

WILLINGNESS OF SPORT FANS TO PARTICIPATE IN SOCIALLY RESPONSIBLE COMMUNITY PROGRAMMES OF PROFESSIONAL SPORT ORGANISATIONS

Zhu ZHANG¹ & Jhalukpreya SURUJLAL²

¹ *School of Sport and Exercise Science, Institute of Sport, Exercise and Active Living, Victoria University, Melbourne, Australia*

² *Faculty of Economic Sciences and Information Technology, North-West University (Vaal Triangle Campus), Vanderbijlpark, Republic of South Africa*

ABSTRACT

Corporate Social Responsibility (CSR) has gained increased research interest in recent years. It has evolved globally from a charitable activity into a strategic tool for organisations to protect their reputation, develop brand loyalty and foster competitive advantage. The aim of this study was to develop and empirically test a model to explain the willingness of sport fans to engage in CSR community programmes of professional sport. A model was developed, which proposed that willingness to participation was affected by 4 attitudinal and cognitive variables: fan identification; perceived relevance of the programme; attribution of motives by community members; and attitude toward social responsibility of professional sport. Data were compiled and the model was empirically tested. The 4-variable model explained 61.7% of the variance in the willingness of community members to participate in socially responsible programmes of professional sport. Social demographic differences were explored. Regression analysis revealed that all the hypothesised effects of the independent variables, except altruistic attribution of motives of professional sport on willingness to participate in CSR programmes, were supported.

Key words: Corporate social responsibility; Sport fan; Professional sport; Programmes.

INTRODUCTION

Corporate social responsibility (CSR) is defined as “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families, as well as of the local community and society at large” (World Council for Sustainable Development, 1999). It has gained increased research interest during the past two decades (Dhurup, 2012). While CSR involves a broad range of issues related to the role, position and function of business in contemporary society (Jonker, 2005), the seminal theme of CSR is that organisations have responsibilities beyond profit maximisation (Carroll, 1979; Moir, 2001). Viewed initially as a charitable or philanthropic activity, CSR has evolved globally into a strategic tool for organisations to protect their reputation, develop brand loyalty and foster competitive advantage (Babiak & Wolfe, 2006). The importance of CSR has risen to the forefront of concern of business communities in

North America (Zwetsloot, 2003; Waddock, 2004). Similarly, CSR is recognised as “an issue of critical importance in Australia’s business community” (Parliamentary Joint Committee on Corporate and Financial Services, 2006, p. xiii). In a parallel fashion, the importance of CSR is gaining increasing emphasis in the sport industry around the world.

CSR programmes of professional sport have advantages that organisations in other industries do not have. Firstly, the essentially free and vast media exposure professional sport receive can help enhance the awareness of the social concern they tackle. Secondly, their wide appeal to a diverse sport fan base means the message they send out can be conveyed to otherwise difficult-to-reach populations. Thirdly, their close emotional and psychological connections to fans create the possibility of significantly shaping the opinions of their fans toward the social concern they address.

As a result of these advantages, professional sport is believed to have greater effects in providing inspiration than other businesses in areas, such as education and health care for children, health and exercise, concern for the environment, and social/cultural enrichment (Headlee, 2006). Currently, almost all professional sport in the United States of America have a community outreach department or community programmes (Robinson, 2005). Australian professional sport is also actively involved in CSR community programmes. For example, the Western Bulldogs Football Club, an Australian Football League (AFL) club located in the western region of Melbourne, has four categories of community programmes addressing a range of social concerns the local community faces, from diabetes and water saving to education and community cohesion issues.

While the literature on CSR is extensive, a large body of this literature has focused on the relationship between CSR practices and their economic outcomes and commercial benefits to the delivering organisations (Peloza, 2006; Smith & Westerbeek, 2007; Walters & Chadwick, 2009). Very little research has been conducted to examine how the community receives social outcomes and benefits of CSR programmes (Margolis & Walsh, 2003). The lack of research in this area may not be a problem for business companies whose most predominant form of corporate community partnership, as Zappalá and Cronin (2003) found in a survey of the top 100 companies in Australia, was cash donations.

