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## Understanding the Relationship between Corporate Social Responsibility, Team Identification, and Behavioral Intention with the Mediating Effect of Satisfaction in Korean Professional Baseball League

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Understanding the Relationship between Corporate Social Responsibility, Team Identification,  
and Behavioral Intention with the Mediating Effect of Satisfaction in Korean Professional  
Baseball League

A dissertation submitted in partial fulfillment  
of the requirements for the degree of  
Doctor of Philosophy in Health, Sport, and Exercise Science

by

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## **ABSTRACT**

The purpose of this dissertation was to provide a better understanding of how sport fans' perceptions of a sport team's CSR activities influence the behavioral intention of sport consumers. More specifically, the aim of this study was to propose and test a theoretical model that explore the relationship among perceived CSR and team identification and satisfaction, along with the behavioral intention. This study was to investigate the mediating role of customer satisfaction in the relationship between perceived CSR and behavioral intention. Finally, the study attempts to examine whether the relationship between team identification and behavioral intention is mediated by customer satisfaction.

The study was conducted in the Korea Baseball Organization (KBO) league in the first division's games in the South Korea. . For the final sample, the study utilized a total of 523 respondents who were attended the KBO league's playoff games in Seoul, South Korea.

The result of this study indicated that perceived CSR is positively related to consumers' satisfaction and team identification which in turn affects sport fans' consumer behavior. In addition, this study highlighted the mediating effect of customer satisfaction in the relationship between perceived CSR, team identification, and behavioral intention. This study provided a theoretical framework for developing the role of CSR activities in sport industry. Finally, sport managers and marketers should focus on specific social issues and environmental causes in the community because CSR actives should deal with these matters for developing community.

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## **DEDICATION**

To God

I could not finish this dissertation without His love.

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## CHAPTER I

### INTRODUCTION

Corporate social responsibility (CSR) has been paid more attention by corporations, so many companies are devoting more efforts in CSR initiatives (Hur, Kim & Woo, 2014). In regard to the global economy, CSR is considered as an essential element of business. For example, Microsoft donated more than \$3Million in software to aid low income students and first-generation students seeking post-secondary education in 49 colleges and universities across the United States (CSR wire, 2000). An increasing number of corporations have focused on not only financial profits and employees' work life, but also community development and environmental sustainability as CSR activities. Many researchers indicated that companies benefit from CSR initiatives in terms of financial performance (Kim, Kim, & Qian, 2018; Margolis & Walsh, 2001; Stanwick & Stanwick, 1998; Teoh, Welch, & Wazzan, 1999), improvement of brand loyalty (He & Li, 2011; He, Li, & Harris; 2012; Hoeffler & Keller, 2002), a positive reputation (Babiak & Wolfe, 2006; Nichols, 1990), and increasing purchase behavior (Barone, Miyazaki & Taylor, 2000; Madrigal, 2000; Strahilevitz, 1999). In other words, the company's CSR activities have positive influences on consumer attitude, awareness, market share, and profitability.

Smith and Westerbeek (2007) stated that "the nature of sport lends itself to being uniquely positioned to influence society in general and communities in particular" (p.25). Sport is viewed as a social entity because it is able to support and connect for community development. Sport leagues and teams receive more public support from government, fans, and communities in terms of financial and behavioral support (Babiak, 2010, Babiak & Wolfe, 2006). From this perspective, many professional sport organizations have applied CSR activities in order to

enhance public relations and marketing strategies, so CSR has been increasingly prevalent in the sport industry (McGowan & Manhon, 2009). For instance, the National Basketball Association (NBA) launched “NBA Cares,” and Major League Baseball (MLB) has supported the “Reviving Baseball in Inner Cities (RBI) program” since 1991.

Several authors argued that the nature and role of CSR in a sport organization is different than in other organizations (Babiak, 2010; Babiak & Wolfe, 2006, 2009; Sheth & Babiak, 2010; Smith & Westerbeek, 2007). Smith and Westerbeek (2007) argued that a number of unique factors of sport may have a positive influence on CSR activities including youth appeal, mass media distribution, positive health association, social interaction, and sustainability awareness. Unlike CSR in traditional organizations, CSR efforts of sport organizations have focused more on youth education and healthcare in terms of community.

In the field of sport management, several researchers have examined the CSR’s contribution to stakeholders (Babiak, 2010; Walker, Heere, Parent & Drane, 2010; Walker & Kent, 2009). In addition, environmental sustainability has been considered as the main concept in CSR in sport (Bradish & Cronin, 2009; Ioakimidis, 2007). Some scholars have focused on corporations’ voluntary activities in terms of CSR in sport organizations (Babiak & Wolfe, 2009; Extejt, 2004; Walker & Kent, 2009). Other researchers developed a measurement of corporate social performance (Giannarakis, Litinas, & Theotokas, 2011; Tsai, Cheng, & Chang, 2012; Wood, 2010). Even though many scholars have tried to develop and extend CSR in terms of the relationship with sport organizations, fans’ attitude, and fans’ responses, there has still been little empirical research covered both practically and theoretically in the context of CSR in sport (Babiak 2010).

### Statement of the Problem

Many researchers in the field of sport management have attempted to identify a significant role of CSR in the sport industry (Inoue, Funk, & McDonald, 2017; Lacey & Kennett-Hensel, 2010; Sheth & Babiak, 2010; Smith & Westerbreek, 2007; Walker & Kent, 2009). Nevertheless, previous CSR research in the field of sport management has not sufficiently found the unique relationship between CSR activities of sport teams and sport fans' responses. Several scholars argued that a sport organization is different from other traditional organizations in terms of the nature and role of CSR (Babiak & Wolfe, 2006; Sheth & Babiak, 2010; Smith & Westerbeek, 2007). In this sense, Walker and Kent (2009) asserted that "sport industry CSR differs from other contexts as this industry possesses many attributes distinct from those found in other business segments" (p.746). Therefore, several areas of CSR research in the context of sport need to be expanded and enhanced.

