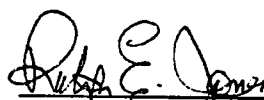


To the Graduate Council:

I am submitting herewith a thesis written by Argle Lee Pearson Jr. entitled "Attitudes of College and Minor League Baseball Players Toward Selected Issues Related to Major League Baseball Free Agency." I have examined the final copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Human Performance and Sport Study.



Ralph E. Jones, Major Professor

We have read this thesis
and recommend its acceptance:

Patricia A. Beitel

Craig A. Wierbey

Accepted for the Council:



Associate Vice Chancellor
and Dean of the Graduate School

STATEMENT OF PERMISSION TO USE

In presenting this thesis in partial fulfillment of the requirements for a Master of Science degree at The University of Tennessee, Knoxville, I agree that the Library shall make it available to borrowers under rules of the Library. Brief quotations from this thesis are allowable without special permission, provided that accurate acknowledgment of the source is made.

Permission for extensive quotation from or reproduction of this thesis may be granted by my major professor, or in his absence, by the Head of Interlibrary Services when, in the opinion of either, the proposed use of the material is for scholarly purposes. Any copying or use of the material in this thesis for financial gain shall not be allowed without my written permission.

Signature Clyde J. Pearson
Date 7/28/94

ATTITUDES OF COLLEGE AND MINOR LEAGUE BASEBALL PLAYERS
TOWARD SELECTED ISSUES OF
MAJOR LEAGUE BASEBALL FREE AGENCY

A Thesis

Presented for the

Master of Science

Degree

The University of Tennessee, Knoxville

Argle Lee Pearson Jr.

August 1994

DEDICATION

This Thesis is dedicated to
every coach, player, and fan who
loves baseball for what it is;
a game.

ACKNOWLEDGEMENTS

I would like to thank Dr. Ralph Jones, Dr. Pat Beitel, and Dr. Craig Wrisberg for their support and guidance as my thesis committee. I would like to thank Mississippi State Faculty Dr. Shelby Brightwell, Dr. E.C. O'Neal, Dr. Donovan Horn, Dr. John Ford, and Bennie Ashford for getting me on the right track toward earning my degree. I would like to thank my mother, Grace, and my sisters, Sue and Sheri, for their love and support. I would like to thank my mother and father-in-law, Linda and Billy Joe Bush for accepting and loving me as one of their own. I would like to thank my brother, Bob, for his concern, constant support, and positive attitude that helped me feel like I could accomplish anything I wanted. I would like to thank my father, Argle, for sharing with me his love of baseball and instilling in me a deep love for the game. He has been an inspiration. Finally, I would like to thank my wife, Tressa, for her love, support, strength, and determination that helped us through the tough times. This degree is as much hers as it is mine because without her, I don't think I would have been able to do it.

ABSTRACT

The purpose of the study was to examine the attitudes of college and minor league baseball players toward selected issues of major league baseball free agency. An attempt was made to determine the attitudes college and minor league players had toward: (a) reasons why athletes play college baseball, (b) certain views of college baseball, and (c) certain views of free agency.

Subjects for the study were 31 college and 22 minor league baseball players. The college players were obtained from the teams competing in the 1994 NCAA Mideast Regional Tournament in Knoxville, Tennessee. The minor league players were obtained from two Double-A teams competing in the Southern League.

The athletes completed questionnaires that were divided into five sections: (a) baseball background, (b) reasons to play college baseball, (c) views on college baseball, (d) views on free agency, and (e) additional comments. Crosstabulations were calculated in order to compare the two groups' answers. A *t*-test was applied to Likert responses to determine if there were significant differences between college and minor league players attitudes towards reasons to play college baseball, views on college baseball, and views on free agency.

The results of the data suggested that college athletes play college baseball because they love the game and in order to play professional baseball. College athletes also felt college baseball was a training ground for the major leagues. College athletes were indifferent in their attitudes toward free agency. They did,

however, feel that major league players should not go on strike. College athletes also indicated that they were not for major league players making as much as they can to play baseball.

Minor league players, on the other hand, possessed a different attitude towards free agency. They favored players making as much money as they can and striking over free agency. Minor league players did agree with college players in regard to playing college baseball because they loved the game and in order to play professional baseball. Minor league players did not feel college baseball was a training ground for the major leagues.

Further research needs to be conducted with a larger sample of college and minor league players to further validate current data.

TABLE OF CONTENTS

CHAPTER	PAGE
I. INTRODUCTION.	1
Statement of the Problem	3
Definition of Terms	3
Assumptions of the Study	6
Limitations of the Study	6
Delimitations of the Study	6
Significance of the Study	7
II. REVIEW OF LITERATURE	9
Pre-Free Agent Era	9
Free Agent Salaries	12
Salary Arbitration	16
Player Contracts	19
Labor Disputes	21
Player Draft	24
Free Agent Outlook	27
Summary	29
III. PROCEDURE	32
Selection of Subjects	32
Procedures	32

Testing Instrument	33
Analysis of Data	36
IV. RESULTS AND DISCUSSION	37
Baseball Background	37
Reasons to Play College Baseball	43
Views on College Baseball	50
Views on Free Agency	56
Additional Comments	67
V. SUMMARY, CONCLUSIONS, AND IMPLICATIONS	69
Summary	69
Conclusions	70
Implications for Further Research	71
REFERENCES	73
APPENDICES	77
Appendix A	78
Appendix B	80
Appendix C	82
Appendix D	83
VITA	84

LIST OF TABLES

TABLE	PAGE
1. Players who went directly to the major league out of college 1965-1991.	26
2. Age of college and minor league players	38
3. Positions played the most	39
4. Baseball experience	40
5. <i>t</i> -test results on reasons to play college baseball	44
6. Reasons to play college baseball - receive financial aid	45
7. Reasons to play college baseball - get an education	46
8. Reasons to play college baseball - love the game	47
9. Reasons to play college baseball - play professional baseball	48
10. <i>t</i> -test results on views of college baseball	51
11. College baseball players should be paid a salary	52
12. College baseball is used as a training ground for the major leagues.	53
13. If drafted, I will leave early to pursue a career in professional baseball	54
14. <i>t</i> -test results on views of free agency	57
15. Free agency has created financial problems in major league baseball	58
16. Free agents in the major leagues, for the most part, are paid what they deserve	60
17. I admire free agents for making as much money as they can to play baseball	61
18. Major league baseball is better because of free agency	62

19. If necessary, players should go on strike over the issue of free agency. 64
20. Free agency has made major league baseball more of a
business than a game 65

CHAPTER I

INTRODUCTION

From the late 1800's until 1976, major league baseball players were virtually slaves to their team's owner. Players were financially restricted by baseball's reserve clause. An arbitrator's ruling in December of 1975, however, gave major league baseball players the freedom they had been longing for, i.e., free agency (Figler & Whitaker, 1991). Major league baseball hall of famer Ralph Kiner claimed the end of the reserve clause revolutionized the business end of baseball. Kiner also stated that free agency is probably the biggest change in the history of the game (Conner, 1982).

Since its inception, free agency has been the players best friend and the owners worst enemy. Players have benefited from higher salaries (Hadley & Gustafson, 1991) and more bargaining power (Wilson, 1991). Free agency has also given players the freedom to choose for whom they will play and how much they will be paid. Hall of famer Duke Snider's philosophy was that if they are willing to pay the crazy salaries, players are crazy if they don't take advantage of it. On the other hand, owners claim free agency has hurt revenues (Greising, 1993). More than half of the owners lost money in 1992 while salaries consumed more than 50% of the gross revenues in 1993. It seems the best way to become a millionaire is by *playing* professional baseball. St. Louis Cardinal hall of famer Stan Musial believes things have gone too far in favor of the players. He feels that there has to be a happy medium between the owners and players. Musial claims the owners spend a lot of

money developing a player and it's not fair to lose a player without some sort of compensation (Conner, 1982).

The player draft has become extremely important because of the current status of free agency (Figler & Whitaker, 1991). Teams are using new talent acquired by the draft as a base for their minor league systems. The players are drafted out of high school or college, then proceed from the minors to the majors where they can achieve their financial fortune by becoming a free agent. Studies have been conducted on some sociological impacts of free agency (Christiano, 1988), but none have addressed its possible influence on the attitudes of future major league players.

The resulting conflict between owners and players has baseball in a tailspin. Attendance has flattened out (Nightingale, 1993) and salary caps along with revenue sharing plans seem to dictate discussion of the future of free agency and the game of baseball. While business executives concentrate on dollars and cents, little attention is being given to the attitudes future major league players have toward free agency.

Retired major league baseball players have voiced their opinions toward free agency. Their opinion seems to be of interest to most baseball fans (Conner, 1982). The attitudes of current college and minor league players have toward free agency could be just as interesting. College and minor league players are not associated with the Major League Players Association and could therefore be unbiased about selected issues surrounding free agency. College baseball has become a training ground for the major leagues. College players are becoming aware of the money involved in playing baseball as they hold out for high signing bonuses offered by major league

teams. The sport has two major components, the National and American Leagues which currently have three divisions each; East, Central, and West.

FREE AGENCY is the option major league baseball players have after six years of service of: (a) staying with their current team or (b) entertaining financial offers from other teams. Once declared a free agent, the player usually signs with the team that offers him the most money.

RESERVE CLAUSE is a former agreement by owners that bound a player for the length of his career to the first team that signed him. A player had to play for that team, work for the salary offered, and could be sold or traded to another team only by the owners choosing.

MONOPSONY occurs once players execute a reserve clause resulting in only one buyer of the players services; the team owner.

SALARY is the amount of money a major league baseball player is paid by the owner of the team.

PLAYER DRAFT is a selection process instituted in 1965 by which major league baseball teams choose amateur players. High school seniors, college juniors and seniors and other amateur players not in school are eligible for the draft.

ATTITUDES are positions taken by someone toward a particular subject. The attitude could be positive or negative.

REASONS TO PLAY COLLEGE BASEBALL are explanations athletes give for playing college baseball. Although there may be several factors that persuade a person to play college baseball, this study concentrates on the four most obvious

reasons why a person would play college baseball: (a) an athletic scholarship or financial aid, (b) a love of the game of baseball, (c) desire for an education, and (d) desire to play professional baseball. These reasons are represented in questions 6-9 of Appendix A and in questions 7-10 of Appendix B.

VIEW OF COLLEGE BASEBALL is defined as perceptions college and minor league players have about college baseball. These perceptions include: (a) their opinion on college baseball players being paid a salary, (b) college baseball being used as a training ground for the major leagues, (c) leaving college early to pursue a career in professional baseball, and (d) planning on playing professional baseball. These views are represented in questions 10-13 of Appendix A and in questions 11 and 12 in Appendix B.

VIEW OF FREE AGENCY is defined as perceptions college and minor league players may have about major league baseball free agency. These perceptions include: (a) the possibility of free agency creating financial problems in major league baseball, (b) free agents getting paid what they deserve, (c) admiring free agents for making the money they make, (d) major league baseball is better because of free agency, (e) players striking over the issue of free agency, and (f) free agency making baseball a business instead of a game. These views are represented in questions 14-19 of Appendix A and in questions 13-18 of Appendix B.