It is, however, very unfortunate for professional sport. The engagement of professional sport in CSR community programmes is usually more dynamic and hands-on than business organisations, because of its wide appeal and media exposure advantages. They are usually deeply involved with the design and delivery of their CSR community programmes rather than just cash donations (Carroll, 1999). Consequently, it is of paramount importance for professional sport to understand the effectiveness of CSR programmes, not just in terms of their economic outcomes and commercial benefits, but, perhaps more importantly, their social benefits. As mentioned previously, in most CSR community programmes, the social benefits are delivered through the participation of the targeted community.

PURPOSE OF RESEARCH

The aim of this study was to propose and empirically test a model to explain the willingness of sport fans to participate in CSR community programmes of professional sport. Drawing on

sport fan behaviour and CSR literature, a model is proposed (Figure 1) to explain why sport fans participate in CSR programmes of professional sport. The model posits that willingness to participate in these programmes are affected by 4 variables: fan identification; the perceived relevance of the social causes or concerns the programmes address; attribution of motives of the involvement of professional sport in these programmes; and the attitude of sport fans toward CSR of professional sport. A discussion of each of the variables follows and various hypotheses will be proposed.

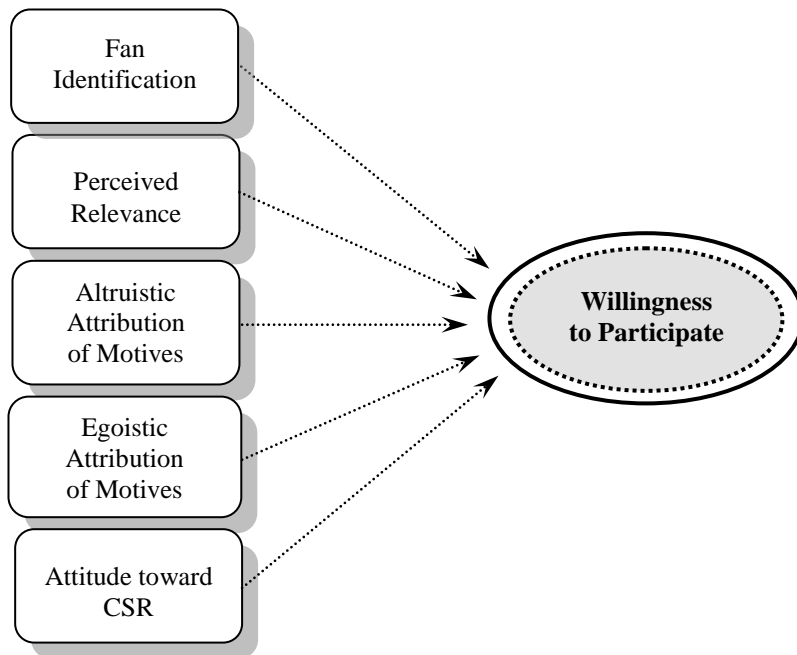


FIGURE 1. MODEL: PARTICIPATION IN SOCIALLY RESPONSIBLE COMMUNITY PROGRAMMES OF PROFESSIONAL SPORTS

Fan identification

Fan identification has its theoretical roots in social identity theory (Fink *et al.*, 2002) and is defined as the “degree to which fans’ relationship with the team contributes to their social identity” (Mahony, 1995:12). It shows the emotional and psychological connections sport fans have with a sport team. It is, perhaps, the most salient indicator of various attitudes and behaviours, associated with the sport team; sport fans display (Sutton *et al.*, 1997).

Studies on fan identification are extensive. Empirical studies have repeatedly found that sport fans with high levels of fan identification show a tendency of high levels of involvement with the team. For example, fans were found to attend more games (Murrell & Dietz, 1992), to know more about the players and history of the teams (Wann & Branscombe, 1995), and to be more likely to buy licensed sport merchandise of the team on the Internet (Zhang *et al.*, 2006). Moreover, research has found that the support of the fans for their team can be

transferred to a third party. For example, Madrigal and Howard (2000) and Zhang *et al.* (2005) found that sport fans with high levels of fan identification were more likely to purchase the team sponsors' products because they were viewed as supporters of the team.