First, team identification has been rooted in social identity theory (Tajfel & Turner, 1986), and it has been a well-researched concept in the field of sport management. Similar to the concept of team identification, customer-company identification (CCI) is based on social identity theory, and Male and Ashforth (1992) defined CCI as "customer's perception of one-ness with or belongingness to an organization, where the individual defines him or herself in terms of the organization" (p.104). Many scholars attempted to examine the relationship between CSR activities and CCI in marketing research (Aquino & Reed, 2002; Bhattacharya & Sen, 2003; He & Li, 2011; Marin, Ruiz, & Rubio, 2009; Sen & Bhattacharya, 2001). As results from these studies, the authors reported that CSR activities have a positive influence on increasing CCI. Even though researchers mentioned that the concept of team identification is similar to CCI in the field of sport management (Chang, Kang, Ko, & Connaughton, 2017; Kwon, Trail, & James, 2007;

Lock, Funk, Doyle, & McDonald, 2014), limited research has investigated the effect of CSR activities on team identification and little is known as to whether CSR could be the antecedent of team identification in the context of sport. As discussed above, since a sport organization has the unique aspect of CSR activities, it is reasonable to believe that team identification could be a key outcome variable for evaluating CSR effectiveness.

Second, according to Luo and Bhattacharya (2006), CSR initiatives play a significant role in improving customer satisfaction, and the authors indicated three streams of research in terms of the relationship between CSR and customer satisfaction. As a result of three streams of research, many researchers reported that CSR associations have a positive effect on customer satisfaction (He & Li, 2011; Luo & Bhattacharya, 2006; Martínez & del Bosque, 2013; Pérez & Del Bosque, 2015). In contrast, although many researchers indicated that sport customer satisfaction is an important predictor of sport fans' loyalty and revisit intention in the context of sporting event (Lee & Kang, 2015; Trail, Anderson, & Fink, 2005; Wakefield & Blodgett, 1996; Van Leeuwen, Quick, & Daniel, 2002; Yoshida & James, 2010), Kim, Magnusen and Kim (2014) argued that satisfaction research in the context of sport is mostly focused on the effect of service quality and game quality on sport consumer satisfaction through a sporting event. For this reason, the previous CSR research in sport management has not tested whether perceived CSR activities have impact on enhancing satisfaction for a sport organization and team. A better understanding of the impact of CSR activities on sport consumer satisfaction will enable researchers and practitioners to develop strategic CSR for attracting fans to sport organization.

Finally, while the previous CSR research in sport management has considered CSR activities can play a significant role in increasing behavioral intentions of sport fans (Kim, Kwak, & Kim, 2010; Lacey, Kennett-Hensel, & Manolis, 2015; Walker & Kent, 2009), marketing

researchers have argued that CSR may influence behavioral outcomes through the mediation of customer satisfaction (He & Li, 2011; Luo & Bhattacharya, 2006; Walsh & Bartikowski, 2013). Specifically, Walsh and Bartikowski (2013) examined how customer satisfaction mediates the effect of CSR on behavioral outcomes. The authors suggested when consumers would perceive CSR activities, they are more likely to be satisfied and they are more willing to improve behavior intentions. However, limited research integrates the linkage between CSR and behavioral intention in explaining mediating effects of customer satisfaction in the context of sport management. In addition, in a similar vein, many studies proposed that team identification directly generates more sport fans' behavioral intentions (Hill & Green, 2000; Lee & Kang, 2015; Madrigal, 2000; Suh et al., 2013; Wakefield & Sloan, 1995). In order to explore the meaningful relationship between companies and stakeholders, several scholars in business research suggested using a brand identification variable based on social identity approach in CSR research (Bhattacharya & Sen, 2003; He & Li, 2011; Martínez, and del Bosque; 2013). He, Li, and Harris (2012) proposed incorporating brand identity and identification with satisfaction in predicting brand loyalty in terms of social identity perspective. The authors found that customer satisfaction mediates within the relationship between brand identification and brand loyalty. In the context of sport management, however, there is a lack of theoretical framework regarding integrating the relationship between team identification and behavioral intention as the mediating role of customer satisfaction. Therefore, empirical research on the role of customer satisfaction as a mediator in the relationship between team identification and behavior intention will be necessary to incorporating different perspectives of customer satisfaction.

### **Purpose of the Study**

The general purpose of this dissertation is to provide a better understanding of how sport fans' perceptions of a sport team's CSR activities influence the behavioral intention of sport consumers. More specifically, the aim of this study is to propose and test a theoretical model that explore the relationship among perceived CSR and team identification and satisfaction, along with the behavioral intention. This study is to investigate the mediating role of customer satisfaction in the relationship between perceived CSR and behavioral intention. Finally, the study attempts to examine whether the relationship between team identification and behavioral intention is mediated by customer satisfaction.

### **Significance of the Study**

The professional sporting events are developing more and more in the business field, the role of professional sport teams is essential in society. At this point, this study has several significances in terms of theoretical and practical perspectives. First, this study seeks to provide a theoretical framework for developing the role of CSR activities in sport industry. Specifically, this study proposes that perceived CSR activities can play a significant direct and indirect role in the development of sport fans' behavioral intention. Although previous studies in sport management attempt to examine the relationship between CSR activities and behavioral intention (Filo, Funk, O'Brien, Dwyer, & Fredline, 2008; Kim et al., 2010; Lacey et al., 2015; Walker & Kent, 2009), the proposed model of this study considers that the effect of CSR activities on behavioral intention is explained by including a social identity variable (e.g., team identification) and a social exchange variable (e.g., satisfaction). By taking these into the consideration, therefore, the study provides a conceptual framework to understand how perceived CSR influences team identification, satisfaction, and behavioral intention processes.



Second, the proposed model of the study is also expected to develop understanding of role of customer satisfaction in the CSR research of sport. This study demonstrates the mediating effect of customer satisfaction on the relationship between perceived CSR and behavioral intention. Although several researchers identified the effect of CSR on customer outcome by including mediator variables (e.g., trust, commitment, and involvement) in the field of sport management (Inoue, Funk, & McDonald, 2017; Ko, Rhee, Kim, & Kim, 2014), customer satisfaction as a mediator has not utilized the relationship between CSR activities and behavioral outcome. Consequently, this study is significant because it distinguishes itself by expanding previous research on CSR in sport through incorporating the mediation effect of satisfaction as a social exchange variable within the relationship between perceived CSR and behavioral intention.