Assumptions of the Study

1. College and minor league players are aware of the concept of major league baseball free agency.
2. The questions asked players represent views of college baseball and views of free agency. The questions were based on the college and minor league baseball experience of the principal investigator as well as articles regarding the subjects of college baseball and free agency.
3. Response bias was not a significant factor in this study.

Limitations of the Study

1. The subjects were NCAA Division I college baseball players and minor league players from the Southern League.
2. Questionnaires were administered by coaches or team officials under conditions unbeknownst to the principal investigator. Thus, the possibility of response bias existed (see Nideffer, 1981, pp. 51-61, for a more complete discussion of this issue).

Delimitations of the Study

The sample included players from two teams competing in the NCAA Mideast Regional Tournament and players from two teams in the Southern League.

Significance of the Study

Studies have been conducted on free agency regarding its impact on salaries (Staudohar, 1981), arbitration (Hadley & Gustafson, 1991), and race (Christiano, 1988) as well as equity theory versus expectancy theory (Harder, 1991). However, in looking at the future of free agency, there have not been any studies concentrating on future free agents, i.e., college and minor league baseball players.

In the last seven years 3,635 out of the 6,325 players that have signed a professional contract have come from a four-year university (Ringolsby, 1994). Four of the top five 1993 draft picks, all college players, have already reached the major leagues (Lawes, 1994). The first pick in the 1994 draft, Paul Wilson of Florida State, signed with the New York Mets for \$1.55 million (Schwarz, 1994). College baseball players are making it to the majors in a hurry and they are making millions of dollars in the process. Current college baseball players are the free agents of tomorrow.

Current minor league players are also the future free agents of tomorrow. Approximately 1,000 players enter the professional ranks every year with 10.6% reaching the major leagues (Schwartz, 1991). Seventy-three percent of the players at the Triple-A level reach the majors while 33% of the Double-A players make it to the top (Schwartz, 1991). Minor league players are part of the current major league system and therefore should have an opinion on free agency. Most minor leaguers have also played college baseball which results in a two sided perspective from the professional and college point of view.

A study that explores college and minor league baseball players attitudes toward on free agency should be relevant to those interested in the impact free agency is having on the game of baseball. Baseball owners, coaches, players, and fans could examine the attitudes of players other than those directly affected by free agency. This could help determine the impact free agency is having not only on the inner circles of professional baseball but also on the amateur side as well. Examining the reasons why one might play college baseball could be beneficial in recruiting players. Observing how one views college baseball could be instrumental in setting up, improving, and maintaining a college baseball program. If a college program has sent numerous players to the pro's, then an athlete wanting to play college baseball in order to go pro would certainly be interested in that program.

CHAPTER II

REVIEW OF LITERATURE

The purpose of this chapter is to present a review of the existent literature on major league baseball free agency. There have been several articles written on free agency but only a few studies have been conducted that are relevant to the subject. This chapter contains sections regarding: (a) Pre-Free Agent Era, (b) Free Agent Salaries, (c) Salary Arbitration, (d) Player Contracts (e) Labor Disputes, (f) Player Draft, (g) Free Agent Outlook, and (h) Summary.

Pre-Free Agent Era

The National Association of Professional Baseball Players, created in 1870, was the first professional baseball league (Figler & Whitaker, 1991). The league was formed by the players but folded in five years. Pirating players from poor teams by wealthier ones destroyed the competitive balance. The poor teams went under and the wealthy ones had no competition. In 1876, the remaining teams formed the National League. Up to this point players were free agents who could play for any team that offered them the most money. In 1879, the owners banded together to restrict player movement and the National League released this statement on September 29, 1879:

The financial results of the past season prove that salaries must come down. We believe that players in insisting on exorbitant prices are injuring their own interests by forcing out of existence clubs which cannot be run and pay large salaries except at a large personal loss.....In view of these facts, measures have been taken by this league to remedy the evil to extent in 1880 (Rottenburg, 1956, p.248)

The action taken was the installation of the Reserve Clause into players' contracts. This clause bound a player for the length of his career to the first team that signed him. A player had to play for that team, work for the salary offered by management, and was required to continue in bonded servitude for whatever new master his owner decided to sell or trade him (Figler & Whitaker, 1991). In 1901 the American League was formed and this league also adopted the Reserve Clause. The owners felt that the reserve rule was necessary to assure an equal distribution of playing talent among opposing teams (Rottenberg, 1956). In 1922, a challenge to the reserve rule was rejected by the United States Supreme Court. Chief Justice Oliver Wendall Holmes ruled that professional baseball wasn't engaged in interstate commerce or trade and was not a commercial activity, therefore, anti-trust laws did not apply and the reserve rule stood (Sage, 1990). The Supreme Courts' decision laid the foundation for cartels in professional baseball as owners continued their monopsonistic practices. From 1883 to 1950 gross receipts in Major League Baseball increased approximately eighty times while salaries rose only seven fold (Figler & Whitaker, 1991).

In 1949, the players formed the Major League Baseball Players Association. This union was unproductive for nearly a decade because the owners traded or released players for their union efforts. In the meantime, the New York Yankees were proving that the leagues were not maintaining a competitive balance by binding players to teams. The Yankees won 29 pennants and 20 World Series from 1921 to 1964 (Figler & Whitaker, 1991). In 1965 the major leagues instituted the player draft

and the Yankees' dynasty faded.

In the mid 1960's, Sandy Koufax and Don Drysdale were the heart of the Los Angeles Dodgers' pitching staff. They were both unhappy with the contracts they were offered by the Dodgers. The team tried to use one against the other in negotiations saying the other would sign for less. The two players decided to bargain in a unique way, as a single entity. Koufax and Drysdale knew the team could not afford to lose both of them so they had the Dodgers negotiate with their agent lawyers. Koufax stated that ballplayers need agents just like writers, actors, singers, and dancers because it's hard to sell yourself when what you are selling is a talent instead of a product (Conner, 1982). Koufax and Drysdale received multi-year contracts and their bargaining method opened the door to other players demanding legal representation in negotiations.

There was another shot taken at the reserve rule in 1970. St. Louis Cardinal All-Star outfielder Curt Flood sued to have the Reserve Clause overturned. Flood filed a \$4.1 million dollar lawsuit on January 16 in New York. The black outfielder said the clause belittled players to the conditions of slaves, allowing them to be traded or sold without permission. Flood lost his case in 1972 when the U.S. Supreme Court ruled by a vote of 5-3 to uphold the Reserve Clause (Smith, 1993). The Supreme Court explained that the Reserve Clause was still necessary for the stability of the game and owners were not making unreasonable demands in running their business (Figler & Whitaker, 1991). The current system could only be changed by Congressional legislation or collective bargaining (Smith, 1993). The public and the

players were sympathetic to Flood and in the spring of 1972 the players held a thirteen day strike at the beginning of the baseball season. The owners gave in to the players for the first time in nearly a century when they agreed to collective bargaining to resolve the salary disputes.

The power now began to shift more toward the players but it wasn't until a ruling in December of 1975 that monopsony in baseball started to unhinge. An arbitrator ruled that pitchers Andy Messersmith and Dave McNally could play out their options, i.e., play for one year without a contract and then become free agents (Staudohar & Smith, 1981). Owners now had to decide if they could meet a player's salary demands, be without his services or let him go to a rival team. Fearing what free agency could do, the owners won a provision in the 1976 Collective Bargaining Agreement that players must have at least six years of major league experience to become free agents. Free agency had arrived and baseball has never been the same.

Free Agent Salaries

In 1911 Ty Cobb held out all winter to get a raise from \$4,500 to \$10,000. In 1921 Babe Ruth made \$52,000 and by 1930 he was taking home \$80,000. In 1949 Joe Dimaggio broke the \$100,000 barrier (Maisel, 1987). Since the inception of free agency, these numbers are minuscule compared to the dollars ball players are bringing home today.

It's obvious that free agency has impacted players' salaries and a study conducted by Chelius and Dworkin (1983) supported that theory. The researchers

wanted to test their hypothesis that the total wage bill in baseball should increase after free agency. After free agency, players who were eligible and chose free agency would receive higher salaries based on their greater bargaining power by negotiating with several teams. They also wanted to: (a) investigate whether free agents forced the clubs to share more of their revenues with ball players, and (b) provide a precise estimate of the magnitude of the increase in players' salaries. They felt it would be useful to have a baseline estimate for the impact of free agency and salaries. With a sample size of 208 players (non-pitchers) from the 1977 opening day roster they set up a Varimax Rotated Factor Matrices Table based on a principle component analysis on batting performance measures was calculated. The thirteen performance measures were reduced into production, power, and seniority. A regression analysis was employed to test the second hypothesis and the three indices of performance created through the factor analysis were used.

This regression analysis showed that being a free agent after the 1976 season was worth a little over \$40,000 to a player. This evidence supported the second hypothesis that individual salaries of free agents would increase due to the greater bargaining power inherent in the right to negotiate with as many as fourteen teams. Chelius and Dworkin (1983) concluded that both hypothesis were supported based on empirical evidence.

Harder (1991) took a different approach in a study conducted on free agency and salaries. He took an equity versus expectancy theory approach. Harder's hypothesis was two-fold: (a) if performance-outcome expectancy is weak,

performance will decrease, and (b) if performance-outcome expectancy is strong, performance will increase. Free agent non-pitchers in the 1977-1980 baseball seasons were compared with a random sample of non-pitchers. The total sample included 146 players. A simple multiple regression of free agent salary on the two performance statistics (batting average and home runs) was run on the first year of free agency. The analysis was limited because the focus was only on monetary rewards. Nevertheless, the results showed that there was a link between salaries and batting average. Therefore, the first hypothesis was supported. Weak performance-outcome expectancy was related to a performance decline. The relationship between free agency and home run ratio supported the second hypothesis: a strong performance-outcome expectancy was associated with performance increase. These results indicated that free agents may have felt under rewarded before entering the free-agent market and probably had expectations of higher salaries after becoming free agents.

Salaries have also continued to increase at a rapid rate. In 1984, the Major League Players Association reported that the average salary increased from \$113,558 in 1979 to \$143,756 in 1980 (26.6%) to \$185,651 (29.1%) in 1981 to \$241,497 (30.1%) in 1982 and to \$289,194 (19.8%) in 1983 (Chass, 1984). By opening day of the 1987 season the per player average was \$410,732. In that year, the Los Angeles Dodgers paid the highest average salary at \$580,250, and first baseman Eddie Murray was the highest paid player at \$2,460,000 (Maisel, 1987).