In the light of the impact of fan identification on sport fans, it is expected that fan identification will affect willingness to participate in CSR community programmes. Fans with high levels of identification are likely to view a CSR programme as the opportunity to get involved with the team and, therefore, to be more willing to participate. Therefore, hypothesis 1 is proposed as follows:

Hypothesis 1: Fan identification has an effect on the willingness of sport fans to participate in the CSR programme of a professional sport club.

Perceived relevance of the programme

In CSR literature, especially cause-related marketing (CRM) literature, the relationship between causes and consumers continue to attract interest from researchers. For example, Lafferty (2007) found that consumers responded more positively when the cause was considered to be more important to them. Bhattacharya and Sen (2003) suggested that consumers were drawn to a CRM campaign, because they perceived the cause relevant to them. Gupta and Pirsch (2006) found that consumer-cause congruence, which is similar to cause-relevance, had a positive effect on the attitude of consumers toward the company-cause alliance and purchase intent. Grau and Folse (2007) found that consumers with a high level of cause involvement were significantly likely to participate in a CRM campaign as opposed to those with a lower level of cause involvement.

In this study, perceived relevance of the programme is defined as the degree to which sport fans find the social cause or issue the programme addresses to be personally relevant to them. Personal relevance is the level of perceived importance and/or interest evoked by a stimulus within a specific setting (Antil, 1984). Each of the CSR community programmes is a stimulus, because these programmes are designed to address specific social causes or issues.

The variety of CSR community programmes bears different levels of relevance to individual sport fans because personal relevance is based on inherent needs, values and interests (Zaichkowsky, 1985). For example, a sport fan would be more willing to participate in a CSR community programme that addresses diabetes if s/he has suffered or witnessed a close friend suffering from the disease. Therefore, it is expected that sport fans who found a programme to be more personally relevant should more willingly participate in the programme relative to those who found it less relevant. In this regard, the following hypothesis is formulated:

Hypothesis 2: Perceived relevance of the programme has an effect on the willingness of sport fans to participate in the CSR programme of a professional sport club.

Attribution of motives

Attribution theory has been employed successfully to a variety of situations to explain how people make inferences about the behaviours of others (Folkes, 1984). Sport fans make inferences about the motives of professional sport for their participation in CSR community

programmes. In turn, these inferences could affect their intention or behaviour of actually participating in these programmes.

Based on the basic distinctions in the literature between egoistic and altruistic motivations (Bendapudi *et al.*, 1996), the intentions of professional sport to provide CSR community programmes can be grouped into egoistic and altruistic motives. Altruistic motives are to improve the welfare of others, also called other-centred motives. Some sport fans may, for instance, view the participation of a sport club in CSR community programmes as improving the welfare of the community and they really want to give something positive back to the community. Others may infer that the motives are egoistic, or are of self-interest, because professional sport clubs often are considered as existing for profit. Their CSR community programmes, therefore, may be viewed as nothing more than a way for attaining additional revenues (attracting more members and selling more tickets).

Empirical studies in business literature have found that the attribution of motives of consumers for a company's CSR involvement can influence the consumption intentions and behaviours of consumers. For example, perceived motives for CSR was found to have an effect on consumer purchase choice (Barone *et al.*, 2000) and purchase intention (Ellen *et al.*, 2006). The afore-mentioned argument and the findings of empirical studies lend support to the prediction that how sport fans perceive the motives of professional sport for CSR involvement will affect their willingness to participate in CSR community programmes. Sport fans who perceive the motive for CSR to be mainly altruistic will be more willing to participate. On the other hand, sport fans who perceive the motive for CSR to be mainly of self-interest will be less willing to participate. These predictions are hypothesised as follows:

Hypothesis 3: Altruistic attribution of the motives of professional sport for participating in CSR community programmes has a positive effect on sport fans regarding their willingness to participate in the programmes.

Hypothesis 4: Egoistic attribution of the motives of professional sport for participating in CSR community programmes has a negative effect on sport fans regarding their willingness to participate in the programmes.

Attitude toward CSR of professional sport

Ajzen and Fishbein (1977) indicated that while attitude-behaviour consistency is applicable under most circumstances, attitude is a more accurate predictor of behavioural intention than of the actual behaviour. It is expected that the attitude of sport fans toward CSR of professional sport will have an effect on their willingness to participate in these programmes. Sport fans that have a positive attitude toward CSR of professional sport are more likely to participate relative to those who have a negative attitude. The following hypothesis is thus formulated:

Hypothesis 5: The attitudes of sport fans toward CSR of professional sport have an effect on their willingness to participate in the programmes.