Finally, this study provides the necessary information and evidence for practitioners to develop CSR practices in terms of a marketing strategy. By understanding the role and effectiveness of CSR activities in sport industry from this study, practitioners can develop and implement CSR plans to improve relationships with sport fans. More specifically, CSR practices can have a positive influence on increasing a team's identification, image, loyalty and satisfaction, which may benefit a sport team. Furthermore, sport marketers may develop and deliver unique team messages to sport consumers that would engage attendance at sporting events and purchasing intention by utilizing CSR practices. Therefore, a sport organization and teams could fulfill the needs of sport fans and society.

## Research Model and Development of Hypotheses

### Perceived CSR and Team Identification

Brown and Dacin (1997) indicated that “Corporate social responsibility associations reflect the organization’s status and activities with respect to its perceived societal obligations” (p.68). CSR has a positive influence on customers’ cognitive and affective responses, which are related to customers’ loyalty behaviors (Brown & Dacin, 1997; Lichtenstein, Drumwright, & Braig, 2004). In terms of influence of CSR initiative on consumer attitudes in the field of marketing, several researchers have paid considerable attention to investigate the relationship between CSR initiative and consumer identification with the company (He & Li, 2011; Marin, et al., 2009; Sen & Bhattacharya, 2001). Drawing on social identity (Tajfel & Turner, 1986), customer-company identification (CCI) refers to psychological substrate that bring about deep, committed and essential relations between customers and companies (Bhattacharya & Sen, 2003). According to social identity theory (Tajfel & Turner, 1986), people classify and define themselves into specific social groups to which they create social affiliation and a sense of belonging within the group. Bhattacharya and Sen (2003) pointed out that CCI leads customers to increase psychological attachment to the company. In addition, numerous studies have indicated that CSR initiative plays an influential role in enhancing CCI and a sense of attachment with the company (Aquino & Reed, 2002; Bhattacharya & Sen, 2003; Lichtenstein et al., 2004; Marin et al., 2009). Accordingly, customers who perceive higher levels of CCI through CSR initiative tend to conduct a variety of supporting behaviors for the company (Aquino & Reed 2002; Martínez, & del Bosque, 2013).

Although many researchers in the field of sport management have paid attention to identify a significant role of CSR in the sport industry (Inoue, Funk, & McDonald, 2017; Lacey

& Kennett-Hensel, 2010; Sheth & Babiak, 2010; Smith & Westerbreek, 2007; Walker & Kent, 2009), sport management research has not documented a relationship between CSR and CCI. However, several researchers indicated that the concept of team identification is comparable to CCI in sport management (Chang, Kang, Ko, & Connaughton, 2017; Heere, Walker, Yoshida, Ko, Jordan & James, 2011; Kwon, Trail, & James, 2007; Lock, Funk, Doyle, & McDonald, 2014). Similar to the concept of CCI, team identification is based on social identity theory (Tajfel & Turner, 1986), and team identification is defined as the personal commitment and emotional involvement of customers have with a sport team (Milne & McDonald, 1999). While Chang, Ko, Connaughton, and Kang (2016) empirically investigated the relationship between CSR activities and team identification, team identification has played a significant role of moderator in terms of in the context of CSR (Chang et al., 2017; Inoue & Kent, 2012; Walker & Kent, 2009). From the perspective of identification base on social identity theory, many scholars have pointed to the relationship between CSR activities and consumer identification with an organization (Bhattacharya & Sen, 2003; Chang et al., 2016; Lichtenstein et al., 2004; Sen & Bhattacharya, 2001; Marin & Ruiz, 2007). Therefore, it is necessary to identify how perceived CSR enhances team identification as psychological attachment to a sport organization in the context of sport. Taking into account the previous literature review presented, the following a hypothesis is proposed:

- Hypothesis 1: Perceived CSR has a positive effect on team identification.

### **Perceived CSR and Customer Satisfaction**

Customer satisfaction is a key parameter which has an influence on customer loyalty, customer retention, long-term profitability, and market value (Anderson, Fornell, & Lehmann, 1994; Cronin & Taylor, 1992; Gruca & Rego 2005; Hennig-Thurau, Gwinner, & Gremler, 2002).

Several studies proposed that CSR can affect customer satisfaction (He & Li, 2011; Luo & Bhattacharya, 2006; Martínez & del Bosque, 2013; Pérez & Del Bosque, 2015). Specifically, Luo and Bhattacharya (2006) emphasized that CSR can play an essential role in increasing customer satisfaction. Furthermore, the authors indicated three streams of research in terms of relationship between CSR and customer satisfaction. First, customers could be possible stakeholders if they are interested not only in organization's economic performance, but also overall social performance of the organizations (Maignan, Ferrell, & Ferrell, 2005). Therefore, customers are more likely to be satisfied if the providers of services or products build CSR activities for society (He & Li, 2011; Martínez & del Bosque, 2013). Second, the researchers have suggested that CSR initiatives generate a favorable image that positively improves consumers' evaluations and attitude toward an organization. In addition, Bhattacharya and Sen (2003) demonstrated that CSR initiatives are an essential factor of corporate identity that enable customers to identify with the company and are more likely to be more satisfied with an organization's offerings. Finally, the relationship between CSR and satisfaction is indicated by analyzing driving forces for perceived value. CSR activities can enhance the perceived value, which increases customer satisfaction consequently. In the marketing field, Luo and Bhattacharya (2006) mention that the link between CSR and satisfaction has been examined by using economic criteria. Although several scholars have examined the relationship between service quality and customer satisfaction in the context of spectator sport (Greenwell, Fink & Pastore, 2002; Tsuji, Bennett, & Zhang 2007; Wakefield & Blodgett, 1996; Yoshida & James, 2010), the linkage between CSR and customer satisfaction has not been tested for sport organizations. The lack of empirical evidence of the relationship between CSR and satisfaction

makes it necessary to investigate the role of CSR in the context of sport. Therefore, this study posits the following hypothesis:

- Hypothesis 2: Perceived CSR has a positive effect on customer satisfaction.