The salaries from the 1987 season were used for a study conducted on salary discrimination. Christiano (1988) used the 1987 salaries as the dependent variables

then transformed them into logarithms. One third of the players in the study were black. A multiple regression analysis was done and the mean salary for blacks (\$488,137) was fifteen percent better than for whites (\$425,210). Christiano (1988) explained that black players salary was higher because their performance was higher. Comparisons of unstandardized regression coefficients for player variables by race and position revealed several instances of inequality. Whites were over represented at the pitching, catching, and infield positions. However, the inequalities did not occur consistently with respect to the same type of performance and did not always place blacks at a disadvantage. Christiano (1988) concluded that blacks were not victimized by salary discrimination and that the signs of salary discrimination that appeared in 1977 seemed to be gone.

In February of 1989 Roger Clemens signed a three year \$7.5 million dollar contract to become baseball's highest paid player. In December of that same year he had fallen to seventh on baseball's highest paid player list (Gammons, 1989).

In 1991 the average player salary was \$851,000. At the baseball winter meetings that same year, the New York Mets made outfielder Bobby Bonilla the games richest player with a five year \$29 million dollar contract (Bernstein, 1991-92). Not to be outdone, Bonilla's former Pittsburgh Pirate teammate Barry Bonds reeled in a bigger deal. At the 1992 winter meetings, Bonds signed a six year contract worth \$43.75 million to play for the San Francisco Giants (Kurkjian, 1992). Entering the 1994 season, Bonds was still baseball's highest paid player.

Salary Arbitration

In order to understand free agency and its effects on baseball, one has to consider salary arbitration. Salary arbitration led to free agency and now the two affect one another. Some may consider them the same since they both push player salaries higher and they both have added to the demise of owner monopsony.

In 1973 the Major League Players Association and the owners approved a historic three year basic agreement that allowed binding arbitration in salary disputes and modified the controversial Reserve Clause with a trade veto option for ten year veterans. The arbitration process was set up for a player who wishes to sign a contract with his team but was unable to reach an agreement with that team on the amount of his annual salary (Staudohar & Smith, 1981). The dispute between the player and the team is submitted to an impartial arbitrator for a final decision.

Salary arbitration of baseball's labor agreement was modified in 1980 to include: (a) players with two years service, (b) players with six years service and not able to declare free agency, and (c) "informal" hearing procedures with each side limited to one hour testimony with a half hour rebuttal (Grebey, 1983). The criteria the arbitrator uses in deciding the case include: (a) the quality of the player's contribution to his club the previous season (includes leadership and public appeal), (b) comparative baseball salaries, (c) physical or mental defects, and (d) the club's recent performance. The arbitrator renders a decision in twenty-four hours. The arbitrator either rules in favor of the one-year salary suggested by the player or the one-year salary suggested by the owner (Grebey, 1983). There is no compromising

between the two parties, it's one or the other.

Salary arbitration was first used in February of 1974. Dick Woodson, a right handed pitcher for the Minnesota Twins, was the first player to have his case settled by arbitration (Smith, 1993). The Twins offered Woodson \$23,000 but he wanted \$29,000. The arbitrator, a Detroit lawyer, ruled in Woodson's favor. In cases settled between 1978 and 1982, salaries increased by 435%. Players winning cases during that same period increased their salaries by 345%.

Grebey contended the players praise the arbitration process while club management has concerns and criticisms about the issue. Owners offer the players more money so the players won't go to arbitration.

In rebuttal to Grebey's (1983) view of salary arbitration, Miller (1983) stated owners would love to go back to the "good ole days". The owners would like to just deal with free agents and forget about the other players. Miller (1983) further explained that salary arbitration replaced unfair monopsonistic bargaining practices instead of normal methods for determining salary. He also admitted that arbitration has been a significant factor in raising the level of salaries and that the increases have demonstrated the shackling of player salaries in earlier years.

The effects of arbitration and free agency on salaries has been studied closely by Hadley and Gustafson (1991). They developed earnings equations estimated for baseball hitters and pitchers using salary data from the 1989 season while relying on statistical analysis that included controls for all of the factors that are expected to affect salaries. These factors include experience, batting average, home runs,

position played, left-handed batters, playoff experience, media and race. Through regression analysis, they identified team characteristic variables included to control for the possibility that successful teams are in a position to pay higher salaries. The mean salary in 1989 for hitters was \$581,135 and for pitchers \$563,083. The results indicated that free agency has had a significantly positive impact on salaries. The average salary increase of a free agent over that of a player who is ineligible for free agency was 43.4%.

Hadley and Gustafson (1991) further contended that eligibility for arbitration had a significantly larger impact on players' salaries than eligibility for free agency. This was different from the expected outcome of a competitive market. Players' salaries usually made up over a third of the total costs of a major league team, so profitability of teams would be sensitive to players' salaries. They concluded that final offer arbitration and long term contracts have a large, positive impact on salaries. The impact of free agent eligibility was also positive, but smaller than arbitration eligibility. This implied that some players have used the arbitration process to get above market salaries. The researchers suggested that a possible solution would be for owners to replace arbitration with earlier eligibility for free agency.

Bretz (1992) also looked at salary arbitration, but he included equity and motivation in his study. He explained that final offer salary arbitration offers a unique institutional arrangement that creates a naturally occurring, non-equivalent groups, repeated measures research design. This design allows for a closer look of

anticipatory expectancy effects and assessment of behavioral responses consistent with equity theory predictions. A sample of 116 arbitration cases between 1974 and 1987 was examined with performance and mobility being examined for those who won and lost their hearing. Bretz (1992) found a performance increase in the season preceding arbitration for all players. Post arbitration performance decline was also identical for winners and losers. Those players with large demand-offer differentials exhibited a greater post performance decline than did winners with small demands. Bretz (1992) also found arbitration losers were significantly more likely to change teams or leave major league baseball.

Player Contracts

Contracts of professional baseball players have changed as dramatically as the game itself. The same structure still exists but the content has changed. The contract is now a focal point of free agency. A certain amount of money for a certain length of time with incentives to earn even more seems to be the norm.

Wilson (1991) stated that the labor process began with a contract agreement governing the conditions of sale of labor power by the workers and its purchase by the employer. This process has gone through four different stages throughout baseball history. In the first stage, player contracts were "revolving" as players jumped from team to team. The capitalization of baseball set up the second stage with management owning all rights of players' contracts. In the third stage, the commissioner system was solidified and players continued to be bound by the baseball

hierarchy. But in the fourth stage, collective bargaining restored the power the players had just after the civil war (Wilson, 1991).

During the restrictive days of contracts, owners were encouraged to buy talent needed to win championships but players were considered disloyal if they entered the market in search of a better job. A player was viewed as unique because he possessed skills that made it unlikely for a club to replace. Unique skills meant the damage caused by a players' defection couldn't be precisely measured (Wilson, 1991).

In the early 1900's, Nap Lajoie tried to jump his contract with Philadelphia. A court ruled that he was an expert and had a great reputation, therefore his withdrawal from the team would weaken it, making him irreplaceable. This case set a precedent in player contracts. Owners convinced the courts to accept the view that human assets were specific to their firm and could not be easily transferable (Wilson, 1991).

After collective bargaining was instituted, contract controversy between players and owners continued. The conflict shifted from the amount a player was paid to the amount of opportunity they had to earn. Contingency clauses and performance bonuses are now used as incentives (Wilson, 1991). In 1987, Wade Boggs' contract was full of incentives: \$250,000 if he was MVP, \$100,000 for the League Championship MVP, \$100,000 for the World Series MVP, \$50,000 for being an All-Star, and \$50,000 for winning a gold glove. On the other hand, Lance Parrish received \$200,000 by remaining healthy at least until the All-Star break (Maisel,

1987).

Deferred compensation has also been a big issue in contract negotiations. In this process, payments are spread out over ten to twenty years. The team may invest millions of dollars but the out-of-pocket cost is diminished by deferring payments to the player. The team then secures returns from investing the balance of the money (Staudohar & Smith, 1981). Many aspects of employment relationships in baseball might be accounted for by the drive for efficiency and the desire to lower the costs of doing business.

Owners contended they can compete in the marketplace for inanimate objects such as gate receipts and concessions because transactions costs are low. They claim that player transactions are governed by bounded rationality and opportunism. Wilson (1991) concluded that the market can govern the intangibles, but the owners themselves feel they should govern the contracts.

Labor Disputes

Obviously players and owners haven't always seen eye to eye. The two sides have had several disputes that included work stoppages and in most cases, free agency has been the main topic being disputed.

Staudohar (1990) chronicled the past labor disputes in baseball. The first real dispute occurred in 1972 when the players walked out of training camp for 13 days. As a result, 86 games were cancelled. An increase in players' pension funds was the center of controversy (Smith, 1993). The players won a victory in those negotiations

by having the owners agree to a Collective Bargaining Agreement. In 1980 the players were ready to go on strike again. The owners wanted to increase compensation for losing a player to free agency while the players wanted to become free agents after six years of service. The two sides agreed to defer a settlement of the free agent compensation ten hours before a strike was to start (Smith, 1993).

The free agent compensation issue continued into the 1981 season. Neither side would give in so the result was a fifty day strike that began June 12 and ended July 31 (Staudohar, 1990). 706 games were cancelled costing the players \$28 million in salaries (Smith, 1993). The owners again backed down signing a new three-year basic agreement. The players had once again been victorious in their bargaining efforts.

In 1985 it was the owners turn to claim a victory in negotiations. The players held a two day strike in protest of the owners demand for a salary cap on arbitration. The players wound up agreeing to extend the arbitration eligibility from two years to three years which ignited a rise in profits for the owners (Staudohar, 1990). The players did receive a raise in their minimum salary going from \$40,000 to \$60,000.

By 1990, the owners and players had again become deadlocked at the bargaining table. Arbitration and a benefit play was the focal point of this confrontation. Fearing another strike, the owners held a 32 day spring training lock-out (Staudohar, 1990). The owners eventually gave in as the eligibility for arbitration was re-negotiated to include the top 17% of players with two to three years service. The owners also increased their benefit contribution to \$55 million. The minimum

player's salary rose from \$60,000 to \$100,000. Both parties decided that the other could re-open the four year contract after three years (Staudohar, 1990).

Staudohar (1990) believes players have achieved a high level of mobility in the labor market with their salary arbitration for veterans and a pension plan that is the most generous in the nation. The continuing work stoppages seem to indicate a continuing inability of the owners and players to reach agreement without having a test of economic strength. Staudohar concludes that in the future, cooperation instead of confrontation could be used to solve issues of mutual concern.

Besides lockouts and strikes, players and owners have collided over collusion. In 1985 and 1986, the owners got together and decided they would not participate in the free market. They violated their basic agreement with the players and in 1987 the owners were found guilty of collusion. Bruggink's (1990) study on financial restraints investigated the owners' collusion in 1985-86. His purpose was to estimate the marginal revenue product of free agents in 1984, the last season before collusion. In his methodology, he used a measurement of marginal revenue products based on standard work in the area: The Scully Model (1974). He then formulated a two equation regression model from which player MRP's could be derived. His first equation related a team's winning percentage to a variety of hitting and pitching performance variables. His second equation related team revenue to the team's winning percentage and to the specific characteristics of the team's market area. A player's estimated MRP was derived from the two.