In addition to the model testing, it is also important to consider the differences in all five variables based on social demographic variables. It should be noted that the attribution of motives is viewed as one variable in the theoretical model but two (egoistic and altruistic attribution), variables in the empirical model. Social demographic variables have been found to affect attitudes and behaviours of sport fans in a variety of settings and situations (Armstrong, 2002; James & Ridinger, 2002). In this study, gender and religious affiliation are considered.

METHODOLOGY

Ethical considerations

The ethics process of the Human Research Ethics Committee of Victoria University (Melbourne) was followed and ethical clearance (HRETH 08/194) was obtained. Ethical considerations such as participants' right to anonymity, confidentiality, privacy or non-participation, among others, were adhered to during the process of collecting the data.

Sample and procedure

Non-probability sampling technique, namely convenience sampling, was used in the current study. Convenience samples involve selecting sampling units on the basis of where and when the study is being conducted (Bradley, 2007). In this study, a web-based questionnaire was used to collect data from undergraduate students enrolled in sport related courses in a large university in Australia. Data were collected from the students who identified themselves as fans of professional sport clubs.

A fan is described as a keen sport follower who is motivated by the performance and achievement of a favourite team (Robinson *et al.*, 2005). For the purpose of this study, their role as sport fans was of relevance. An e-mail with a link to the questionnaire on 'SurveyMonkey.com' was sent to the participants. The e-mail explained the purpose of the study and invited the sport fans to participate in the study.

Data were collected from 386 participants. Ten questionnaires were discarded because they were incomplete. Hence, data captured from 376 completed questionnaires were analysed. Of the 376 participants, 33.8% (n=127) were females and 66.2% (n=249) were males. Approximately 36% (n=134) of the participants indicated that they had a religious belief.

Measurement instrument

Arising from the literature study, a questionnaire was developed. The initial questionnaire was pre-tested for content validity by a panel of experts consisting of sport management academics, as well as university students prior to the collection of data. Omissions and modifications were made to some of the items in the questionnaire based on their feedback. All items relating to the willingness of sport fans to participate in socially responsible community programmes were measured on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The reliabilities of all the scales used range from Cronbach's

alpha of 0.83 to 0.94, which were much higher than the cut-off value of 0.7 suggested by Nunnally (1978).

Fan identification was measured on a 4-item scale, which was used in a study conducted by Zhang *et al.* (2005). These fan identification items showed good reliability in previous studies with university students (Kwon & Armstrong, 2002; Zhang *et al.*, 2005). A sample question reads, "I feel a sense of ownership for the team". In the present study, a Cronbach's alpha of 0.94 was found for the scale.

A 5-item scale adapted from previous research by Maheswaran and Meyers-Levy (1990), measured the perceived relevance of the programme. The items measure whether the social cause the CSR community programme supported is important and relevant to the participants. A sample question read, "Community effort to fight diabetes does matter a great deal to me". A Cronbach's alpha of 0.86 was found for this scale.

Altruistic attribution of motive was measured by 3 items with a Cronbach's alpha of 0.88 and egoistic motives by 2 items with a Cronbach's alpha of 0.83. Three items with a Cronbach's alpha of 0.93 measured the attitude of sport fans toward CSR of professional sport. Willingness to participate in CSR programme by sport fans was measured by 4 items with a Cronbach's alpha of 0.88.

Analysis of data

For the purposes of this study, a linear regression and Multivariate Analysis of Variance (MANOVA) statistical procedures were utilised. To test Hypotheses 1 through to 5, a linear regression was conducted to investigate how the model explained the variance in willingness to participate in CSR programmes of professional sport and how each of the variables performed. A series of MANOVAs were employed to examine whether there was a group difference based on the gender and religious belief of participants. If MANOVAs found significant differences between the gender and religious groups, a follow up of univariate ANOVAs was conducted to examine if there were significant differences among each of the 5 variables between the groups.