### **Perceived CSR and Behavioral Intention**

In the sport literature, several studies have shown that perception and activities of CSR have a significant impact on sport fans' behavioral intentions such as revisit, word of mouth, and fans' attitudes (Filo, Funk, O'Brien, Dwyer, & Fredline, 2008; Kim et al., 2010; Lacey et al., 2015; Walker & Kent, 2009). Walker and Kent (2009) investigated the relationship between CSR activities and fans' attitudes of patronage intentions in NFL spectators. The authors found that CSR is positively related to merchandise consumption behaviors and word of mouth. On the other hand, Walker and Heere (2011) argued that CSR awareness would not have a direct impact on repurchase intention, and CSR awareness does not always lead to sport consumers' behavioral responses.

Recent business research has demonstrated that CSR has a direct and positive influence on customer responses to an organization (Marin, et al., 2009; Pérez, del Mar García de los Salmones, & Rodríguez del Bosque, 2013; Su, Huang, van der Veen, & Chen, 2014). Even though these studies have found a positive relationship between CSR activity and customer loyalty, several researchers have claimed that CSR indirectly effects on customer loyalty and social exchange variables (e.g., satisfaction and trust) could be emerged in the relationship between CSR and customer loyalty (Bhattacharya & Sen, 2003; Lee, Park, Kwon & del Pobil, 2015; Martínez, & del Bosque, 2013). Therefore, it is necessary to keep searching for the relationship between CSR and consumer behavior due to divergent aspects of CSR research, and a third research hypothesis is proposed:

- Hypothesis 3: Perceived CSR has a positive effect on behavioral intention.

### **Team Identification and Customer satisfaction**

As mentioned above, the concept of team identification is based on social identity theory (Tajfel & Turner, 1986), and refers to a sport fan's psychological connection to their favorite team (Wann, 1997). Many researchers have found that team identification has a positive influence on sport consumers' attitude and have also investigated the relationship between team identification and customer satisfaction (Gwinner & Swanson, 2003; Ko, Kim, Kim, & Lee, 2010; Suh, Ahn, & Pedersen, 2013; Wann & Pierce, 2005). Specifically, Suh et al. (2013) tested whether team identification has an effect on e-service quality and satisfaction in sports websites or not. The authors found that team identification has a strong influence on satisfaction, and the findings of the study confirmed previous team identification studies (Wann & Branscombe, 1993; Wann, Melnick, Russell, & Pease, 2001) that highly identified sport fans are more likely to have satisfaction with sport teams. Gau, Gailliot and Brady (2007) investigated how team identification has an influence on season ticket holders' satisfaction with a Major League Baseball franchise. The authors found that highly identified baseball fans have more satisfaction than lowly identified baseball fans. Previous studies focused on the important role of team identification as a predictor, and the level of team identification leads to different levels of satisfaction.

Also, in the marketing field, identification has been considered as an antecedent of customer satisfaction (He & Li, 2011; Martínez, & del Bosque, 2013; Pérez & Rodríguez del Bosque; 2015). Similar to team identification research, these studies suggested that customers with stronger levels of identification for the company would be more satisfied when the company

performance exceeds and confirms, which is based on expectation disconfirmation theory (Oliver, 2014). Based on the aforementioned literature, a research hypothesis reads as follows:

- Hypothesis 4: Team identification has a positive effect on customer satisfaction.

### **Team Identification and Behavioral Intention**

Several researchers have pointed out that team identification is a critical predictor which directly influences sport fans' behavioral intentions (Hill & Green, 2000; Lee & Kang, 2015; Madrigal, 2000; Matsuoka, Chelladurai, & Harada, 2003; Suh et al., 2013; Wakefield & Sloan, 1995). With regard to behavioral intention as the outcome variable of spectators' consumption in the context of sport management, Matsuoka et al. (2003) indicated attending and watching a sporting event as well as purchasing licensed merchandise products for spectators' favorite team is defined as behavioral intention. For instance, Madrigal (2000) demonstrated when college football fans' identification with team increased, they purchased more sponsor's products. The finding of this study indicated that strongly identified fans in a sporting event were positively related to purchase intention for licensed merchandise products. Matsuoka et al. (2003) investigated that sport fans who are strongly identified with the team are more likely to attend future games in Japan's professional soccer league. These authors also found that the interaction of team identification and satisfaction with the team's performance were significant antecedents in terms of attending future games. In a similar vein, Lee and Kang (2015) found that team identification can play an essential role in increasing game attendance for a Korean men's professional basketball event.

In terms of consumer-company relationships, scholars suggested that CCI is the most influential variable with regard to the decision-making process of customers (Marin *et al.*, 2009; Pérez & Rodríguez del Bosque; 2015). Several studies have also conducted that CCI has a

positive direct effect on customer loyalty (Bhattacharya & Sen, 2003; Gupta & Pirsch, 2006; Homburg, Wieseke, & Hoyer, 2009; Lichtenstein *et al.*, 2004; Marin & Ruiz, 2007; Pérez, et al., 2013). For example, Pérez et al. (2013) revealed that consumers who feel identified and emotionally attached to the company are more likely to increase attitudinal loyalty in the financial industry. Thus, this study hypothesizes as follows:

- Hypothesis 5: Team identification has a positive effect on behavioral intention.

### **Customer Satisfaction and Behavioral Intention**

Many researchers in the field of sport management have found a direct link between customer satisfaction and behavioral intention (Brady, Voorhees, Cronin, & Bourdeau, 2006; Cronin, Brady, & Hult, 2000; Kwon, Trail, & Anderson; 2005; Lee & Kang, 2015; Wakefield & Blodgett, 1996; Yoshida & James, 2010). In this sense, Yoshida and James (2010) posited that two different types of satisfaction (i.e., game and service satisfaction) have a positive influence on attending events in terms of spectator sports. Wakefield and Blodgett (1996) found that satisfaction has a significant effect on repatronage intentions and customers' desires to stay in all three leisure settings including football, baseball, and casino. The authors demonstrated that customer satisfaction is an essential element as a significant predictor of sporting event attendance.