Bruggink's (1990) results showed there was a large difference between salary

MRP ratio's of the 1984 group and the 1985-86 group. The mean ratio was 28% lower unweighted and 38% weighted. The 1985-86 group suffered economic consequences. The results suggested that the salary consequences of financial restraint can be estimated at least on the average, for the affected players.

Player Draft

Before there were the high salaries of free agency, players made a good portion of their earnings with signing bonuses. These signing bonuses started getting out of hand as the team with the most money could sign the best players. The New York Yankees monopolized new talent with signing bonuses which helped them win 9 out of 10 American League Pennants and 14 out of 16 from 1948 to 1964. Bonuses escalated from \$52,000 to Dick Wakefield in 1942, to \$205,000 to Rick Reichart in 1964 (Simpson, 1990). The minor leagues were suffering having gone from 460 teams in 1949 to 121 in 1964. In 1964 the major leagues instituted an amateur draft which began in 1965. The draft was installed to limit the upward spiral of bonuses and to more evenly distribute talent throughout the league (Simpson, 1990).

The players selected in the draft were right out of high school or in college. After being drafted, the players were sent to minor league camps for development. Players drafted in the first round have the best chance (66%) to make it to the major leagues (Schwartz, 1991). Almost 11% of the 1,000 or so players who enter the professional ranks each year actually reach the majors.

College baseball has become a breeding ground for major league players (Lawes, 1994). A few players have gone straight from college to the major leagues. Major league organizations have long tried to entice high schoolers into rejecting college and signing pro contracts. The teams claim the instruction that prospects receive in the minor leagues is superior to that on college teams. Now the level of players coming out of college and stepping into the majors show that theory might be wrong (Lawes, 1994). Table 1 provides a list of players who made the jump from college directly to the major leagues. Several college players have made the leap from college to the majors in less than a year after being drafted. Georgia pitcher Dave Fleming pitched for the Bulldogs in the 1990 College World Series. By the summer of 1991, he was pitching in the big leagues (Lawes, 1994). Four of the top five draft choices in the 1993 draft have already made it to the major leagues (Lawes, 1994).

For the most part, the player draft has accomplished what it was set up to do. It has helped make the major leagues a more competitive balance as ten different teams have won the World Series from 1978 to 1987 (Simpson, 1990). The draft also curtailed the bonuses offered to amateur players. The top signing bonus of the pre-draft era was \$205,000 going to Rick Reichardt of the Angels in 1964. Through 1989, the top signing bonus was \$350,000 going to Ben McDonald of the Orioles (Simpson, 1990). However, in 1994, the number one overall pick, Paul Wilson from Florida State, signed with the New York Mets for a record \$1.55 million. The number two pick in the draft, Ben Grieve, signed out of high school with Oakland for

Table 1

Players who went directly to the major leagues out of college 1965-1991.

Player	Team	University	Year
Mike Adamson	Orioles	USC	1967
Steve Dunning	Indians	Stanford	1970
Burt Hooton	Cubs	Texas	1971
Rob Ellis	Brewers	Michigan State	1971
Pete Broberg	Senators	Dartmouth	1971
Dave Roberts	Padres	Oregon	1972
Dick Ruthven	Phillies	Fresno State	1973
Dave Winfield	Padres	Minnesota	1973
Eddie Bane	Twins	Arizona State	1973
Bob Horner	Braves	Arizona State	1978
Pete Incaviglia	Rangers	Oklahoma State	1986
Jim Abbott	Angels	Michigan	1989
John Olerud	Blue Jays	Washington State	1989

Source: *Baseball America*, November 10, 1991, pg 10.

\$1.2 million (Schwarz, 1994).

Free Agent Outlook

There seems to be no end in sight to escalating free agent salaries. The problem is most evident in the smaller markets such as Cleveland and Milwaukee (Alster, 1991). These franchises contend that the smaller markets cannot pay the high salaries when they are not making as much as the larger markets like New York and Los Angeles. The small markets are ready for the larger markets to start distributing the revenue equally.

Gammons (1989), however, disagrees with the lack of funds theory. He says the money is there and history shows that free agency has created better competition. In six years before the Messersmith decision in 1975, the A's, Orioles, Pirates, and Reds won 18 out of 24 division titles. Since 1976, only Oakland, Atlanta, and Toronto have made consecutive World Series appearances. Nevertheless, owners have to dig deeper into their pockets to fill the free agency bill. Salaries absorbed an unprecedented 42% of total league revenues in 1991 (Bernstein, 1991). The average salary for that year was \$851,000. In addition, it was also decided that owners had to pay \$280 million in damages for collusion in 1985-86. CBS and ESPN reported substantial losses in television revenues while 18 out of 26 owners lost money in 1992 (Greisig, 1993). It appears free agency is bankrupting baseball and the salaries keep rising.

In the off season before 1993, there were 36 free agent signings worth more

than \$230 million (Kurkjian, 1992). Escalating players salaries consumed 58% of gross revenues for the 1993 season (Greisig, 1993). That's a 16% increase from 1992. Attendance figures have leveled off over the last three years. Both American and National League attendance was down in 1992 (Nightingale, 1993).

The 1994 season started off on a bright note with a new television deal with NBC and ABC (Parscareli, 1993). The major leagues have been realigned. The American and National Leagues have three divisions each, instead of two. An expanded playoff system was established to include division winners and a wild card team from each league. However, the 1994 season may not reach the playoffs.

The owners and players are operating without a basic agreement. The owners claim that 19 out of 28 ballclubs will lose money this season. The players believe everything is fine or the Baltimore Orioles would not have sold for \$173 million and owners would not continue to pay huge salaries (Wendel, 1994). The owners are pushing for a salary cap. The cap calls for all the teams to have the same team salary. A revenue sharing plan between the large and small market teams is contingent upon the approval of the salary cap by the players. The players feel the owners are losing money because of poor management and the owners have fostered a crisis atmosphere (Wendel, 1994). The players have the leverage to strike now through the playoffs and if they don't the owners could declare a legal impasse and impose their own financial plan during the season.

Gammons (1994) believes the big market teams do not want to help the small market teams. The large market owners hope the players won't accept a salary cap

so they will not have to engage in a revenue sharing system. A solution to what looks like an inevitable strike could be a fair way to exchange arbitration for free agency. If a deal is not made and a strike occurs, Gammons states that the owners will pull the signing bonuses off the table to the current draft picks that have not / signed a contract.

Summary

The player-owner relationship in the early days of baseball parallels the old slave-master relationship. Players were held back financially for a long time. Since getting their freedom, i.e., free agency, players have prospered. Free agency seems to have had a tremendous impact on baseball. Since its inception in 1976, free agency has allowed the players to make more money and reap more benefits. Current studies indicate that there are several variables that can determine free agency's effect on the game.

Chelius and Dworkins (1983) indicated that free agent salaries have continued to escalate at an alarming rate. Harder (1991) demonstrated that a high expectancy leads to high performance. The players are expecting more money so they are performing better on the field when they are eligible for free agency. Christiano (1988) found that there does not appear to be any racial discrimination in free agent salaries.

Hadley and Gustafson (1991) contend that salary arbitration has a significant impact on free agent salaries and vice versa. Arbitration, along with free agency, has

kept the conflict going between players and owners. Grebey (1983) explained that owners offer the players more money so the players won't go to arbitration. In rebuttle, Miller (1983) praised the arbitration process because it helped replace unfair monopsonistic bargaining practices. Bretz (1992) found that a performance increase in the season preceding arbitration was evident for all players while a post-arbitration performance decline was equally evident.

Player contracts have benefited from collective bargaining and free agency. Contingency clauses and performance bonuses are used as incentives (Wilson, 1991). Deferred compensation has also become an important aspect of player contracts. The out-of-pocket cost is lowered by deferring payments to the player while the team secures returns by investing the balance of the money (Staudohar & Smith, 1981).

Labor disputes between the players and owners have resulted in work stoppages in 1972, 1981, 1985, and 1990. Arbitration and free agency has been at the root of the disputes between the two parties. Collusion by the owners violated their basic agreement resulting in a less-than-favorable bargaining outlook (Bruggink, 1990).

The player draft has helped maintain a competitive balance (Simpson, 1990). College programs have become a hot bed for major league talent (Lawes, 1994). College baseball players are making it to the major leagues directly out of college or through the minor leagues. The draft was once effective in keeping signing bonuses low but the last few years have seen bonuses increase tremendously (Schwarz, 1994).

There appears to be another major league baseball strike on the horizon. The

players and owners are disputing a salary cap and revenue sharing plan that would generate revenue for small market teams. A strike is almost inevitable before the end of the 1994 season (Wendel, 1994).

The bargaining freedom displayed by major league baseball players make them icons of the business industry. The players union has become a bargaining machine that results in more money and benefits for the players with each passing year. Amateur players are realizing their bargaining potential by signing million dollar bonuses. Until they are drafted, college players are removed from the business side of baseball. Minor league players being developed in a major league organization has more exposure to the money side of baseball. The money issue in baseball has trickled down from major league free agency to minor league baseball and on down to college baseball.

However, the impact of this issue on the attitudes of college and minor league players is presently unknown. In the present study an initial attempt to ascertain player attitudes about free agency was made.

CHAPTER III

PROCEDURE

The present study was conducted to determine attitudes of college and minor league players toward selected issues of free agency. These issues consisted of reasons to play college baseball, views on college baseball, and views on free agency itself. The procedures used in this study were divided into the following areas: (a) selection of subjects, (b) procedures, (c) testing instrument, and (d) analysis of data.

Selection of Subjects

The subjects for this study were 31 college baseball players and 22 minor league baseball players. The college players were obtained from the teams competing in the 1994 NCAA Mideast Regional Tournament in Knoxville, Tennessee. Subjects from this site were chosen in order to represent a portion of the top college baseball programs in the country. The sample of 22 minor league players was obtained from two Double-A teams competing in the Southern League.

Procedures

Twenty-five questionnaires (Appendix A), which included an explanation of the study, and a coaches informed consent letter (Appendix C) were distributed to all six teams participating in the tournament. For the five teams that stayed in hotels, the questionnaires were left at the front desk in the coach's name. The coach was asked

to distribute the questionnaires to his team and collect them. For the host team, the questionnaires were delivered personally to the coach's office. Follow up phone calls were made to all the coaches before the tournament was over or before they left town. Two of the six teams returned the questionnaires to comprise a sample of 31 subjects. Follow up phone calls to the four teams that did not participate in the study in order to determine the reasons why they did not take part. One coach felt it would be a distraction to his players, one coach was not interested and two coaches felt their players did not have time to participate.

Twenty-five questionnaires (Appendix B), which included an explanation of the study, and a coach's consent letter (Appendix D) were personally given to the trainer of the home team and to the visiting clubhouse director of the visiting team. Those two individuals were responsible for distributing and collecting the questionnaires and the informed consent letter. The completed questionnaires were given back directly to the researcher by the home team trainer and visiting clubhouse director.

