

A Study on the Relationship Between the Organizational Commitment and Intention of Implementation of Internal Employees in Professional Sport Team on the Type of CSR Activities

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Abstract: The purpose of this study is to establish effective implementation plans of professional sport clubs for social responsibility activities by determining the type of CSR activities actually implemented by professional sport clubs and the relationship between organizational commitment and intention of implementation. For such purpose, the survey targeting 240 officials from professional sport (baseball, soccer, basketball and volleyball) clubs was carried out using the convenient sampling method. The confirmatory factor analysis, Cronbach's α , correlation analysis and Structural Equation Model (SEM) analysis were carried out using the SPSS 20.0 and AMOS 20.0 programs for data analysis. The investigation result is as follows. First, it was discovered that the protection of fan's rights and interests among the types of social responsibility activities of professional sport clubs had a significant influence on the organizational commitment. Second, it was discovered that the organizational commitment had a significant influence on the intention of implementation. Reinforcement of commitment among members towards an organization increases the degree of practice for CSR activities while enhancing the image of team and representing reciprocal attitude to consumers by strategically exposing them.

Key words: CSR, organizational commitment, practicing intention, professional sport team, AMOS

INTRODUCTION

As it is no longer a period to evaluate the company only with sales and brand power, corporate social responsibility (hereinafter referred to as "CSR") has been serving as an important role to be a criterion measuring social value of the company as well as significant mind-set that corporate was required to equipped (Kim, 2011).

Implemented upon external pressure and request in the past, CSR has been serving as a traditional role for creating profit due to emergence of smart customers who were interested in ethical management along with recognition of importance for sustainable management after global economic recession and unstable financial market (Son, 2009; Kang and Cho, 2014) as well as other various roles including ethics, charity and environment (Kim and Park, 2015). In addition, CSR has been recognized as an essential element of society-oriented managerial activities to meet the needs of the times instead of choices made by corporate (Lim, 2014).

Professional sport teams in Korea are currently in a competing situation due to changes in internationalization

of sports and complicated changes in the market circumstances (Kang, 2015). Therefore, there has been an increasing concern and participation in CSR.

On the researches in classification of CSR activities in the field of sports (Noh *et al.*, 2013; Jang and Park, 2014) have classified CSR activities in a single dimension (Lee *et al.*, 2014) have classified CSR activities into economic responsibility and social contributing activities. Kim (2010) have classified CSR activities into local community contributing activities and fan-protecting activities. Kim *et al.* (2013) have classified CSR activities into team event related activities, donating activities, amateur player supporting activities and donating activities for the needy. Chung and Lee (2014a, b) have classified CSR activities into legal, economic and ethical responsibilities and social contributing activities. In the previous studies, one of the constructs among CSR recognition in a single dimension and CSR activity types was applied or abstract concept and detailed concept were mixed and used together. There has been insufficient research that classified CSR activities performed by professional sport teams according to types.

It can be defined that the CSR activities of enterprises combine the implementation and value of enterprises by reflecting the interested parties interest as well as all interested parties including customers, employees and environments (Dahlsrud, 2008). This indicates the management in consideration of interests with various interested parties and understanding and efficient management of internal employees who accept and implement such activities along with consumer exposure and satisfaction of local communities are important (Jun and Kim, 2010).

The precedent studies regarding the CSR activities of enterprises in the general field have been carried out by focusing on the marketing performances such as consumer's belief, brand image, loyalty and intention of purchase based on the consumers who are external interested parties (Kwag and Ryu, 2014; Choo and Kim, 2012; Barone *et al.*, 2000; Sen and Bhattacharya, 2004; Hoeffler and Keller, 2002). However, the relevant studies have been emphasized recently according to the recognition of its importance that the CSR activities give a positive influence to internal employees, improving the organizational performance so more studies regarding the organizational behavior of internal employees such as organizational trust (Kim and Kim, 2014; Chung and Lee, 2014), organizational commitment (Cho *et al.*, 2013; Peterson, 2004) organizational citizenship behavior (Youn *et al.*, 2014), loyalty (Kim and Kim, 2014) are being carried out.

However, most of the researches in dealing with CSR activities in the field of sports have been conducted on consumers as external interested parties while focusing only on consumers including recognition, appropriateness (Kim, 2009), team image and sponsorship (Nam and Cho, 2010).

Therefore, the purpose of this study is to determine the contents of CSR activities actually implemented by professional sport clubs, classify the types according to the characteristics and verify the relationship between the type of CSR activities, organizational commitment (loyalty, spontaneity, acceptance of values) and intention of implementation of professional sport clubs targeting club officials who are internal interested parties and to contribute to the establishment of effective CSR activity implementation plans in future for professional sport clubs by determining the types of CSR activity that could have a positive influence on professional sport clubs.