Many studies of satisfaction in the marketing empirical literature have been proposed the relationship between satisfaction and loyalty (Anderson & Sullivan, 1993; Bloemer & de Ruyter, 1998; Mittal & Kamakura, 2001; Oliver, 1999; Suh & Yi, 2006). Customer satisfaction has been paid attention to as the main antecedents of customer loyalty because satisfaction has a positive influence on customer retention and purchase (Martínez, & del Bosque, 2013; Verhoef, 2003).



Therefore, based on these ideas about customer satisfaction, this study proposes the following hypothesis:

- Hypothesis 6: Customer satisfaction has a positive effect on behavioral intention.

### **Mediating Effect of Customer Satisfaction**

While some scholars suggested that CSR has a direct influence on customer loyalty (Marin, et al., 2009; Pérez, del Mar García de los Salmones, & Rodríguez del Bosque, 2013; Su, et al., 2014), Martínez, and del Bosque (2013) claimed that CSR effect on customer loyalty would be explained by including intervention of mediating variables because theoretical construct is inherent complexity. In a similar vein, marketing researchers have argued that CSR may influence overall corporate evaluation and behavioral outcome through the mediation of customer satisfaction (He & Li, 2011; Luo & Bhattacharya, 2006; Walsh & Bartikowski, 2013).

In terms of financial performance, Luo and Bhattacharya (2006) proposed the relationship between CSR and market value by mediating customer satisfaction. The authors suggested that “achieving customer satisfaction represents one of the underlying pathways through which the financial potential of CSR is realized and capitalized” (Luo & Bhattacharya, 2006, p.15). Furthermore, regarding the effects of CSR on consumer responses and behaviors, Walsh and Bartikowski (2013) examined the mediation effect of customer satisfaction in the relationship between CSR and two behavioral outcomes such as word of mouth and loyalty intentions. The researchers found that satisfaction has a significant role in the influence of CSR and behavioral intentions as a mediator. Following He and Li (2011), CSR has an indirect effect on brand loyalty through customer satisfaction, and the authors supported satisfaction plays a central role in the link between CSR and brand loyalty. The perspectives of three studies emphasize an examination of the mediating role of customer satisfaction on the relationship

between CSR and customer behavioral intention. Specifically, consumers would be more satisfied when perceiving CSR activities of the organizations, and they are more willing to enhance behavior intentions (Luo & Bhattacharya, 2006; Walsh & Bartikowski, 2013).

In addition, many studies have investigated the relationship between team identification and behavior intention (Hill & Green, 2000; Lee & Kang, 2015; Madrigal, 2000; Matsuoka, Chelladurai, & Harada, 2003; Suh et al., 2013; Wakefield & Sloan, 1995). Furthermore, several researchers have examined the effect of team identification on customer satisfaction (Gwinner & Swanson, 2003; Ko, Kim, Kim, & Lee, 2010; Suh, Ahn, & Pedersen, 2013; Wann & Pierce, 2005).

Similar to the concept of team identification, brand identification is based on social identity theory (Tajfel & Turner, 1986), and Bhattacharya and Sen (2003) defined brand identification as presents consumer's sense of belonging to brand. Several scholars in business research suggested that a social identity variable (e.g., identification) could be integrated with a social exchange variable (e.g., satisfaction) in order to explore the meaningful relationship between companies and stakeholders (Bhattacharya & Sen, 2003; he & Li, 2011; He et al., 2012; Martínez, and del Bosque (2013). In terms of brand identification based on social identity approach, He and Li (2011) proposed the influence of brand identification on brand loyalty through customer satisfaction. The study found that customer satisfaction mediates within the relationship between brand identification and brand loyalty. In addition, similar to an approach of incorporating both identification and customer satisfaction, He et al. (2012) also found that brand identification has an indirect influence on brand loyalty through satisfaction.

In the context of sport management, however, little research has provided a conceptual model which is integrated the relationship between team identification, customer satisfaction, and

behavioral intention as the mediating role of customer satisfaction. It is necessary to identify how team identification indirectly influences behavioral intention through customer satisfaction as a mediator in the context of sport. Therefore, based on the reviewed literature in terms of mediating effect of customer satisfaction, a research hypothesis reads as follows:

- Hypothesis 7: Customer satisfaction mediates the relationship between (a) CSR and behavioral intention and (b) team identification and behavioral intention.