Testing Instrument

The subjects responded to a questionnaire developed by the investigator for that particular group. The college subjects responded to the College Players Questionnaire, CPQ, (Appendix A) and the minor league subjects responded to the Minor League Players Questionnaire, MLPQ, (Appendix B). The questionnaires required 5-10 minutes to complete.

The questionnaires were validated by five experts who had college baseball or minor league experience. Each expert was given both questionnaires to examine. After analyzing the questionnaires, the experts met with the investigator to make their recommendations regarding the validity of the questionnaire. Some questions were edited or deleted due to the lack of clarity or irrelevance to the topic based on feedback from the five experts.

The questionnaires were divided into five sections: (a) baseball background, (b) reasons to play college baseball, (c) views on college baseball, (d) views on free agency, and (e) additional comments. The CPQ contained 20 questions while the MLPQ contained 19. Likert scale responses were required for the questions regarding reasons to play college baseball, views on college baseball, and views on free agency.

The baseball background section consisted of questions 1-5, 20 of the CPQ and questions 1-6, 19 of the MLPQ. The questions regarding baseball background included age, position played, number of years playing college or minor league baseball, getting drafted, receiving financial aid in college, college players favorite player, and minor league players choice for major league most valuable player. The favorite or most valuable player section required the subjects to write in their own choice. College subjects were asked to identify their favorite player in order to see if he was a free agent. Minor league subjects were asked to name the major league's most valuable player to determine if the player chosen the most was a free agent.

The section on reasons to play college baseball consisted of questions 6-9 of

the CPQ and 7-10 of the MLPQ. Likert response was set up to evaluate players reasons for playing college baseball. By strongly agreeing or agreeing, the players represented a positive attitude toward that particular reason. Reasons to play college baseball consisted of receiving financial aid, getting an education, loving the game, and playing professional baseball.

Views on college baseball consisted of questions 10-13 of the CPQ and questions 11-12 of the MLPQ. Both questionnaires contained the questions regarding college players being paid a salary and college baseball being used as a training ground for the major leagues. However, the CPQ also contained two additional questions in this area regarding (a) leaving college early to play professional baseball and (b) whether the player planned to play professional baseball. Likert response was set up to evaluate these views on college baseball. By strongly agreeing or agreeing, the athlete showed a positive attitude toward professional baseball while playing college baseball.

Views on free agency were represented by questions 14-19 of the CPQ and questions 13-18 of the MLPQ. Likert response was also used in evaluating players views on free agency. Questions regarding views on free agency included creating financial problems for major league baseball, free agents getting paid what they deserve, admiring free agents for making as much money as they can, making major league baseball better, going on strike over free agency, and making baseball more of a business than a game. By strongly agreeing or agreeing on questions 15-18 of the CPQ and questions 14-17 of the MLPQ, athletes displayed a positive attitude toward

free agency. Strongly disagreeing or disagreeing on questions 14 and 19 of the CPQ and questions 13 and 18 of the MLPQ also displayed a positive attitude toward free agency.

The final section was provided for additional comments regarding college baseball or major league baseball free agency. This gave the subjects an opportunity to express any feelings regarding the topics that were not covered in the previous sections of the questionnaire. It also gave subjects an opportunity to comment on the previous questions or expand on their answers.

Analysis of Data

Data were completely compiled by late June. Questions from the CPQ and MLPQ were grouped according to the following topics: (a) baseball background, (b) reasons to play college baseball, (c) views on college baseball, (d) views on free agency, and (e) additional comments. Crosstabulations were calculated where appropriate for both questionnaires.

A *t*-test was applied to Likert questions to determine if there were differences between college and minor league players on reasons to play college baseball, views on college baseball, and views on free agency.

CHAPTER IV

RESULTS AND DISCUSSION

The present study was conducted to examine the attitudes of college and minor league players toward selected issues related to free agency. Using the survey method, an attempt was made to determine (a) reasons why athletes play college baseball, (b) players' views of college baseball, and (c) players' views of free agency.

Baseball Background

Results. Forty-two percent of the college players were in the range of 20-21 years of age (Table 2). Eighty-two percent of the minor league sample fell into the 24-up age category. Forty-five percent of the college sample were pitchers with 54% of the minor league players being pitchers (Table 3). Catchers comprised only 6% of the college sample and 14% of the minor league sample. The majority, 32%, of the college players had played college baseball for three years while 29% had played for four years (Table 4). Sixty-eight percent of the minor league players had 3-5 years experience. A large majority (80%) of the college players had never been drafted by a major league team (CPQ#4). The 20% that had been drafted decided not to go pro for the following reasons: "the chance to play SEC baseball and chance to play in the college world series", "was not offered a fair amount of money", "money

Table 2

Age of college and minor league players.

College	18-19	20-21	22-23	24-25
Frequency	7	13	11	0
Row Percent	22.58	41.94	35.48	0.00
Minor League	18-19	20-21	22-23	24-up
Frequency	0	1	3	18
Row Percent	0.00	4.55	13.64	81.82

Table 3

Positions played the most.

College	Pitcher	Catcher	Infield	Outfield
Frequency	14	2	9	6
Row Percent	45.16	6.45	29.03	19.35

Minor League

Frequency	12	3	5	2
Row Percent	54.55	13.64	22.73	9.09

Table 4
Baseball experience.

Years college players have played college baseball. CPQ#3

	One	Two	Three	Four	Five
Frequency	7	3	10	9	2
Row Percent	22.58	9.68	32.26	29.03	6.45

N=31

Years minor league players have played professional
baseball. MLPQ#3

	0-2	3-5	6-9	10 or more
Frequency	1	15	6	0.00
Row Percent	4.55	68.18	27.27	0.00

N=22

wasn't right", "get an education", "financial situation", and "felt wasn't ready for pro ball". Fifty-nine percent of the minor league players were not drafted out of high school (MLPQ#4). Answers indicated that 68% of the minor league sample played college baseball (MLPQ#5). Eighty-eight percent of the minor leaguers that played college baseball received some sort of scholarship; 53% partial and 35% full (MLPQ#6). In comparison, 87% of college baseball players received some sort of scholarship; 83% partial and 4% full.

College baseball players were asked to identify who their favorite major league player is. Twenty-two different players were listed with six being chosen twice. The favorite players of college athletes are: Rafael Belliard, Wade Boggs (2), Barry Bonds, Roger Clemens (2), Dave Dravecky, Ron Gant, Ken Griffey Jr. (2), Glenn Hubbard, Bo Jackson, Carney Lansford, Mark Lemke, Don Mattingly (2), Jose Oquendo, Cal Ripken (2), Nolan Ryan (2), Ryne Sandberg, Lee Smith, Ozzie Smith, John Smoltz, Bob Tewksbury, Frank Thomas, and Bob Walk.

Minor league players were asked to identify who they thought was the most valuable player in the major leagues. Nine players were listed total with Ken Griffey Jr. listed more than any other player. The most valuable player chosen by minor league players include: Ken Griffey Jr. (8), Barry Bonds (3), Frank Thomas (3), Paul Molitor, Mike Piazza, Lenny Dykstra, Greg Maddux, Roberto Alomar, Marcus Moore, and The Fan.

Discussion. Minor league players were older since most had played college baseball and started their professional career after their college career was over.

Forty-nine percent of all subjects were pitchers because teams carry more pitchers on their roster than any other position. Ringolsby (1994) contended that pitchers make it to the major leagues faster than players at any other position. On the other hand, the percentage for catchers was low, as most teams carry only two or three catchers on their roster. The majority of the college players had three years experience probably due to the fact that a player is eligible for the major league draft after his junior season. The minor league sample averaged in experience from 3-5 years because it takes a player a few years to work his way up the organizational ladder to Double-A. In regards to getting drafted, the college majority was much lower than expected. However, the reasons regarding not going pro were not so surprising. Three of the six players did not go pro because of money. This may suggest that they wanted to go to college and improve their stock in the next draft they would be eligible for. As for scholarships, both groups received a high percentage of funding while playing college baseball.

A player may be a favorite for many different reasons. It was believed that asking a college player to identify his favorite player would illustrate whether or not the majority of favorite players were free agents. This was not the case. Nor was it the case with minor league players identifying a major league most valuable player. The MVP most chosen was not a free agent. This does indicate that the player perceived as MVP is not making free agent money. Although he may be the most valuable player in the game, he is not the highest paid player in the game.

Reasons to Play College Baseball

Results. The means and standard deviations for questions regarding reasons to play college baseball are found in Table 5. Athletes responded to the statement that they play or played college baseball because they received financial aid. There was no significant difference ($p = 0.8933$) between minor league ($M = 1.88$, $SD = 1.27$) and college subjects ($M = 1.94$, $SD = 1.36$) playing college baseball because they receive financial aid. The results (Table 6) indicated that 76% of the college subjects disagreed with that statement while 82% of the minor league subjects disagreed.

However, in regard to playing college baseball in order to get an education, there was a significant difference ($p = 0.0078$) in the answers between the two groups (Table 7). Fifty-five percent of the college sample ($M = 2.52$, $SD = 1.52$) felt they did not play college baseball in order to get an education. In contrast, 71% of the minor league sample ($M = 3.65$, $SD = 1.22$) agreed they played to get an education.

The two groups did agree on playing college baseball because they love the game ($p = 0.1073$). Results indicated 97% of the college subjects ($M = 4.68$, $SD = 0.65$) play because they love the game while 76% of the minor league players ($M = 4.18$, $SD = 1.13$) were in agreement (Table 8). Eighteen percent of the minor league players could not decide if they loved the game or not.

There was not a significant difference in the two groups playing college baseball in order to play professional baseball ($p = 0.1548$). The college subjects ($M = 3.26$, $SD = 1.53$) were divided in their answers with 48% agreeing and 39% disagreeing (Table 9). The minor league sample ($M = 3.88$, $SD = 1.36$) was more

Table 5

t-test results on reasons to play college baseball.

I play or played college baseball because I received financial aid.

(CPQ 6 & MLPQ 7)	N	M	SD	t	p
College	31	1.94	1.36	0.1350	0.8933
Minor League	17	1.88	1.27		

I play or played college baseball in order to get an education.

(CPQ 7 & MLPQ 8)

College	31	2.52	1.52	-2.8030	0.0078
Minor League	17	3.65	1.22		

I play or played college baseball because I love the game.

(CPQ 8 & MLPQ 9)

College	31	4.68	0.65	1.6792	0.1073
Minor League	17	4.18	1.13		

I play or played college baseball in order to play professional baseball.

