A Study on the Analysis of Club Official's Intention of Continuous Implementation According to the CSR (Levels and Types) of Professional Sport Team

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Abstract: The purpose of this study is to analyze whether professional sport club officials participate in the Corporate Social Responsibility (CSR) continuously according to the CSR levels and types or not. For such purpose, the survey was carried out by selecting 240 professional club officials in 4 sports (basketball, volleyball, baseball, soccer) through the convenience sampling method. In order to analyze data in the collected questionnaires, the frequency analysis, Confirmatory Factor Analysis (CFA), reliability analysis, correlation analysis and Structural Equation Model (SEM) analysis were carried out using the SPSS 20.0 Version and AMOS 20.0 Version Programs. The investigation result is as follows. First, economic and philanthropic responsibilities among corporate social responsibility levels had an influence on the intention of implementation. Second, cultural business in the hometown among the types of corporate social responsibility had an influence on the intention of implementation. The professional sport club requires a strategic approach to obtain the benefit and public interest from the internal members and external consumers at the same time.

Key words: Cause-related marketing, CSR, implementation, philanthropy, sport club

INTRODUCTION

The Corporate Social Responsibility (CSR) enables supplementation of aspects considered as negative in the corporate management in modern society that is operated based on competition and market. It also includes economic and legal responsibilities as well as ethical, social and environmental responsibilities required and expected continuously in the international society, playing many important roles in the management in modern society (Mcwilliams and Siegel, 2001).

According to the social identity theory, the CSR affects the attitude or behavior of organizational members through their emotional pride that they identify themselves as the organization (Brammer *et al.*, 2007; Peterson, 2004; Rego *et al.*, 2010). Also, the members who provide service in an organization where they are rated positively are proud of themselves by identifying themselves as the organization and such attitude is linked to the members of the organization which is recognized positively 4. In the end, it can be considered that they are identified as the organization through their strong emotional bond on the organization as the members of

such organization. The previous studies regarding the CSR mainly focused on external responses and there has been lack of studies targeting the internal employees. It's because enterprises including the CSR in their management activities have focused on external performances that could obtain trust and favorable evaluation from external stakeholders such as the government, local communities, non-governmental organizations and consumers.

The reason why a study targeting internal employees of enterprises carrying out their CSR unlike the previous studies is necessary is that even if enterprises expect a positive result and carry out their management strategies in the execution of their CSR, it is difficult to obtain the expected results in case the internal employees have a negative perception on CSR activities (Lee and Choi, 2010; Lee and Lee, 2013).

Therefore, the purpose of this study is to find specific measures to carry out the CSR through active participation and practice of club officials, not to consider the CSR activities carried out by professional sport clubs only in terms of external performance.

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MATERIALS AND METHODS

Subject of study: The internal employees of the professional sport clubs in 4 sports (baseball, soccer, basketball, volleyball) in Korea were selected as the subject of this study and this study was carried out targeting 279 club officials 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. Also, the data collection in this study was carried out together with a study conducted by Kim *et al.* (2016a, b). The demographic characteristics are as shown in Table 1.

Research tool: A questionnaire was used as a research tool in this study and it consisted of 7 questions on the demography, 5 questions for CSR level on economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility each and 4 questions on environmental responsibility. Also, the CSR type consisted of 5 questions on the protection of fan's rights and interests, cultural business in the homet own, public interest-linked marketing and social charities each. About 4 levels including economic, legal, ethical, philanthropic levels among the CSR levels were re-organized through 4 levels shown in the study conducted by Carroll (1979) and the contents of environmental protection-related survey questions. Herpen *et al.* (2003), Lafferty and Goldsmith (1999), Kim *et al.* (2005) and the contents from the studies by Dahlsrud (2008), Swaen and Chumpitaz (2008), Park (2013) were modified and used for the environmental level. Among the CSR types, the survey questions by Kim (2012) for the protection of fan's rights and interests, the survey questions by Kim *et al.* (2005) and Cho (2009) for the cultural business in the hometown, the survey questions of for regional cultural business activities, the survey questions by Lee (2011) for the cause-related marketing and the survey questions by Park (2014) for the social charities were modified, supplemented and used. Lastly, the survey questions by Gak (2008) for the intention of implementation were modified and used along with the context of this study.

Validity and reliability of survey tools: A questionnaire in order to secure the validity of questionnaire prepared for this study, an expert group consisting of 2 professors in sports business major, 2 doctors of sports industry management major and 2 club officials was organized.