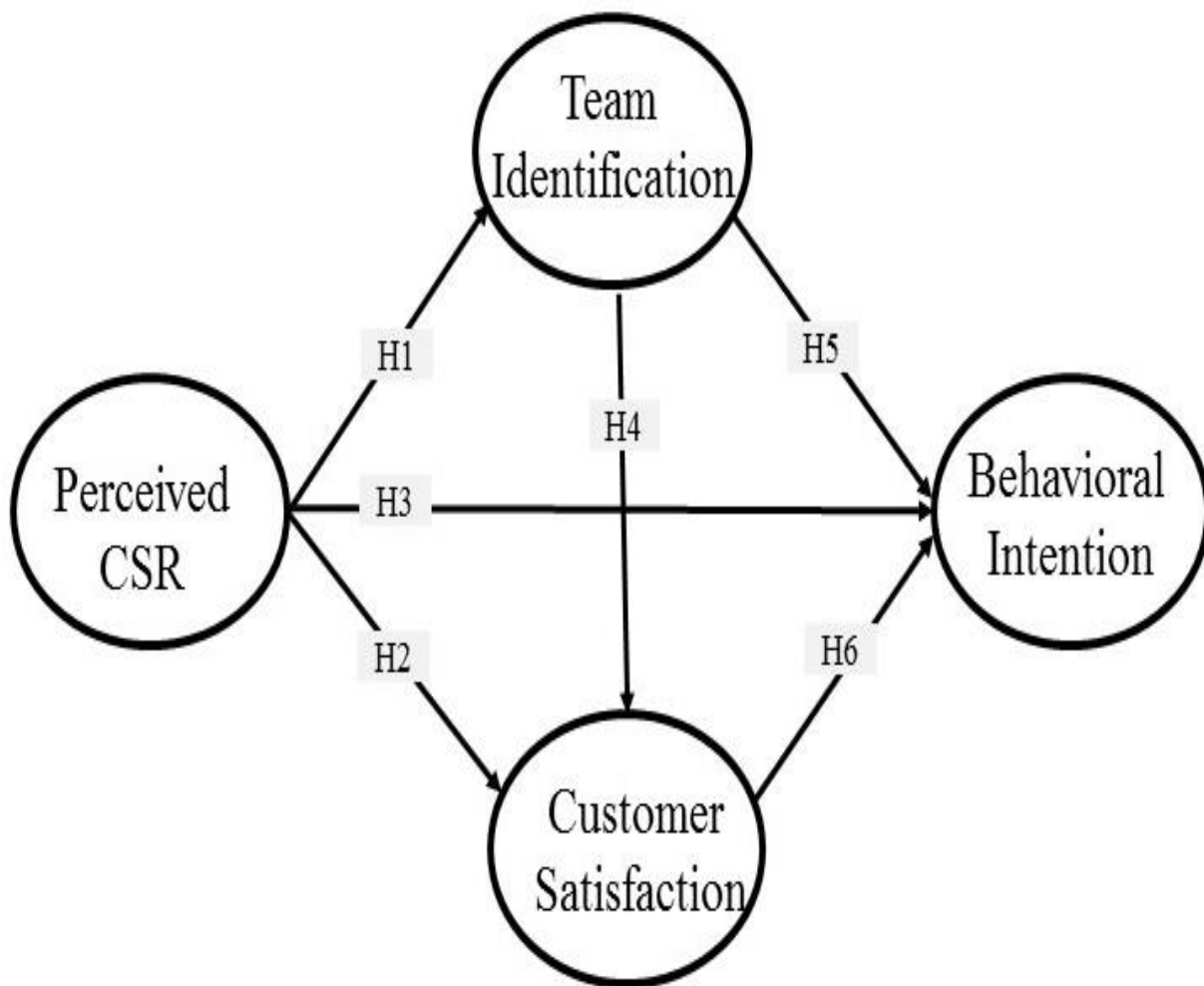


Figure 1.1 The Conceptual Model

### **Overview of Chapters**

Chapter 1 outlined an overview of the study parameters including information on the CSR in sport, statement of problem, purpose, significance of the study, and a theoretical framework. In Chapter 2, a review of literature presents CSR, team identification, satisfaction and behavior intention. Chapter 3 provides the research methods including research design, sampling, instrument, data collection process, and data analysis. Chapter 4 presents the results of the statistical analyses. Finally, detailed discussion of the results is included in Chapter 5.

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter reviews the key bodies of literature that form the background aspects of this study. First, this chapter deals with discussions about definition and conceptualization of CSR, dimensionality and measurement of CSR and CSR in sport. Second, definition of customer satisfaction, theoretical foundations of customer satisfaction, and development of customer satisfaction research in sport are reviewed. Third, team identification is discussed to identify definition, conceptual development, measurement issues and consequences of team identification. The final section focuses on the concept of behavior intension.

#### **Corporate Social Responsibility**

##### **Definition and Conceptualization of CSR**

Corporate Social Responsibility (CSR) has played as a significant role in global industry in recent years. An increasing number of consumers are interested in CSR activities, and many companies have been paid more attention to CSR activities. In the new millennium, one of the most powerful business issues is CSR (Babiak, 2010), and many organizations have received considerable pressure from media and customers to involved in contributions beyond making profit (Schmeltz, 2014).

Therefore, many businesses have increasingly executed CSR activities. Although many researchers have focused on exploring and defining the concept of CSR (Bradish & Cronin, 2009; Carroll, 1999; Dahlsrud, 2008), there is still the lack of consensus regarding the definition of CSR. Dahlsrud (2008) indicated that clear definition of CSR enables researchers to create theoretical foundation of CSR. From a historical perspective, several scholars have indicated Bowen's (1953) book, *Social Responsibilities of Businessman*, which is one of the first works to

introduce the concept of CSR (Carroll, 1999; Dahlsrud, 2008; Lockett, Moon, & Visser, 2006; Wartick & Cochran, 1985). Bowen's (1953) referred to CSR as "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (p.6). The author argued responsibility of businessmen has "been expected to act according to sanctioned rules of conduct" (p. 13). Following Bowen's seminal work, CSR considered a more notable phenomenon and major contributor to the definition and concept of CSR in the 1960s was Keith Davis. He asserted that social responsibility can be considered as an obligation from firm's social power. Davis (1960) defined CSR as "businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest" (p.70).

Along with the concept of CSR in the 1970s, the publication by Morrell Heald (1970) of his book, *The Social Responsibilities of Business: Company and Community, 1900-1960*, highlighted that "meaning of the concept of social responsibility for businessmen must finally be sought in the actual policies with which they were associated" (p. xi). Johnson also stated various definitions or views of CSR through his book *Business in Contemporary Society: Framework and Issues*. Johnson (1971) emphasized the businesses conduct socially responsible programs to create profits for their organizations and stakeholders including employees, suppliers, dealers, local communities, and nation in terms of "conventional wisdom" which is defined as "A socially responsible firm is one whose managerial staff balances a multiplicity of interests" (p.50). In addition, several scholars have tried to identify the domains and components of the CSR (Carroll's, 1979; Manne & Wallich, 1972; Sethi, 1975). Sethi (1975) asserted that CSR is comprised three dimensions including; *social obligation, social responsibility, and social responsiveness*. The author stated social obligation is defined as "corporate behavior in response

to market forces or legal constraints” (p.60), while social responsibility goes beyond obligation and social responsiveness requests corporations to expect their “long-run role in dynamic social system” (p.63). The definition and conceptual framework of CSR was referred Carroll’s (1979, 1991) CSR framework. Carroll (1979) proposed that “... the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at given point in time” (p.500). Carroll’s framework was more focused on economic concerns, and the author indicates that economic responsibility should be considered because corporations generate economic benefits for shareholders.