(CPQ 9 & MLPQ 10)

College	31	3.26	1.53	-1.4529	0.1548
Minor League	17	3.88	1.36		

Table 6

Reasons to play college baseball - receive financial aid

	strongly disagree		undecided		strongly agree
I play college baseball because I receive financial aid. (CPQ#6)					
Frequency	18	6	0	5	2
Row Percent	58.06	19.35	0.00	16.13	6.45
N=31					
I played college baseball because I received financial aid. (MLPQ#7)					
Frequency	9	5	0	2	1
Row Percent	52.94	29.41	0.00	11.76	5.88
N=17					

Table 7

Reasons to play college baseball - get an education.

	strongly disagree		undecided		strongly agree
--	----------------------	--	-----------	--	-------------------

I play college baseball to get an education. (CPQ#7)

Frequency	13	4	2	9	3
Row Percent N=31	41.94	12.90	6.45	29.03	9.68

I played college baseball to get an education. (MLPQ#8)

Frequency	1	3	1	8	4
Row Percent N=17	5.88	17.65	5.88	47.06	23.53

Table 8

Reasons to play college baseball - love the game.

	strongly disagree		undecided		strongly agree
I play college baseball because I love the game. (CPQ#8)					
Frequency	0	1	0	7	23
Row Percent N=31	0.00	3.23	0.00	22.58	74.19
I played college baseball because I loved the game. (MLPQ#9)					
Frequency	1	0	3	4	9
Row Percent N=17	5.88	0.00	17.65	23.53	52.94

Table 9

Reasons to play college baseball - play professional baseball.

	strongly disagree		undecided		strongly agree
--	----------------------	--	-----------	--	-------------------

I play college baseball in order to play professional baseball. (CPQ#9)

Frequency	5	7	4	5	10
Row Percent	16.13	22.58	12.90	16.13	32.26
N=31					

I played college baseball in order to play professional baseball.
(MLPQ#10)

Frequency	2	1	1	6	7
Row Percent	11.76	5.88	5.88	35.29	41.18
N=17					

in agreement with 76% saying they played college baseball in order to play pro ball.

Discussion. The data revealed that a large majority of both groups did not play college baseball because they received financial aid. This was somewhat surprising after examining the large percentage of players who received financial aid to play college baseball. This may also suggest that money in regards to financial aid is not a motivation for college players.

The significant difference in regards to playing college baseball in order to get an education was also surprising. The large percentage of college subjects that disagreed with that statement suggests that college athletes are playing college baseball for other reasons. They aren't playing because they receive financial aid or to get an education so college players apparently do not possess a positive attitude toward the scholastic aspect of college baseball. Minor league players however, may have had more time to reflect on their college experience after leaving college. Therefore, as minor league players reflect on their college days, they may feel that they played in order to get an education.

Both groups agreed strongly that they played college baseball because they loved the game. The strong agreement is encouraging to those who want to see athletes play a sport because they love it rather than just playing for money or personal gain. These results parallel reasons why hall of famers played the game (Conner, 1982).

The data indicated that the majority of the subjects played college ball in order to play professional baseball. This supports Lawes (1994) theory that college has

become a training ground for major league baseball players.

Views on College Baseball

The means and standard deviations resulting from a *t*-test on views of college baseball are found in Table 10. There was not a significant difference in college and minor league players' views of college players being paid a salary ($p=0.0859$). Fifty-two percent of the college subjects ($M = 3.42$, $SD = 1.12$) agreed they should be paid a salary to play college baseball (Table 11). There was also a large percentage (29%) of college subjects that were undecided on the issue. The minor league subjects ($M = 2.82$, $SD = 1.30$) were split evenly, 41% agreed and 41% disagreed. Overall, 47% of the sample agreed on the topic.

The two groups showed a significant difference ($p= 0.0038$) on college baseball being used as a training ground for professional baseball. Sixty-eight percent of the college ($M = 3.77$, $SD = 0.99$) and only 40% of the minor league subjects ($M = 2.68$, $SD = 1.43$) agreed that college baseball is being used as a training ground for professional baseball (Table 12). Surprisingly, 55% of the minor league sample disagreed on the topic. Twenty-three percent of the college sample were undecided on the issue.

The results from two questions posed strictly to college players are found in Table 13. Sixty-one percent of the college subjects felt they would leave college early to play professional baseball. Only 20% of the college players disagreed with the statement while 19% were undecided. In response to the statement that college

Table 10

t-test results on views of college baseball.

College players should be paid a salary.

(CPQ 10 & MLPQ 11)

	N	M	SD	<i>t</i>	<i>p</i>
College	31	3.42	1.12	1.7596	.0859
Minor League	22	2.82	1.30		

College baseball is used as a training ground for the major leagues.

(CPQ 11 & MLPQ 12)

College	31	3.77	0.99	3.0994	.0038
Minor League	22	2.68	1.43		

Table 11

College baseball players should be paid a salary.
(CPQ#10 & MLPQ#11)

College	strongly disagree		undecided	strongly agree	
Frequency	2	4	9	11	5
Row Percent	6.45	12.90	29.03	35.48	16.13
N=31					

Minor League	strongly disagree		undecided	strongly agree	
Frequency	5	4	4	8	1
Row Percent	22.73	18.18	18.18	36.36	4.55
N=22					

Table 12

College baseball is used as a training ground for the major leagues.
(CPQ#11 & MLPQ#12)

College	strongly disagree		undecided	strongly agree	
Frequency	1	2	7	14	7
Row Percent	3.23	6.45	22.58	45.16	22.58
N=31					

Minor League	strongly disagree		undecided	strongly agree	
Frequency	6	6	1	7	2
Row Percent	27.27	27.27	4.55	31.82	9.09
N=22					

Table 13

**If drafted, I will leave early to pursue a career in professional baseball.
(CPQ#12)**

College	strongly disagree		undecided	strongly agree	
Frequency	4	2	6	9	10
Row Percent	12.90	6.45	19.35	29.03	32.36

N=31

**I plan on playing professional baseball.
(CPQ#13)**

College	strongly disagree		undecided	strongly agree	
Frequency	3	4	6	4	14
Row Percent	9.68	12.90	19.35	12.90	45.16

N=31

players planned on playing professional baseball, 58% of the college subjects agreed. Twenty-three percent said they did not plan on playing professional baseball.

Discussion. The college athletes felt they should receive a salary to play college baseball. This indicates that they wish to be paid to play baseball. Some universities may make a lot of money off their baseball program and all the athletes get are scholarships that may include meals and books. The desire for college players to receive a salary could parallel the major league owner-player relationship where the player wants part of the owners' profits (Gammons, 1989). The minor league subjects being split in agreement on this topic was somewhat surprising. They may have felt this way because they do not think college baseball is on the same level as professional baseball. Minor leaguers also may have disagreed because they feel college players don't deserve a salary. Minor leaguers play anywhere from 60 to 150 games a year. Players in the minor leagues are professionals whereas college players are still considered amateurs. Players who normally come out of high school and begin professional careers after being drafted might think twice about turning pro if college players are receiving a salary.

The significant difference between the two groups over college baseball being used as a training ground for professional baseball is interesting. College players feel that college is a training ground while the minor leaguers believe that it isn't. This suggests that the minor leaguers may know something the college subjects don't. For instance, minor leaguers use a wooden bat whereas college players use aluminum bats. It is possible that minor league baseball is more interested in player

development than winning whereas college baseball could be perceived as just the opposite. Professional baseball could be much more demanding and the level of competition higher than college baseball. Minor league players may have felt the same way as college players until they became professionals and found out differently.

It was not surprising to see a large portion of the college ranks indicate they would leave college early to play professional baseball. This perception reinforces the premise that the reason to play college baseball is to play professional baseball. This would also illustrate that college players are not playing college baseball in order to get an education. The results indicating that college players plan on playing professional baseball supports this theory even more. A larger number of college players were undecided on both questions which indicates they probably haven't given either issue much thought or that they may be torn between the decision to stay in school and leaving college early to play professional baseball.

Views on Free Agency

Results. The results from a t -test conducted on the questions regarding views on free agency are found in Table 14. There was no significant difference ($p = 0.0830$) found regarding college and minor league players' thoughts on free agency creating financial problems in major league baseball. Table 15 indicates 52% of the college subjects ($M = 3.29$, $SD = 1.01$) agreed that free agency has created financial problems. A surprising number (32%) of college subjects were undecided on the

Table 14

t-test results on views of free agency.

Free agency has created financial problems in major league baseball.
(CPQ 14 & MLPQ 13)

	N	M	SD	t	p
College	31	3.29	1.01	1.7820	0.0830
Minor League	22	2.68	1.36		

Free agents in the major leagues, for the most part, are paid what they deserve. (CPQ 15 & MLPQ 14)

College	31	2.84	0.97	-0.5349	0.5957
Minor League	22	3.00	1.15		

I admire free agents for making as much money as they can to play baseball. (CPQ 16 & MLPQ 15)

College	31	3.06	1.06	-3.9971	.0002
Minor League	22	4.18	0.96		

Major league baseball is better because of free agency.
(CPQ 17 & MLPQ 16)

College	31	3.13	0.88	-0.8601	.3958
Minor League	22	3.41	1.33		

If necessary, players should go on strike over the issue of free agency.
(CPQ 18 & MLPQ 17)

College	31	2.45	1.12	-2.2164	.0034
Minor League	22	3.23	1.34		

Free agency has made Major League Baseball more of a business than a game. (CPQ 19 & MLPQ 18)

College	31	3.81	1.05	1.6115	.1150
Minor League	22	3.27	1.28		

Table 15

Free agency has created financial problems in Major League Baseball.
(CPQ#14 & MLPQ#13)

College	strongly disagree		undecided	strongly agree	
Frequency	3	2	10	15	1
Row Percent	9.68	6.45	32.26	48.39	3.23
N=31					

Minor League	strongly disagree		undecided	strongly agree	
Frequency	6	4	5	5	2
Row Percent	27.27	18.18	22.73	22.73	9.09
N=22					

issue. The results for the minor league subjects ($M = 2.68$, $SD = 1.36$) were more evenly distributed with 45% disagreeing, 32% agreeing, and 23% undecided (Table 15).

There was not a significant difference ($p = 0.5957$) found in the answers regarding free agents getting paid what they deserve. Results were distributed almost evenly for both groups (Table 16). The largest portion of the college subjects ($M = 2.84$, $SD = 0.97$) were undecided (45%) on the issue. Twenty-nine percent of the college subjects felt that free agents are paid what they deserve while 26% did not. The minor league subjects ($M = 3.00$, $SD = 1.15$), on the other hand, agreed (41%) that free agents are paid what they deserve. Thirty-two percent disagreed with the statement while 27% were undecided.

Admiring free agents for making as much money as they can resulted in a significant difference ($p = 0.0002$) between college and minor league players. Seventy-three percent of the minor league subjects ($M = 4.18$, $SD = 0.96$) admire free agents for making as much money as they can (Table 17). Only 35% of the college subjects ($M = 3.06$, $SD = 1.06$) agreed, with the majority being undecided (39%).