MATERIALS AND METHODS

Study method

Study subject: In this study, the investigation was carried out targeting 279 officials from 32 professional sport clubs (8 basketball clubs, 9 volleyball clubs, 5 baseball

clubs, 10 soccer clubs) out of 51 professional sport clubs (basketball, volleyball, baseball, soccer) from February, 2015 to September, 2015. The samples were collected using the convenience sampling method and 240 questionnaires except for 39 questionnaires considered responded insincerely such as no filling out, duplicated filling out and consistent marking from entire samples were used for the analysis. The data collection in this study was carried out together with a study conducted by Kim *et al.* (2016).

Research tool: The investigation tool used in this study was the questionnaire and the draft questionnaire was prepared based on the investigation on the expert group and then it was completed and used after carrying out the preliminary investigation. The self-administration method was used for the questionnaire.

For the protection of fan's rights and interests among the type of social responsibility activity, survey questions by Kim (2012) and consumer protection-related questions by Yoon *et al.* (2014) and Heo (2013) were modified and used according to the context and for cultural business in the home town, local culture project activities-related questions by Kim (2012), Kim *et al.* (2005), Yoon *et al.* (2014), Cho (2009) and Heo (2013) were modified and used according to the context. For public interest-linked marketing, social contribution-related survey questions of Kim *et al.* (2005) and Lee (2011) were modified and used and for social charity-related questions, social cultural capital and social overhead capital-related questions of Park (2014) and Bae (2008) were modified and used according to the relevant study.

For the organizational commitment questions, the questions used in the study conducted by Kim (2010) were modified and used according to the context of this study based on the questionnaire developed by 4 professors including Mowday, Porter, Steers and Boulian in order to measure organizational commitment and for intention of implementation-related questions, the questions used by Jung (2008) and Bang (2011) were modified and used according to the context of this study.

Validity and reliability of survey tools: As a result of confirmatory factor analysis for each factor to review the validity and reliability of investigation tool, the goodness of fit was $\chi^2 = 866.461$ (df = 309, $p < 0.001$), indicating that it was unfit. However, it was confirmed that it satisfied the standard of goodness of fit (CFI, TLI over 0.8-0.9, RMR < 0.05-0.08) presented by Bagozzi and Dholakia (2002). According to the factor loading, all factors were over 0.50, satisfying the standards and the statistical significance ($CR > 1.965$, $p < 0.05$) also satisfies the standards, securing the convergent validity (Woo, 2012; Kline, 1998) (Table 1).

Table 1: CFA and reliability

Factor/Question	SC	SE	EV	t-values***	CR	AVE	Cronbach' α
A							
A1	0.712		0.270				
A2	0.811	0.104	0.232	12.189			
A3	0.813	0.098	0.204	12.214			
A4	0.923	0.103	0.097	13.814	0.950	0.791	0.922
A5	0.908	0.104	0.120	13.606			
B							
B1	0.614		0.426		0.914	0.684	0.870
B2	0.839	0.133	0.193	10.061			
B3	0.813	0.134	0.231	9.860			
B4	0.804	0.132	0.234	9.787			
B5	0.736	0.121	0.271	9.206			
C							
C1	0.845		0.226				
C2	0.858	0.060	0.209	17.114			
C3	0.918	0.056	0.124	19.305	0.951	0.794	0.940
C4	0.896	0.061	0.173	18.493			
C5	0.839	0.063	0.255	16.465			
D							
D1	0.660		0.440		0.879	0.648	0.830
D3	0.823	0.112	0.227	10.518			
D4	0.813	0.108	0.221	10.430			
D5	0.708	0.108	0.349	9.376			
E							
E1	0.785		0.142				
E2	0.900	0.087	0.074	13.442	0.938	0.835	0.857
E3	0.774	0.089	0.184	12.307			
F							
F1	0.883		0.151				
F2	0.834	0.050	0.181	17.732			
F3	0.943	0.045	0.075	23.365	0.970	0.865	0.954
F4	0.934	0.045	0.081	22.867			
F5	0.899	0.051	0.141	20.827			

A: Fan rights; B: regional cultural project; C: cause-related marketing; D: philanthropy; E: organizational commitment; F: practicing intention; $\chi^2 = 866.461$; $df = 309$; $p < 0.001$; CFI = 0.897; TLI = 0.882; RMR = 0.042; SRMR = 0.0659; RMSEA = 0.087; *** $p < 0.001$

Table 2: Correlation between individual factors

Variables	A	B	C	D	E	F
A	0.791 ¹					
B	0.226**	0.684 ¹				
C	0.139*	0.620**	0.794 ¹			
D	0.229**	0.645**	0.616**	0.648 ¹		
E	0.421**	0.206**	0.187**	0.219**	0.835 ¹	
F	0.177**	0.404**	0.149*	0.216**	0.213**	0.865 ¹

¹AVE; A: fan rights; B: regional cultural project; C: cause-related marketing; D: philanthropy; E: organizational commitment; F: practicing intention
** $p < 0.01$; * $p < 0.05$

In order to confirm the discriminant validity between each factor, the correlation was analyzed and the AVE (Average Variance Extracted) index calculated between each factor was higher than the square of correlation coefficient, securing the discriminant validity. As a result of calculating Cronbach's α in order to examine the internal consistency of survey questions, it was 0.830-0.954, indicating that the survey questions were reliable (Kim, 2007; Nunnally and Bemstein, 1994) (Table 2).