In the 1980s, several researches tried to seek to measure CSR (Dalton & Cosier, 1982; Tuzzolino & Armand, 1981), and explored the relationship between CSR and profitability (Aupperle, Carroll, & Hatfield, 1985; Cochran & Wood, 1984; Drucker, 1984). Tuzzolino and Armand (1981) developed a need -hierarchy framework which is based on Maslow (1954). The authors asserted that organization are similar to individuals who have needed to be accomplished with regard to Maslow hierarchy. Dalton and Cosier (1982) focused on measurement of CSR and proposed a matrix which utilized four domains: legal, illegal, irresponsible, and responsible. In terms of examining the link of CSR and profitability, Cochran and Wood (1984) tested a correlation between responsibility and profitability by using a reputation index as a measurement method. The authors concluded that CSR could have a positive influence on profits.

During the 1990s, researchers focused less on the definition of CSR and conduct to find outcomes and performance of CSR (Carroll, 1999; Sethi & Steidlemeier, 1995; Wood, 1991). Wood (1991) proposed a model of corporate social performance (CSP) which expand on Carroll’s three-dimensional model (1979) and Wartick and Cochran’s model (1985). Wood (1991) defined CSP as “a business organization’s configuration of principles of social

responsibility, processes of social responsiveness, and policies, programs, and observable outcomes as they relate to firm's societal relationships" (p. 693). The author asserted that the concept of CSP could encompass principles of social responsibility.

Recently, the concept of CSR has been considered as an umbrella term used to describe implementation strategies for corporate policy. Mohr and Webb (2005) demonstrate that CSR activities include a variety of issues such as employee well-being, environmental issues, and human right's issues. Also, Lockett, Moon and Visser (2006) revealed four main areas of CSR study which are business ethics, social responsibility, stakeholder approaches, and environmental responsibility.

### **Dimensionality and Measurement of CSR**

Several scholars have conducted to measure CSR in the business field, and they have provided reliable scales for evaluating CSR in terms of one-dimensional (Brown & Dacin, 1997; Mari'n & Ruiz, 2007; Sen & Bhattacharya, 2001) and multidimensional approach (Carroll, 1979; Sallyanne Decker, 2004; Maignan, 2001; Wood 1991). Although many studies have provided several CSR scales for measuring effect of CSR activities, there is still problematic regarding measurement of CSR (Pérez & Del Bosque, 2013).

In terms of one-dimensional approach, several researchers have examined CSR image using limited dimension in the field of marketing (Brown & Dacin, 1997; Handelman & Arnold, 1999; Sen & Bhattacharya, 2001). Maignan and Ferrell, (2004) indicated that "they have generally relied on simplified indicators of CSR image and have considered only limited dimensions of this construct" (p.5). One-dimensional measurement for CSR image represented and involved ethical and philanthropic responsibilities (Brown & Dacin, 1997; Sen & Bhattacharya, 2001). Even though one-dimensional measurement scale included main two



domains (i.e., ethical and philanthropic responsibilities) in the existed marketing studies, Maignan and Ferrell, (2004) asserted “this fragmented view is certainly linked to the scarcity of comprehensive conceptual frameworks originating from the marketing discipline” (p.5). For this reason, several scholars have begun to apply multidimensional measurements to CSR research (Pérez & Del Bosque, 2013; Turker, 2009). CSR image conceptualizations for dimensional perspectives are illustrated in Table 1.1

Table 1.1  
*CSR image conceptualizations: dimensional perspectives*

Methodological perspective	Theoretical approach selected	Dimensionality	References
One-dimensional concept	Global CSR definition	(perceived) CSR (social, environmental or philanthropic perceptions)	Brown and Dacin (1997), Sen and Bhattacharya (2001), van Herpen et al. (2003), Lichtenstein et al. (2004), Gupta and Pirsch (2008), Matute et al. (2010) and Tian et al. (2011)
Multidimensional concept	CSR pyramidal model	(perceived) CSR (3–4 of the following dimensions)  Economic Legal Ethical Philanthropic	Maignan (2001), Garcí’a de los Salmones et al. (2005), Podnar and Golob (2007) and Stanaland et al. (2011)
	Sustainable development theory	(perceived) CSR  Economic Environmental Social	Bigne´ et al. (2005) and Marti´nez et al.(2013)
	Stakeholder management theory	CSR image/(perceived) CSR  shareholders  Customers Employees Society Others	Mercer (2003), Turker (2009), Pe´rez and Rodri´guez del Bosque Shareholders (2012b)

“Measuring CSR image: three studies to develop and to validate a reliable measurement tool,” by Pérez & Del Bosque, 2013, *Journal of business ethics*, 118(2), p.269.

With regard to multidimensional scale, the most extensively applied multidimensional measurement was proposed by Carroll (1979). The author provided one of the first cohesive models of CSR that accounted for the conflicting demands on managers. The author suggested four main components of CSR: economic, legal, ethical, and discretionary. The economic component refers to an organization's duty to produce and sell goods to make a profit. This perspective entails benefits for owners and shareholders, creating new jobs, products, and services, discovering new resources, and promoting technological advancement. Secondly, organizations have a legal responsibility. Organizations are expected to conduct their business practices within the regulations put forth by governmental and regulatory bodies. The legal responsibility assumes that businesses have responsibilities to implement its economic mission within the boundary of the legal system. In other words, organizations should operate their businesses based on their legal obligations. The third component, ethical responsibility, refers to organizations going above and beyond what is expected of them by the law. Managers also have an obligation to conform to the generally accepted ethical norms of business in their environment not codified in law. It is the behavioral norms society expects them to follow. Lastly, the discretionary component of CSR refers to organizations' voluntary roles and it is focused on human welfare and goodwill. This aspect of responsibility includes activities such as philanthropic contributions and supporting community health and education. The four responsibilities create a meaningful and helpful parsing of a firm's noneconomic responsibilities to differentiate between obligatory (legal responsibilities), contextual (ethical norms), and optional (discretionary) dimensions.