The two groups were not significantly different (0.3958) in their views of major league baseball being better because of free agency. The results (Table 18) indicate a majority (59%) of minor league subjects ($M = 3.41$, $SD = 1.33$) agree that major league baseball is better because of free agency. Sixty-two percent of the college subjects ($M = 3.13$, $SD = 0.88$) were undecided on the issue while 26%

Table 16

Free agents in the major leagues, for the most part, are paid what they deserve. (CPQ#15 & MLPQ#14)

College	strongly disagree		undecided	strongly agree	
Frequency	4	5	14	8	0
Row Percent	12.90	16.13	45.16	25.81	0.00
N=31					

Minor League	strongly disagree		undecided	strongly agree	
Frequency	1	8	6	4	3
Row Percent	4.55	36.36	27.27	18.18	13.64
N=22					

Table 17

I admire free agents for making as much money as they can to play baseball. (CPQ#16 & MLPQ#15)

College	strongly disagree		undecided	strongly agree	
Frequency	3	5	12	9	2
Row Percent	9.68	16.13	38.71	29.03	6.45
N=31					

Minor League	strongly disagree		undecided	strongly agree	
Frequency	0	1	5	5	11
Row Percent	0.00	4.55	22.73	22.73	50.00
N=22					

Table 18

Major League Baseball is better because of free agency.
(CPQ#17 & MLPQ#16)

College	strongly disagree		undecided	strongly agree	
Frequency	2	2	19	6	2
Row Percent	6.45	6.45	61.29	19.35	6.45
N=31					

Minor League	strongly disagree		undecided	strongly agree	
Frequency	2	5	2	8	5
Row Percent	9.09	22.73	9.09	36.36	22.73
N=22					

were in agreement.

The issue of players going on strike over free agency resulted in a significant difference ($p = 0.0324$) of opinion between college and minor league players.

College players ($M = 2.45$, $SD = 1.12$) disagreed (49%) while minor league players ($M = 3.23$, $SD = 1.34$) agreed (45%) that players should go on strike over free agency (Table 19). Both groups were somewhat undecided on the issue, i.e., college subjects 35% and minor league subjects 32%.

The last question regarding views on free agency produced no significant difference ($p = 0.1150$) between college and minor league players. Sixty-five percent of the college ($M = 3.81$, $SD = 1.05$) and 45% of the minor league players ($M = 3.27$, $SD = 1.28$) felt free agency has made baseball more of a business than a game (Table 20). Twenty-six percent of the college and 32% of the minor league players were undecided on the issue.

Discussion. College and minor league players took different sides on free agency creating financial problems in major league baseball. College players agreeing on the issue indicates they are aware of the current financial turmoil baseball is in. However, the large number of undecided answers suggests that the issue may not be that important to college players. They might not have given it any thought or it could be irrelevant to their baseball interest. Minor league players, on the other hand, seem to take the side of the major league players by disagreeing. They may see the major league players perspective and take a positive attitude toward their desire to make as much money as possible.

Table 19

If necessary, players should go on strike over the issue of free agency.
(CPQ#18 & MLPQ#17)

College	strongly disagree		undecided	strongly agree	
Frequency	8	7	11	4	1
Row Percent	25.81	22.58	35.48	12.90	3.23
N=31					

Minor League	strongly disagree		undecided	strongly agree	
Frequency	4	1	7	6	4
Row Percent	18.18	4.55	31.82	27.27	18.18
N=22					

Table 20

Free Agency has made Major League Baseball more of a business than a game. (CPQ#19 & MLPQ#18)

College	strongly disagree		undecided		strongly agree
Frequency	1	2	8	11	9
Row Percent	3.23	6.45	25.81	35.48	29.03
N=31					

Minor League	strongly disagree		undecided		strongly agree
Frequency	3	2	7	6	4
Row Percent	13.64	9.09	31.82	27.27	18.18
N=22					

It was surprising to see that a large number of college players were undecided on free agents being paid what they deserve. The results indicate college players may not know what players at that level deserve in regards to salary. Minor league players have a better understanding of what players do at the major league level. That is why it's interesting to see the minor league players split their answers so evenly. Minor league players may feel there are some free agents making what they deserve while others are not.

There is little doubt that minor league players admire free agents for making as much money as they can. It's probably that the current minor league sample has hopes of becoming a free agent someday, therefore admiring those who are currently leading the way to higher salaries. The indecisiveness by the college players may indicate they do not admire the free agents themselves for making as much as they can. Apparently, college players are not influenced by free agents in regard to their salaries.

Minor leaguers agreeing that major league baseball is better because of free agency remains consistent with their positive attitude toward free agency. The college players overwhelming indecisiveness once again illustrates little thought of free agency. They seem to have no apparent attitude toward the subject. However, college players did not agree that players should strike over free agency. This indicates that the issue is not important enough for a work stoppage. Minor league players feel players should strike over free agency. This would again illustrate their support for the major league players and positive attitude toward free agency.

Both groups agree free agency has made baseball more of a business than a game. Regardless of who's side you are on, this statement seems to be the one everyone can agree on.

Additional Comments

Results. Both groups were invited to make additional comments at the end of the questionnaire. Two college players responded with the following comments: (a) "College baseball is a great experience for young players. The competition is great and I believe that it prepares the player for the pros.", and (b) "After high school, baseball is a business".

Five minor league players wrote additional comments: (a) "I believe major league baseball has suffered a lot because of free agency, and I also believe that too many players are being overpaid. It's big business now and there's 'mucho dinero'. So I don't blame the players for trying to get theirs either.", (b) "Leave baseball alone!!", (c) "Let them play.", (d) "Baseball has always been a business along with being a game.", and (e) "I think college baseball is a good experience for non-pitchers because they get a chance to better their skills and face quality pitchers. As far as pitchers are concerned, I think in general that college coaches tend to overuse their pitchers, thus sometimes creating arm problems."

Discussion. General comments can sometimes bring up some interesting points not covered in questionnaires. The comment by a college player regarding baseball becoming a business after high school illustrates college baseball is becoming

a business like professional baseball. The other comment about preparing college players for the pro's supports the theory that college baseball is becoming a training ground for the major leagues.

The minor league comments were diverse. One player illustrated the general mind-set of minor league players by saying free agency is hurting baseball and free agents are overpaid but if the players can make that much money then they should. There is little discussion needed for a few of the minor league comments. However, the most fitting of all the comments regarded baseball always being both a business and a game.

CHAPTER V

SUMMARY, CONCLUSIONS, AND IMPLICATIONS

Summary

The purpose of this study was to examine the attitudes of college and minor league baseball players toward selected issues of free agency. An attempt was made to determine the attitude these players had toward: (a) reasons why athletes play college baseball, (b) certain views of college baseball, and (c) certain views of free agency.

A review of literature suggested that free agency was associated with inflated salaries (Chelius & Dworkin, 1983, Harder, 1991). Salary arbitration has had a significant impact on free agent salaries (Hadley & Gustafson, 1991, Grebey, 1983, Bretz, 1992). Player contracts have changed with contingency clauses and incentives (Wilson, 1991) as well as deferred compensation (Staudohar & Smith, 1981). Labor disputes between the players and owners have resulted in work stoppages. The player draft has given college players an opportunity to make it to the major leagues. There seems to be another strike on the horizon.

In this study, a sample of 31 college baseball players and 22 minor league baseball players responded to two questionnaires. The information was collected during the spring of 1994. The College Players Questionnaire and the Minor League Players Questionnaire were the instruments used to gather the information. The

questionnaires were validated by five experts in the field of college and minor league baseball.

The questionnaires were divided into five sections: (a) baseball background, (b) reasons to play college baseball, (c) views on college baseball, (d) views on free agency, and (e) general comments. Crosstabulations and Likert response answers were analyzed.

The results indicated that the two groups of players were different in age but similar in positions played and years of experience. Both groups revealed a large number that received financial aid to play college baseball. There were significant differences found between the two groups in: (a) playing baseball to get an education, (b) college baseball being used as a training ground for the major leagues, (c) admiring free agents for making as much money as they can to play baseball, and (d) players striking over free agency.

Conclusions

The results of this study suggest several conclusions. First of all, college athletes appear to play college baseball because they love the game and in order to go pro. They appear to have a negative attitude toward the scholastic side of college baseball. College athletes desire to play professional baseball and feel college is a training ground to help them make it to the major leagues. Minor league players also played college baseball because they love the game and in order to play professional baseball, but did not feel college was a training ground for the major leagues. The

attitudes possessed by college athletes in regard to their views on college baseball is positive toward making it in baseball professionally.

However, college athletes did not have a particularly positive attitude toward free agency. College athletes did not favor major league players making as much as they can nor did they feel players should go on strike over free agency. Their inability to decide one way or another on free agency creating financial problems and players getting paid what they deserve further exemplified an indifferent attitude toward free agency. Minor league players, on the other hand, displayed a positive attitude toward issues of free agency. They favored players making as much money as they can and striking over the issue of free agency. They did not particularly agree that free agency has created financial problems although they did suggest that it has made baseball more of a business than a game.

Overall, college athletes possess a positive attitude toward making it to the major leagues but not necessarily because of free agency. Minor league players share similar attitudes of current college players toward college baseball but the two differ in their attitudes toward free agency.

Implications for Further Research

The results of this study have indicated that college and minor league players share similar attitudes regarding college baseball but not free agency. In addition, replication of this study should be performed using a data gathering procedure that is not monitored by coaches and in which the participants are informed as to who will

see the results and how they will be reported. Such a procedure should diminish the possibility of response bias (Nideffer, 1981, pp. 51-61) influencing the answers of subjects. Research also needs to be conducted with a larger sample of college and minor league players to further validate current data. The availability of subjects should also be addressed in future research. Research needs to be conducted comparing minor league and major league players' views on free agency. Future research should be conducted on overall major league salaries or money in general influencing college baseball players. Future research needs to be done on other groups that may be influenced by free agency such as the media or fans.

REFERENCES

REFERENCES

- Alster, N. (1991). Major league socialism. *Forbes*, 147, 138-146.
- Bernstein, A. (1991-92, December 30-January 6). Baseball may be about to get creamed. *Business Week*, 40.
- Bretz, R. D. (1992). Perceived equity, motivation, and final offer arbitration in major league baseball. *Journal of Applied Psychology*, 77, 280-287.
- Bruggink, T. H. (1990). Financial restraints in the free agent labor market for major league baseball: players look at strike 3. *Southern Economic Journal*, 56, 1029-1043.
- Chass, M. (1984, January 30). Baseball salaries double in 3 years. *Sporting News*, 16-17.
- Chelius, J. R., & Dworkin, J. B. (1983). Free agency and salary determination in baseball. *Labor Law Journal*, 33, 539-545.
- Christiano, K. J. (1988). Salaries and race in profession baseball: discrimination 10 years later. *Sociology of Sport Journal*, 5, 136-149.
- Claire, S. (1991, December 10). State of the game? Not the same leaguwide, vincent says. *The New York Times*, 11, 25.
- Conner, A. J. (1982). *Baseball: for the love of it*. New York: Macmillan.
- Figler, S. K., & Whitaker, G. (1991). Economics and law: the other side of sport. In C. Rogers (Ed.), *Sport and Play in American Life* (pp. 175-199). Dubuque, IA: Wm C. Brown.
- Gammons, P. (1989, December 7). Rich man's game: with the collapse of collusion and with clubs prospering as never before, baseball salaries are now out of sight. *Sports Illustrated*, 60-62.
- Gammons, P. (1994, July 11-24). Union owners keep sniping in a game of chicken. *Baseball America*, 7.
- Grebey, C. R. (1983). Another look at baseball's salary arbitration. *The Arbitration Journal*, 38, 24-30.
- Greising, D. (1993, April 12). Baseball's owners are finally taking a whack at the ball. *Business Week*, 66-69.