RESULTS AND DISCUSSION

As a result of carrying out the goodness of fit verification on the study model configured based on the

theoretical basis, the goodness of fit was $\chi^2 = 902.272$ ($df = 313$, $p < 0.001$) indicating that it was unfit. However, it was confirmed that it satisfied the standard of goodness of fit (CFI, TLI over 0.8-0.9, RMR < 0.05 -0.08) presented by Bagozzi and Dholakia (2002) (Table 3).

As a result of carrying out empirical analysis on hypothesis 1 in the relationship between the type of social responsibility activity and organizational commitment, the standardized coefficient was 0.413 and t-value was 5.533, showing a significant difference so that hypothesis 1 asserting that 'protection of fan's rights and interests will have an influence on organizational commitment' was supported but in the analysis result on hypothesis 2, the standardized coefficient was 0.042 and t-value was 0.372, showing no significant difference so

Table 3: Results of verification for appropriateness in research model

χ^2	df	p-value	CFI	TLI	RMR	RMSEA
902.272	313	0.001	0.891	0.877	0.067	0.089

Table 4: Factors results of hypothesis verification

Hypothesis	Path analysis	SC	SE	t-values	Sig.	Remark
H ₁	A→E	0.413	0.068	5.533	0.001	Accept
H ₂	B→F	0.042	0.107	0.372	0.710	Reject
H ₃	C→F	0.116	0.063	1.161	0.246	Reject
H ₄	D→F	0.051	0.097	0.429	0.668	Reject
H ₅	E→F	0.219	0.107	3.123	0.002	Accept

A: fan rights; B: regional cultural project; C: cause-related marketing; D: philanthropy; E: organizational commitment; F: practicing intention

that hypothesis 2 asserting that ‘cultural business in the hometown will have an influence on organizational commitment’ was rejected. In the analysis result on hypothesis 3, the standardized coefficient was 0.116 and t-value was 1.161, showing no significant difference so that hypothesis 3 asserting that public interest-linked marketing will have an influence on organizational commitment was rejected and in the analysis result on hypothesis 4, the standardized coefficient was 0.429 and t-value was 0.668, showing no significant difference so that hypothesis 4 asserting that “social charities will have an influence on organizational commitment” was rejected.

In the analysis result on hypothesis 5 in the relationship between organizational commitment and intention of implementation, the standardized coefficient was 0.219 and t-value was 3.123, showing a significant difference so that hypothesis 5 asserting that ‘organizational commitment will have an influence on intention of implementation’ was supported (Table 4).

CONCLUSION

The objective of this study is to clarify the relationship among types of CSR in professional sport team, commitment of members in the organization and practicing intention. Discussion and conclusion based on the results of study are as follows.

First of all, only the protection of rights and interests among CSR types of professional team turned out to positively influence on commitment of members in the organization. Fans can be of a very important reason to operate the team and hence are regarded as high performance consumers. Seen in this perspective, it can be assumed that members in the team place the highest priority in CSR activities towards the fans among all the CSR types in the team. In addition, the more the value is granted on contributing activities for fans, the higher the commitment of members turns out to be for the team. Therefore, professional sport team is required to create various activities to protect rights and interests of fans and focus on active advertisement activities on members of the team.

Secondly, commitment of members from the professional sport team towards an organization turned out to positively influence on practicing intention of CSR activities. Such results mean that the higher the loyalty, spontaneity and acceptance of value are among members towards an organization, the more they are willing to participate in CSR activities. Therefore, professional sport team is needed to implement various welfare strategies for reinforcing commitment of members towards an organization in order to come up with positive effect through CSR activities. In addition, in previous study have derived the results of research that the higher the commitment of members in the public sport team was towards an organization, the lower the turnover turned out to be. In other words, turnover is a type of dissatisfied attitude of members in an organization and hence can be interpreted that the higher the commitment of them towards an organization is the more it reduces negative attitudes of members. Therefore, reinforcement of commitment among members towards an organization increases the degree of practice for CSR activities while enhancing the image of team and representing reciprocal attitude to consumers by strategically exposing them.

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