RESULTS

It was hypothesised that fan identification (H_1), perceived relevance of the programme (H_2), altruistic attribution (H_3), egoistic attribution (H_4), and attitude toward CSR of professional sport (H_5) influence the willingness of sport fans to participate in CSR programmes of professional sport. Table 1 presents the results of the regression analysis.

The regression was significant ($R^2 = 0.61$; $F_{(5, 370)} = 119.12$) at $p < 0.001$. The results indicate that the model performed well and accounted for 61% of the variance in sport fans' willingness to participate in CSR programmes. In terms of the performance of each of the independent variables, perceived relevance of the programme made the most significant positive contribution to predicting the level of willingness to participate (Std $\beta = 0.43$, $p < 0.001$), followed by fan identification (Std $\beta = 0.38$; $p < 0.001$), and attitude toward CSR (Std $\beta = 0.36$; $p < 0.001$). In addition, egoistic attribution contributed negatively to the level of

willingness to participate (Std β = -0.13; $p < 0.001$). However, the effect of altruistic attribution on willingness to participate was not significant. Thus, all of the hypothesised effects of the independent variables, except altruistic attribution of motives of professional sport on willingness to participate in CSR community programmes were supported.

TABLE 1. WILLINGNESS TO PARTICIPATE: RESULTS OF REGRESSION ANALYSIS (N=376)

Independent variables	Std. β
Fan identification	0.38***
Perceived relevance	0.43***
Altruistic attribution	0.01
Egoistic attribution	-0.13***
Attitude toward CSR	0.36***
R^2	0.61***
F (df)	119.12 (5, 370)

*** $p < 0.001$

CSR= Corporate Social Responsibility

In order to explore whether there were gender and religion differences in the willingness of participants to participate in CSR community programmes, perceived relevance of the programme, altruistic attribution, egoistic attribution and attitude toward CSR of professional sport, MANOVAs were conducted. No significant gender differences were found between male and female participants on a linear combination of the given variables.

A significant difference, however, was found between the group of participants with religious belief and those without (Wilk's $\Lambda = 0.913$; $F_{(5, 370)} = 7.04$; $p = 0.00$; multivariate $\eta^2 = 0.09$). Examination of the coefficients for the linear combinations distinguishing religious and non-religious groups indicated that attitudes toward CSR of professional sport, perceived relevance of the programme, willingness to participate in CSR programme and altruistic attribution of motive, contributed most to distinguish the groups. Follow up univariate ANOVAs indicated that *willingness to participate* in CSR programmes ($F_{(1, 375)} = 14.51$; $p = 0.00$); *perceived relevance* of the programme ($F_{(1, 375)} = 9.08$; $p = 0.003$); *altruistic attribution* of motive ($F_{(1, 375)} = 7.60$; $p = 0.006$); and *attitude* toward CSR of professional sport ($F_{(1, 375)} = 24.4$; $p = 0.00$) were significantly different between religious and non-religious groups. However, no significant difference was found for the 2 groups in egoistic attribution of motive.

DISCUSSION

The aim of this study was to develop and empirically test a model to explain the willingness of sport fans to participate in CSR community programmes of professional sport. Several important findings emerged from this research.

Firstly, using linear regression modelling, it was found the model performed reasonably well. The five independent variables together accounted for 61% of the variance (a large portion of variance explained) in the dependent variable, willingness to participate. This finding has important implications for professional sport or any other organisations that aim to utilise professional sport as a vehicle to address a social cause or issue. It appears that currently professional sport only target their members as the main potential participants of their CSR community programmes. In a sense, they focus on the segment of the community members with a high level of fan identification. The study provided empirical support for such practices and found that fan identification was a strong indicator of the intention of sport fans to attend the CSR community programme. The result was consistent with the findings of previous studies that found that fan identification was a strong indicator of fans' behavioural intentions, such as game attendance intentions and purchasing intentions of the products of sponsors (Zhang *et al.*, 2005; Park & Dittmore, 2014).

In addition to fan identification, perceived relevance of the programme was another strong indicator of the willingness of sport fans to participate in CSR programmes. It contributed even more than fan identification in the current study. This finding corroborates previous findings that consumers respond more positively when the cause was considered to be more important to them (Lafferty, 2007), and that consumers with a level of cause involvement were significantly likely to participate in CSR campaigns, as opposed to those with lower level of cause involvement (Grau & Folse, 2007). The importance of perceived relevance suggests that professional sport should choose carefully what social cause or issue to address in their design of their CSR community programmes. In order to maximise the social benefits through increasing participation, they should choose the ones that are most relevant to the members of their targeted community.