- Hadley, L., & Gustafson, E. (1991). Major league baseball salaries: the impacts of arbitration and free agency. *Journal of Sport Management*, 5, 111-127.
- Harder, J. W. (1991). Equity theory versus expectancy theory: the case of major league baseball free agents. *Journal of Applied Psychology*, 76, 458-464.
- Kurkjian, T. (1992, December 14). Dark days for baseball: gloom and doom - and free agent moola - made for the grimmist winter meeting in memory. *Sports Illustrated*, 44-48.
- Lawes, R. (1994, June 1-7). From cws to head of class. *USA Today Baseball Weekly*, 3.
- Maisel, I. (1987, April 20). Baseball salaries '87: \$256, 296,950. *Sports Illustrated*, 55-81.
- Miller, M. J. (1983). Arbitration of baseball salaries: impartial adjudication in place of management fiat. *The Arbitration Journal*, 38, 31-35.
- Nideffer, R. M. (1981). *The Ethics and Practice of Applied Sport Psychology*. Ithaca, NY: Movement Publications
- Nightingale, D. (1993, February 22). How we'd fix baseball. *The Sporting News*, 12-16.
- Pascareli, P. (1993, August 23). If nothing else, the owners calmed fan's fears. *The Sporting News*, 13.
- Ringolsby, T. (1994, June 27-July10). Teams jump on pitching in draft. *Baseball America*, 8.
- Rottenberg, S. (1956). The baseball players labor market. *Journal of Political Economy*, 64, 242-258.
- Sage, G. H. (1990). Sports cartels. In D. S. Eitzen & L. H. Waller (Eds.), *Sport in Contemporary Society* (4th ed.) (pp. 169-176). New York: St. Martin's Press.
- Schwartz, A. (1991, November 10). Making the majors. *Baseball America*, 3.
- Simpson, A. (Ed.). (1990) *The Baseball Draft: the first 25 years 1965-1989*. Durham, NC: American Sports Publishing Inc.

- Smith, R. (1993). *The Sporting News Chronicle of Baseball*. New York: BDD Illustrated Books.
- Staudohar, P. D., & Smith, E. M. (1981). Impact of free agency on baseball salaries. *Compensation Review*, 13, 46-55.
- Staudohar, P. D. (1990). Baseball labor relations: the lockout of 1990. *Monthly Labor Review*, 113, 32-36.
- Wendel, T. (1994, June 22-28). A war of words and wills. *USA Today, Baseball Weekly*, 6.
- Wilson, J. (1991). Efficiency and power in professional baseball employment contracts. *Sociology of Sport Journal*, 8, 326-340.

APPENDICES

APPENDIX A

College Baseball Questionnaire

The following questionnaire is part of a study done by Buddy Pearson at the University of Tennessee to fulfill the requirements needed to receive a Master of Science degree. This questionnaire will be used to determine college baseball players opinions and perceptions about various aspects of their baseball experience. By completing this questionnaire, you are giving consent to use the answers indicated. Please do not put your name on this questionnaire in order to ensure confidentiality of your answers. The questionnaire should take you approximately five minutes of your time. Thank you for your cooperation.

Please circle the appropriate answer.

1. How old are you?
1. 18-19 2. 20-21 3. 22-23 4. 24-25
2. What position do you play the most?
1. pitcher 2. catcher 3. infield 4. outfield
3. How many years have you played college baseball?
1. one 2. two 3. three 4. four 5. five
4. Have you ever been drafted by a Major League team?
1. yes 2. no

If you answered yes, why did you choose to play college instead of professional baseball?

5. Are you receiving financial aid to play college baseball?
1. no 2. yes, partial scholarship 3. yes, full scholarship
-

Please respond to the following statements with the response that most accurately characterizes your viewpoint.

- 1 = strongly disagree
- 2 = disagree
- 3 = undecided
- 4 = agree
- 5 = disagree

6. I play college baseball because I receive financial aid.

1 2 3 4 5

7. I play college baseball in order to get an education.

1 2 3 4 5

8. I play college baseball because I love the game.

1 2 3 4 5

9. I play college baseball in order to play professional baseball.

1 2 3 4 5

10. College baseball players should be paid a salary.

1 2 3 4 5

11. College baseball is used as a training ground for the major leagues.

1 2 3 4 5

12. If drafted, I will leave college early to pursue a career in professional baseball.

1 2 3 4 5

13. I plan on playing professional baseball.

1 2 3 4 5

14. Free Agency has created financial problems in major league baseball.

1 2 3 4 5

15. Free agents in the major leagues, for the most part, are paid what they deserve.

1 2 3 4 5

16. I admire free agents for making as much money as they can to play baseball.

1 2 3 4 5

17. Major league baseball is better because of free agency.

1 2 3 4 5

18. If necessary, players should strike over the issue of free agency.

1 2 3 4 5

19. Free agency has made Major League Baseball more of a business than a game.

1 2 3 4 5

20. My favorite major league baseball player is _____.

Please make any additional comments pertaining to college baseball or major league baseball.

APPENDIX B

Minor League Questionnaire

The following questionnaire is part of a study done by Buddy Pearson at the University of Tennessee to fulfill the requirements needed to receive a Master of Science degree. This questionnaire will be used to determine minor league baseball players opinions and perceptions about various aspects of their baseball experience. By completing this questionnaire, you are giving consent to use the answers indicated. Please do not put your name on this questionnaire in order to ensure confidentiality of your answers. The questionnaire should take you approximately five minutes of your time. Thank you for your cooperation.

Please circle the appropriate answer.

1. How old are you?
1. 18-19 2. 20-21 3. 22-23 4. 24-up
 2. What position do you play the most?
1. pitcher 2. catcher 3. infield 4. outfield
 3. How many years have you played professional baseball?
1. 0-2 2. 3-5 3. 6-9 4. 10 or more
 4. Were you drafted out of high school?
1. yes 2. no
 5. Did you play college baseball?
1. yes 2. no
 6. Did you receiving financial aid to play college baseball?
1. no 2. yes, partial scholarship 3. yes, full scholarship
-

Please respond to the following statements with the response that most accurately characterizes your viewpoint.

- 1 = strongly disagree
2 = disagree
3 = undecided
4 = agree
5 = disagree

7. I played college baseball because I received financial aid.
1 2 3 4 5
8. I played college baseball in order to get an education.
1 2 3 4 5

9. I played college baseball because I love the game.

1 2 3 4 5

10. I played college baseball in order to play professional baseball.

1 2 3 4 5

11. College baseball players should be paid a salary.

1 2 3 4 5

12. College baseball is used as a training ground for the major leagues.

1 2 3 4 5

13. Free Agency has created financial problems in major league baseball.

1 2 3 4 5

14. Free agents in the major leagues, for the most part, are paid what they deserve.

1 2 3 4 5

15. I admire free agents for making as much money as they can to play baseball.

1 2 3 4 5

16. Major league baseball is better because of free agency.

1 2 3 4 5

17. If necessary, players should strike over the issue of free agency.

1 2 3 4 5

18. Free agency has made Major League Baseball more of a business than a game.

1 2 3 4 5

19. In my opinion, the most valuable player in major league baseball is _____.

Please make any additional comments pertaining to college baseball or major league baseball.

APPENDIX C

Congratulations on earning a berth in the Mideast Regional Tournament. Just as you and your team have accomplished your goal of reaching the NCAA Tournament, I am achieving my goal of getting my Master of Science degree at the University of Tennessee. However, I am asking for your assistance in order to fulfill the final requirements of my degree.

I am conducting a study on the possible influence of major league baseball free agency on college baseball players. The study entails a sample of college and minor league baseball players filling out the enclosed questionnaires. This data will reflect college and minor league players opinions and perceptions about various aspects of their baseball experience.

I am asking for your consent to let your players fill out the questionnaires provided. Completion of the questionnaires will take approximately five minutes of their time. All the answers will remain confidential. No one except myself and my thesis committee will have access to the data. I would be glad to supply you with the overall results of the study.

Your consent to let your team participate in this study is signified by your signature below. There must be a witness present. My name and that of my advisor, our addresses, and telephone numbers are included.

Sincerely,

Buddy Pearson
Master's Candidate

Ralph Jones, Ed.D.
Faculty Advisor

Department of Human Performance and Sport Studies
1914 Andy Holt Ave.
The University of Tennessee
Knoxville, TN 37996-2700
(615) 974-5111

I understand the conditions explained above.

Signature _____

Date _____

Witness _____

APPENDIX D

I am studying to complete a Master's degree with a concentration in sports management at the University of Tennessee. As part of my requirement I am writing a thesis. I am asking for your assistance in order to fulfill the final requirements of my degree.

I am conducting a study on the possible influence of major league baseball free agency on college baseball players. The study entails a sample of college and minor league baseball players filling out the enclosed questionnaires. This data will reflect college and minor league players opinions and perceptions about various aspects of their baseball experience.

I am asking for your consent to let your players fill out the questionnaires provided. Completion of the questionnaires will take approximately five minutes of their time. All the answers will remain confidential. No one except myself and my thesis committee will have access to the data. I would be glad to supply you with the overall results of the study.

Your consent to let your team participate in this study is signified by your signature below. There must be a witness present. My name and that of my advisor, our addresses, and telephone numbers are included.

Sincerely,

Buddy Pearson
Master's Candidate

Ralph Jones, Ed.D.
Faculty Advisor

Department of Human Performance and Sport Studies
1914 Andy Holt Ave.
The University of Tennessee
Knoxville, TN 37996-2700
(615) 974-5111

I understand the conditions explained above.

Signature _____

Date _____

Witness _____

VITA

Argle Lee Pearson, Jr (Buddy) was born in Belleville, Illinois on August 25, 1967 to Argle and Grace Pearson. He moved to Morris Chapel, Tennessee in 1979. He attended Hardin County Junior High and graduated from Hardin County High School in 1985. In the fall of 1985, he entered Union University in Jackson, Tennessee. In May of 1990, he received a Bachelor of Arts in Communications. He was Sports Director at WBBJ TV-7 in Jackson for the next two and a half years. In the spring of 1993, he entered Mississippi State University and began working toward a Master of Science degree with an emphasis in Sport Management. He enrolled in the University of Tennessee in the fall of 1993 and married Tressa Diane Bush on September 6, 1993. In the spring of 1994 he accepted a graduate internship with the Knoxville Smokies Double-A baseball team. He expects to receive a Master of Science Degree from the University of Tennessee in August, 1994.