increased my adaptation capacity.</i></p> <p><i>The COVID-19 pandemic showed me that I can adapt quickly to new conditions.</i></p> <p><i>I learned to adapt better to unfavourable conditions.</i></p>
9. COVID-19 pandemic as a chance for career development	Positive impact due to the COVID-19 pandemic on career and professional development (facts and emotions).	<p><i>I had to give up on elite sports and I focused on youth sports instead. This new experience and competencies led to me to a new job.</i></p> <p><i>I had some rest from the competitions so then I could focus on new training methods.</i></p> <p><i>I made two changes in my professional life. This was a demanding period and it made me focus completely on sports management and sports animation.</i></p> <p><i>Naturally, the COVID-19 pandemic has made me fear job loss but it has also showed new opportunities – suddenly, I had more time for myself and for my activities. I realised that I can do more than I used to.</i></p> <p><i>The COVID-19 pandemic gave me more time for conceptual thinking about our organisation and my self-development.</i></p> <p><i>The COVID-19 pandemic helped me notice opportunities in other areas.</i></p> <p><i>The COVID-19 pandemic made me search for a new job in another sector. Thank to this, I learned new skills, met new people, and developed my perspective on the career.</i></p> <p><i>New challenges, new activities, new opportunities!</i></p>
10. COVID-19 pandemic as a barrier to career development	Negative impact due to the COVID-19 pandemic on career and professional development (facts and emotions).	<p><i>I realised that I had less chances for professional growth.</i></p> <p><i>My coaching career was stopped.</i></p> <p><i>The COVID-19 pandemic restrained the chances of sports success for my athletes, so it deteriorated the development of my own career and competencies as well.</i></p>

		<p><i>The COVID-19 pandemic delayed my accreditation.</i></p> <p><i>I experienced a deterioration of income, working hours, cooperation.</i></p> <p><i>Unfortunately, the COVID-19 pandemic made a break in my education as a coach because of lack of courses, trainings, and travel projects.</i></p>
11. Instability of the professional situation	Instability of the professional situation in terms of a job, the organisation and industry, and any related emotions.	<p><i>The COVID-19 pandemic has made me appreciate my position in the organisation. Before the COVID-19 pandemic, keeping my job was evident and I could focus solely on my development. During the COVID-19 pandemic, I realised that it was not so evident at all.</i></p> <p><i>The COVID-19 pandemic has made me feel very uncertain about my professional situation in the context of the whole sports industry.</i></p> <p><i>I learned that my career depends on other people and on external events that I do not control.</i></p> <p><i>Sometimes I felt lost; I feared about my future and professional career.</i></p> <p><i>I focused on not losing my job.</i></p> <p><i>Uncertainty about tomorrow is not good for any professional development.</i></p>
12. No impact	Statements of no impact due to Covid-19 pandemic for <i>knowing-why</i> .	<i>Hardly anything.</i>
13. N/A	Statements of a general nature or non-related to the <i>knowing-why</i>	<i>It stopped.</i>
<b>KNOWING-WHOM</b>		
1. Importance of relations	Reflections on the importance of relationships for career development in sports and the sports club's activity. Direct appraisal of the importance or indirect appraisal manifested through emotional evaluations (positive and negative).	<p><i>Contact with the journalists working during the matches faded. These contacts are important for the career development of the people working in the marketing department of our sports club.</i></p> <p><i>The COVID-19 pandemic partially limited my professional development. I missed my direct contacts and the exchange of experiences very much. I also missed the unofficial meetings during which we usually got new ideas.</i></p> <p><i>People cooperating with our club have totally withdrawn. It caused a lot of uncertainty, and we had hardly any help or support.</i></p> <p><i>The COVID-19 pandemic made me realise that I have a great team trainers with me, and that we can rely on each other in the most difficult situations. I managed to recruit new trainers. During this hardship, social relations were very important.</i></p> <p><i>Cooperation with other trainers was great; it made the relationships stronger, and we shared experiences and supported each other.</i></p> <p><i>The COVID-19 pandemic stopped or weakened many relations. Online relations are not of the same quality as face-to-face ones.</i></p> <p><i>The loss of human contacts – bad feelings.</i></p> <p><i>The COVID-19 pandemic limited possibilities of meetings with trainers, clubs' representative and organisations, which was disadvantageous for the mutual relations.</i></p>
2. Online vs live communication	Comments on the transfer of face-to-face communication into an online environment, and its evaluation (as an advantage or disadvantage) and results.	<i>Nothing may replace direct contact; it was particularly difficult for the people used to traditional communication means.</i>