Secondly, the effect of altruistic attribution was found not to be significant on willingness to participate. This was an unexpected result. Ellen *et al.* (2006) found in general business settings that altruistic attribution was positively related to purchase intention. A possible explanation is that all CSR community programmes are promoted to be altruistic by professional sport. Being altruistic is just the way they should be, but not enough to trigger any participation intention among sport fans. As the current study has shown, it is rather the levels of desire of sport fans to be involved with the sport club (fan identification), the levels of relevance they perceive of the social cause the programme supports and the attitude of sport fans toward CSR of professional sport that determines willingness to participate.

It is interesting that while the hypothesis that altruistic attribution had an effect on willingness to participate in CSR programmes was rejected, it supported the hypothesis that egoistic attribution had a significant and negative effect. The implication of the finding for professional sport is that they should be very careful with their promotions of their CSR community programmes. Any scepticism about their motive for offering CSR programmes to be egoistic may significantly reduce the number of people willing to participate in their programmes, and consequently, reduce the social benefits.

Thirdly, significant differences between religious and non-religious groups in willingness to participate in CSR programmes, perceived relevance of the programme, altruistic attribution of motive, and attitude toward CSR of professional sport, were found. Previous studies

examining the link between religion and CSR suggest that the interface between religion and CSR appear to be fragmented and inconclusive (Ramasamy *et al.*, 2010; Jamali & Sdiani, 2013). In the current study, participants with religious beliefs had higher scores on all of the variables mentioned. This finding is supported by Ramasamy *et al.* (2010) who found religious belief to be a significant determinant of CSR support. Therefore, it may be inferred that professional sport could attract more participants if they promote their CSR programmes targeting religious groups.

LIMITATIONS AND IMPLICATIONS FOR FURTHER STUDY

There are a few methodological issues related to the present study that warrant consideration.

Firstly, the study used convenience sampling. Although convenience sampling does not ensure that the sample drawn represents the characteristics of the population, it is a sampling technique often utilised for theory testing (Calder *et al.*, 1981). The authors were aware that the sample used was a convenience sample, and of the limitations of convenience sampling to the generalizability of the findings. Future studies should randomly draw samples from the general fan population to test the model and variables included in the present study to improve generalizability.

Secondly, even though the relationships were explored, the causal relationships among the dependent variables and independent variables could not be explored. It is recommended, therefore, that further studies examine the causal relationships through either experimental designs or structural models. While the difficulties of experimental designs in sport settings is acknowledged, this type of research design is more effective in examining causal relationships.

Thirdly, behavioural intention (for example, willingness to participate) was used as the dependent variable in this study. It is acknowledged that behavioural intention does not necessarily result in actual overt behaviour (such as participating). While behavioural intention was perceived to be a good predictor of behaviour, future studies might incorporate both behavioural intention and overt behaviour as the dependent variables of the study.

CONCLUSION AND RECOMMENDATIONS

This study has some important contributions to make to both CSR research and practice. Firstly, the research contributes to the CSR literature by shedding light on how social demographic, attitudinal and cognitive factors influence the willingness of sport fans to participate in CSR community programmes. Secondly, this project expands understanding CSR from a social benefit perspective, different from the economic and commercial benefits perspective, which has dominated the literature, thus contributing to the existing literature on CSR by enabling observation of CSR from a holistic perspective. Thirdly, the findings of the research provide a solid foundation for an array of important future research enquiries. Moreover, the measurements created for and tested in this study will aid future CSR research endeavours.

The findings could assist professional sport (and for that matter, any organisations engaging in community CSR practice), to design and deliver their CSR programmes more efficiently and effectively to maximise participation. As a result, more social benefits will be achieved.