Table 1: Demographic characteristics

Characteristic/Response	Frequency (n)	Ration (%)
Gender		
Male	188	78.3
Female	52	21.7
Age		
20s	51	21.3
30s	123	51.3
40s	55	22.9
50s or over	11	4.6
Working career		
3 years or under	81	33.8
3-6 years	62	25.8
6-9 years	29	12.1
9-12 years	29	12.1
12-15 years	16	6.7
15 years or over	23	9.6
Sport entry		
Basketball	37	15.4
Volleyball	41	17.1
Base ball	79	32.9
Football	83	34.6
Experience in CSR activity participation		
Yes	210	87.5
No	30	12.5
Working experience in CSR activity related department		
Yes	82	34.2
No	158	65.8
Total	240	100.0

Through this group, the validity of contents in the questionnaire was secured and the Confirmatory Factor Analysis (CFA) and reliability analysis were carried out as shown in Table 2 based on the collected questionnaire data using SPSS 20.0 Version and AMOS 20.0 Version.

As a result of carrying out the Confirmatory Factor Analysis (CFA) in order to determine the suitability for the single factor of Social Responsibility (CSR) level and type and the factor between each variable, $\chi^2 = 2213.209$ (df = 900, p<0.001) was shown based on the suitability. CFI was 0.862 and TLI was 0.848, corresponding to the standards of 0.8-0.9 or higher presented by Bagozzi and Yi (1988) and the SMSR value was 0.0692 which was below 0.1 and there was no problem in the suitability standard.

According to the factor loading, 5 levels were shown as 7.64-0.913 for economic responsibility, 0.748-0.850 for legal responsibility, 0.665-0.832 for ethical responsibility, 0.626-0.880 for philanthropic responsibility and 0.854-0.923 for environmental responsibility. About 4 types were shown as 0.710-0.923 for protection of fan's rights and interests, 0.647-0.822 for cultural business in the hometown, 0.835-0.918 for public interest-linked marketing and 0.652-0.824 for social charities, indicating that the result of all factors is >0.50, satisfying the standards (Brammer *et al.*, 2007). The intention of implementation was 0.833-0.944 also satisfying the

Table 2: Confirmatory factor analysis and reliability of concept

Factor/Question	SC	SE	EV	t-values	CR	AVE	α
A							
A1	0.764		0.316		0.855	0.749	0.818
A2	0.913	0.121	0.160	11.104***			
B							
B1	0.801		0.204		0.935	0.742	0.893
B2	0.787	0.070	0.202	13.538***			
B3	0.850	0.074	0.173	15.031***			
B4	0.791	0.084	0.285	13.637***			
B5	0.748	0.072	0.238	12.677***			
C							
C1	0.832		0.214		0.916	0.687	0.864
C2	0.707	0.069	0.333	12.052***			
C3	0.823	0.062	0.198	14.864***			
C4	0.706	0.062	0.273	12.029***			
C5	0.665	0.059	0.264	11.110***			
D							
D1	0.626		0.375		0.920	0.699	0.888
D2	0.767	0.130	0.277	9.852***			
D3	0.880	0.147	0.179	10.854***			
D4	0.874	0.154	0.207	10.809***			
D5	0.770	0.137	0.303	9.888***			
E							
E1	0.854		0.272		0.943	0.805	0.942
E2	0.901	0.054	0.184	19.143***			
E3	0.923	0.052	0.140	20.054***			
E4	0.904	0.055	0.182	19.270***			
F							
F1	0.710		0.271		0.949	0.791	0.922
F2	0.809	0.104	0.235	12.147***			
F3	0.808	0.098	0.209	12.130***			
F4	0.923	0.103	0.098	13.808***			
F5	0.913	0.105	0.113	13.673***			
G							
G1	0.647		0.397		0.915	0.684	0.870
G2	0.822	0.116	0.211	10.668***			
G3	0.797	0.118	0.248	10.419***			
G4	0.801	0.117	0.238	10.453***			
G5	0.750	0.109	0.259	9.928***			
H							
H1	0.851		0.218		0.951	0.794	0.940
H2	0.863	0.058	0.204	17.507***			
H3	0.918	0.055	0.124	19.660***			
H4	0.891	0.059	0.181	18.591***			
H5	0.835	0.062	0.261	16.549***			
I							
I2	0.652		0.449		0.879	0.647	0.830
I3	0.824	0.115	0.226	10.413***			
I4	0.813	0.110	0.221	10.321***			
I5	0.714	0.111	0.343	9.352***			
J							
J1	0.883		0.151		0.970	0.865	0.954
J2	0.833	0.049	0.181	17.741***			
J3	0.944	0.045	0.073	23.487***			
J4	0.933	0.045	0.082	22.818***			
J5	0.898	0.051	0.142	20.803***			

A: Economic, B: Legal, C: Ethical, D: Philanthropic, E: Environmental, F: Fan rights, G: Regional Cultural Project, H: Cause-related marketing, I: Social Philanthropy, J: Implementation $\chi^2 = 2213.209$(df = 900, p<0.001), CFI = 0.862, TLI = 0.848, SRMR = 0.0692, RMSEA = 0.087, ***p<0.001

standards. The construct reliability of 5 levels was 0.855-0.943 and the construct reliability of 4 types was 0.879-0.951. In addition, the construct reliability of intention of implementation was 0.970. As a result of examining Cronbach's α to measure the reliability of questions in the investigation tool for the study it was 0.818-0.954, verifying the reliability.