		<p><i>In September 2021, I participated in a sports business congress in person for the first time since the start of the COVID-19 pandemic. And it is clear – no online event will ever replace live meetings as a possibility for networking. On the other hand, the COVID-19 pandemic showed us new possibilities when it came to the online meetings with people in our industry which was so much simpler compared to before the COVID-19 pandemic times (when these meetings had to be planned well in advance).</i></p> <p><i>All relations and contacts lost their intensity despite the illusive facility of online communication.</i></p> <p><i>Having spent so much time at home, I appreciated the live contacts.</i></p> <p><i>The COVID-19 pandemic had a large negative impact. The lack of direct, in person talk made the contacts deteriorate.</i></p> <p><i>The number of our contacts has grown. While we were forced to operate in a digital space, we could meet people I would have never meet in person.</i></p>
3. Strengthening of the network	Acquiring or strengthening of relations, preserving existing ones.	<p><i>The number of my contacts has grown and their intensity has also because I had more time for them.</i></p> <p><i>The COVID-19 pandemic allowed me to refresh the contacts had in the industry.</i></p> <p><i>I lost some athletes but I also gained some new ones.</i></p> <p><i>The existing relations became stronger.</i></p> <p><i>Because of the need to cooperate online with other people, I made new relations.</i></p> <p><i>I was forced to get new contacts. I did online training sessions on an international scale.</i></p> <p><i>Despite the COVID-19 pandemic I gained many new sponsors for the club.</i></p> <p><i>I made new contacts, which improved my economic situation.</i></p> <p><i>I did not lost contacts, I changed the way of communication.</i></p>
4. Weakening of the network	Loss or weakening of relationships with athletes, clients, sponsors, trainers, co-workers; difficulties acquiring new contacts and strengthening existing contacts.	<p><i>The COVID-19 pandemic limited the possibilities to make new contacts.</i></p> <p><i>The lack of direct conversation in real life made relations suffer. It was hard to get new contacts, both professional and private.</i></p> <p><i>Unfortunately, the COVID-19 pandemic limited meeting journalists and photographers in the mixed zone, so the weekly contact with the media people stopped.</i></p> <p><i>I lost contact with colleagues.</i></p> <p><i>The contacts with stakeholders deteriorated, and consequently the situation of the club also deteriorated.</i></p> <p><i>Our club lost some persons dealing with relationships building with sponsors.</i></p> <p><i>Due to all these perturbations some people left the sports sector.</i></p>
5. Hardships strengthen relations	Stronger ties with other people because of the collaborative combating of the COVID-19 pandemic adversities or new activities undertaken during this time.	<p><i>Stronger ties in our team – we did not stop our activities.</i></p> <p><i>Many problems had to be dealt with in other ways than usual. It needed new contacts and relations. In most cases, this was beneficial.</i></p>

		<p><i>We cooperated with other trainers sharing our experiences and supporting each other – this made our relations stronger.</i></p> <p><i>Many relations got renewed. Some people contacted me as they had lost their job. People were worrying about each other.</i></p> <p><i>My professional and social contacts were extended. They got more cordial.</i></p> <p><i>Contact with colleagues and friends improved as we were stuck with each other.</i></p> <p><i>During the COVID-19 pandemic you had to work more, to have more talks and negotiations to be able to organise anything. This allowed to get more contacts that could be beneficial for the work and career.</i></p>
6. No impact	Statements of no impact due to Covid-19 pandemic for <i>knowing-whom</i> .	<i>Nothing changed.</i>
7. N/A	Statements of a general nature or non-related to the <i>knowing-whom</i>	<i>The COVID-19 pandemic made a change in my contacts.</i>

Translation by the author