REFERENCES

- AJZEN, I. & FISHBEIN, M. (1977). Attitude-behaviour relations: A theoretical analysis and review of empirical research. *Psychological Bulletin*, 84(5): 888-918.
- ANTIL, J. (1984). Conceptualization and operationalization of involvement. *Advances in Consumer Research*, 11(1): 203-209.
- ARMSTRONG, K.L. (2002). Race and sport consumption motivations: A preliminary investigation of a black consumers' Sport Motivation Scale. *Journal of Sport Behaviours*, 25(4): 309-330.
- BABIAK, K. & WOLFE, R. (2006). More than just a game? Corporate social responsibility and Super Bowl XL. *Sport Marketing Quarterly*, 15(4): 214-222.
- BARONE, J.; MIYAZAKI, D. & TAYLOR, A. (2000). The influence of cause-related marketing on consumer choice: Does one good turn deserve another? *Journal of the Academy of Marketing Science*, 28(2): 248-262.
- BENDAPUDI, N.; SINGH, S.N. & BENDAPUDI, V. (1996). Enhancing helping behaviour: An integrative framework for promotion planning. *Journal of Marketing*, 60(3): 33-49.
- BHATTACHARYA, C.B. & SEN, S. (2003). Consumer-Company identification: A framework for understanding consumers' relationships with companies. *Journal of Marketing*, 67(2): 76-88.
- BRADLEY, N. (2007). *Marketing research, tools and techniques*. New York, NY: Oxford University Press.
- CALDER, B.J.; PHILLIPS, L.W. & TYBOUT, A.M. (1981). Designing research for application. *Journal of Consumer Research*, 8(2): 197-207.
- CARROLL, A.B. (1979). A three-dimensional conceptual model of corporate social performance. *Academy of Management Review*, 4(4): 497-505.
- CARROLL, A.B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business and Society*, 38(3): 268-295.
- DHURUP, M. (2012). Corporate social responsibility in the sport industry: A theoretical discourse. *African Journal for Physical, Health Education, Recreation and Dance*, December Supplement (1:1): 77-96.
- ELLEN, P.; WEBB, J. & MOHR, A. (2006). Building corporate associations: Consumer attributions for corporate socially responsible programs. *Journal of the Academy of Marketing Science*, 34(2): 147-157.
- FINK, J.S.; TRAIL, G.T. & ANDERSON, D.F. (2002). An examination of team identification: Which motives are most salient to its existence? *International Sports Journal*, 6(2): 195-207.
- FOLKES, V.S. (1984). Consumer reaction to product failure: An attributional approach. *Journal of Consumer Research*, 10(4): 398-409.

- GRAU, S. & FOLSE, J.G. (2007). Cause-related marketing (CRM): The influence of donation proximity and message-framing cues on the less-involved consumer. *Journal of Advertising*, 36(4): 19-33.
- GUPTA, S. & PIRSCH, J. (2006). The company-cause-customer fit decision in cause-related marketing. *Journal of Consumer Marketing*, 23(6): 314-26.
- HEADLEE, C. (2006). "Environmental impact of Super Bowls on host cities. Day to day". *National Public Radio*. Hyperlink: [<http://www.npr.org/templates/story/story.php?storyid=5180609>]. Retrieved on 31 January 2009.
- JAMALI, D. & SDIANI, Y. (2013). Does religiosity determine affinities to CSR? *Journal of Management, Spirituality and Religion*, 10(4): 309-323.
- JAMES, J.D. & RIDINGER, L.L. (2002). Female and male sport fans: A comparison of sport consumption motives. *Journal of Sport Behaviour*, 25(3): 260-278.
- JONKER, J. (2005). CSR wonderland: Navigating between movement, community and organization. *Journal of Corporate Citizenship*, 20(October): 19-22.
- KWON, H. & ARMSTRONG, K.L. (2002). Factors influencing impulse buying of sport merchandise. *Sport Marketing Quarterly*, 11(3): 151-163.
- LAFFERTY, B.A. (2007). The relevance of fit in a cause-brand alliance when consumers evaluate corporate credibility. *Journal of Business Research*, 60(5): 447-453.
- MADRIGAL, R. & HOWARD, D.R. (2000). Developing psychological commitment to team (PCT) scale to segment sport consumers based on loyalty. *Sport Marketing Quarterly*, 9(1): 15-25.
- MAHESWARAN, D. & MEYERS-LEVY, J. (1990). The influence of message framing and issue involvement. *Journal of Marketing Research*, 27(3): 361-367.
- MAHONY, D.F. (1995). The effect of personality variable of self-monitoring on individual loyalty to professional football teams. Unpublished PhD. dissertation. Columbus, OH: Ohio State University.
- MARGOLIS, J.D. & WALSH, J.P. (2003). Misery loves companies: Rethinking social initiatives by business. *Administrative Science Quarterly*, 48(2): 268-289.
- MOIR, L. (2001). What do we mean by corporate social responsibility? *Corporate Governance*, 1(2): 16-22.
- MURRELL, A.J. & DIETZ, B. (1992). Fan support of sport teams: The effect of a common group identity. *Journal of Sport and Exercise Psychology*, 14(1): 28-39.
- NUNNALLY, J.C. (1978). *Psychometric theory*. New York, NY: McGraw Hill.
- PARK, J. & DITTMORE, W. (2014). The relationship among social media consumption, team identification, and behavioural intentions. *Journal of Physical Education and Sport*, 14(3): 331-337.
- PARLIAMENTARY JOINT COMMITTEE ON CORPORATIONS AND FINANCIAL SERVICES (2006). *Corporate responsibility: Managing risk and creating value*. Canberra, Australia: Government.
- PELOZA, J. (2006). Using corporate social responsibility as insurance for financial performance. *California Management Review*, 48(2): 52-72.