Table 3: Confirmatory factor analysis and reliability of whole concept

χ^2	df	p-value	CFI	TLI	RMSEA
554.136	179	0.001	0.818	0.882	0.087

RESULTS AND DISCUSSION

Suitability verification of research model: As a result of verifying the structural equation model for the effects of

Table 4: Hypothesis test result

H	Path	SC	SE	t-values	Sig.	Note
H_1	Economic→Implementation	-0.243	0.102	-2.608	0.009	O
H_2	Legal→Implementation	0.031	0.221	0.171	0.864	X
H_3	Ethical→Implementation	0.021	0.207	0.110	0.913	X
H_4	Philanthropic→Implementation	0.406	0.158	3.829	0.001	O
H_5	Environmental→Implementation	-0.058	0.085	-0.593	0.553	X
H_6	Fan rights→Implementation	0.086	0.093	1.317	0.188	X
H_7	Regional culture→Implementation	0.367	0.171	3.148	0.002	O
H_8	Cause-related marketing→Implementation	-0.171	0.097	-1.729	0.084	X
H_9	Social philanthropy→Implementation	-0.021	0.148	-0.178	0.859	X

social responsibility (CSR) level and type on the intention of implementation, χ^2 = 554.136 (df = 179, p<0.001) was shown as shown in Table 3 and CFI = 0.818, TLI = 0.882 and RMSEA = 0.087, verifying the suitability of this research mode.

The analysis result of path between each factor to see the influence of the CSR levels and types on the intention of implementation is as shown in Table 4. The first hypothesis 'economic responsibility will have an influence on the intention of implementation' among 5 hypothesis related to 5 levels showed a significant path coefficient (β = -0.243, t = -2.608, p<0.009) so that this hypothesis was selected.

As a result of analyzing the fourth hypothesis 'philanthropic responsibility will have an influence on the intention of implementation', the significant path coefficient was β = 0.406, t = 3.829, p<0.001 so that the relevant hypothesis was selected.

Among the hypotheses related to 4 types, only the hypothesis related to cultural business in the hometown was selected and the significant path coefficient of the seventh hypothesis 'Cultural business in the hometown will have an influence on the intention of implementation' was significant (β = 0.367, t = 3.148, p<0.002) so that this hypothesis was also selected.

CONCLUSION

The purpose of this study was to analyze the club official's intention of implementation of CSR activities according to the CSR activity level and type of professional sport clubs. The discussion and conclusion based on the hypothesis test result are as follows.

First, the economic responsibility among the CSR levels of professional sport clubs had a negative effect on the club official's intention of implementation of CSR activities. Such research result corresponds to the result of a precedent study indicating that the economic responsibility of CSR could lead to the negative behavior of consumers as well as internal members 22. In other words, it means that if internal members recognize that the club carries out the CSR activities for the benefit of the club, it may lead to a negative behavior of the members

and therefore, the professional sport club requires a strategic approach to obtain the benefit and public interest from the internal members and external consumers at the same time.

Second, the philanthropic responsibility among the CSR levels of professional sport clubs had a positive effect on the intention of implementation. Such result corresponds to the contents of studies carried out by (An, 2015; Cho and Han, 2013) and the terms including 'social responsibility' and 'philanthropic activities' are understood as activities for public interest by the members. This shows that the internal members may show more reciprocal attitude towards the affiliated club for the club's voluntary philanthropic activities or the role as a corporate citizen. On the other hand, there is also a case that the philanthropic responsibility did not lead to a favorable attitude of consumers. For example, if a subject who implements the philanthropic responsibility is an enterprise used by the upper class such as a hotel, the consumers may show a negative recognition or may be insensitive to the philanthropic responsibility (Han and Seo, 2016).

Third, only cultural business in the hometown among the CSR types of professional sport club had a positive effect on the club official's intention of implementation of CSR activities. This result corresponds to the result of airline's CSR activity-related study indicating that the regional cultural business activities affect the consumer's intention of action 24. This has a noticeable positive effect than other CSR activity types since professional sport clubs secure fans based on their hometown and shows a characteristic of regionalism. Also, the members show a favorable attitude towards the activities including volunteer work in the hometown, support for arts and culture and educational activities that are directly related to the benefit of local residents (Kim *et al.*, 2016a, b).

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