- RAMASAMY, B.; YEUNG, M.C.H. & AU, A.K.M. (2010). Consumer support for corporate social responsibility (CSR): The role of religion and values. *Journal of Business Ethics*, 91(1): 61-72.
- ROBINSON, M.J.; TRAIL, G.T.; DICK, R. & GILLENLINE, A. (2005). Relationships among spectator gender, motives, points of attachment and sport preference. *Journal of Sport Management*, 19(1): 58-80.
- ROBINSON, R. (2005). Sports philanthropy: An analysis of the charitable foundations of major league teams. Unpublished Master's thesis. San Francisco, CA: University of San Francisco.
- SMITH, A.C.T. & WESTERBEEK, H.M. (2007). Sport as a vehicle for deploying corporate social responsibility. *Journal of Corporate Citizenship*, 25(1): 43-54.
- SUTTON, W.A.; MCDONALD, M.A.; MILNE, G.R. & CIMPERMAN, J. (1997). Creating and fostering fan identification in professional sports. *Sport Marketing Quarterly*, 6(1): 15-22.
- WADDOCK, S. (2004). Creating corporate accountability: Foundational principles to market corporate citizenship real. *Journal of Business Ethics*, 50(4): 313-327.
- WALTERS, G. & CHADWICK, S. (2009). Corporate citizenship in football: Delivering strategic benefits through stakeholder engagement. *Management Decision*, 47(1): 51-66.
- WANN, D.L. & BRANSCOMBE, N.R. (1995). Influence of identification with a sports team on objective knowledge and subjective beliefs. *International Journal of Sport Psychology*, 26(4): 551-567.
- WORLD COUNCIL FOR SUSTAINABLE DEVELOPMENT (1999). CSR: "Meeting changing expectations". Hyperlink: [<http://www.wbcsd.org/DocRoot/hbdf19Txhmk3kDxBQDWW/CSR.meeting.pdf>]. Retrieved on 9 July 2012.
- ZAICHKOWSKY, J.L. (1985). Measuring the involvement construct. *Journal of Consumer Research*, 12(3): 341-352.
- ZAPPALÁ, G. & CRONIN C. (2003). The contours of corporate community involvement in Australia's top companies. *Journal of Corporate Citizenship*, 12(Winter): 59-73.
- ZHANG, Z.; WON, D. & PASTORE, D.L. (2005). The effects of attitude toward commercialization on college students' purchasing intentions of sponsors' products. *Sport Marketing Quarterly*, 14(3): 177-187.
- ZHANG, Z.; WON, D. & XIE, D. (2006). The effects of trust in Internet shopping and psychological attachment on sport fans' intentions to buy licensed sport merchandise on the Internet. A paper presented in the Annual Meeting of the International Sport Study Conference (ISSC), 6-8 March 2006, Melbourne, Australia.
- ZWETSLOOT, G. (2003). From management systems to corporate social responsibility. *Journal of Business Ethics*, 44(2/3): 201-207.