## CSR in Sport

In the field of sport management, CSR initiatives by sport organizations have received little attention until about two decades ago (Bradish & Cronin, 2009; Kott, 2005). Babiak and Wolfe (2006) indicated that CSR in the sport organizations have greater effects than other business in offering inspiration in the education and health care for children due to uniqueness of sport operates (i.e., cachet of celebrity and media exposure of sporting events and sport organizations). Levermore (2010) indicated why many companies would like to make a relationship with sport as delivery of CSR.

As following reasons:

First, sport as a social entity connects with many grassroots communities, whereas business has more difficulty being regarded in such a manner. Second, sport is seen as being important because 'it has a set of well understood values', 'can actively demonstrate the benefits and sustainability of a partnership approach' and allows 'common ground' where 'people and organisations can work together'. Third, sports programmes and events provide a natural and non-political arena where partners can meet up and therefore strengthen the interaction of business, NGOs, civil society and political institutions (p.229).

Furthermore, Smith and Westerbeek (2007) examined that sport can play role as a vehicle for deploying CSR. The authors described seven unique features of sport corporate social responsibility: 1) mass media distribution and communication power, 2) youth appeal, 3) positive health impacts, 4) social interaction, 5) sustainability awareness, 6) cultural understanding and integration, and 7) immediate gratification benefits. The listed above two articles emphasized the combination of CSR and sport's roles. In the field of sport management, numerous scholars have investigated the effects of CSR on consumer responses (Inoue, Kent & Lee, 2011; Walker & Kent, 2009; Walker, Heere, Paranet, & Drane, 2010), donor behavior (Ko, Rhee, Kim, & Kim, 2014), and financial performance (Extejt, 2004; Inoue, Kent, & Lee, 2011). Also, researchers

have examined the motives which lead to CSR (Babiak & Wolfe, 2006; Babiak & Wolfe, 2009; Babiak & Trendafilova, 2011; Trendafilova, Babiak, & Heinze, 2013).

In terms of the impact of CSR on consumers, Walker and Kent (2009) examined Consumer Attitudes (i.e., reputation assessments and patronage intentions) toward CSR activities within the National Football League (NFL). This study also determined how the level of sport team identification influenced this relationship. The results showed that CSR was an important predictor of reputation and two types of patronage intentions such as word of mouth and merchandise purchase. The finding of this study revealed that CSR activities can be divided into four main components: 1) philanthropic activities, 2) community involvement, 3) youth educational initiatives, and 4) youth health initiatives. Walker et al. (2010) examined whether the International Olympic Committee's (IOC) CSR practices can affect consumer's responses during the 2008 Beijing Olympic Games regarding reputation-building and sustained consumer patronage. The authors categorized three attributions of consumers for CSR messages: strategic (i.e., profit related), values (i.e., socially motivated), stakeholder (i.e., society/ community focused). The result indicated that consumers responded positively to value-driven and stakeholder-driven in terms of CSR awareness.

Regarding motives of CSR, Babiak and Wolfe (2006) explored CSR initiatives related to Super Bowl XL in Detroit. The author found a number of discretionary activities implemented by NFL and the host committee of Super Bowl XL contributed to education, culture, and infrastructure related activities. However, the results of the study, the authors did not indicate empirical outcome because the research analyzed secondary sources including web-page, and media clippings. As a result of this data sources, the author showed the ideal CSR assumption. In order to determines and address CSR initiatives, Babiak and Wolfe (2009) found the

determinants of CSR initiatives in professional sports in the context of NFL, MLB, NHL, and NBA in terms of internal and external factors using a qualitative research method, conducted interview with individuals involved in teams' CSR initiatives. The authors indicated how CSR initiative may be affected by four factors passion, transparency, economics, and stakeholder management as unique aspects in the context of professional sports. In addition, to understand the extent to which environmental practices were adopted and the motives driving corporate environmental responsibility, Babiak and Trendafilova (2011) investigated teams in five professional sport leagues in North America using a mixed-methods approach which includes a survey and 17 in-depth interviews with professional sports team and league executives. The results of the study indicated that executives responsible for decision-making regarding sustainable management practices considered multiple motives for engaging in environmental CSR. In terms of seeking legitimacy by conforming to institutional pressures, 57% of surveyed participants indicated that societal norms, values and expectations are at the top of the list of factors influencing the adoption of environmental initiatives. Furthermore, in order to conform to external institutional pressure such as government directives (e.g., facility construction), about 30% of this survey respondents revealed that they have a management representative solely assigned the responsibility for assuring and facilitating compliance with environmental laws and regulations and implementing green practices on the management side. In terms of strategic motives for engaging in environmental CSR activities, the results show that 43% of executives felt that being viewed as a 'good citizen' was one of the most influential factors causing sport organizations to address environmental issues. The authors insisted that the CSR motivations are complex and involve the interplay among a number of different organizational and societal factors. Environmental practices in professional sport are driven by two important considerations

– the desire to achieve legitimacy and the strategic motives. To identify the relationship between CSR and corporate financial performance (CFP), Inoue, Kent, and Lee (2011) asserted that there is not still known about the positive link between CSR and CFP in the context of sport industry because a few studies examined the impact of CSR on CFP in the field of sport teams. Therefore, Inoue, Kent, and Lee (2011) tested whether CSR involvement would have influence on CFP of professional sport teams in the United State using charitable giving data from team related foundations and the analysis of time-lag effects. The study used two indicators (i.e., attendance of pro team's home game and operating margin) to measure CFP of pro sport teams. The authors found that CSR efforts had not significant effects on CFP such as attendance and operating margin among four major professional sport organizations. The finding from this result suggested that investigating the CSR-CFP relationship need to use improved methodology and include various control variables in term of financial performance.

Finally, although the quality and volume of CSR literatures in the field of sport management have been increasing, the context of the National Collegiate Athletic Association (NCAA) Division-I athletic departments has received little attention. Schlereth, Scott, and Berman (2014) examined CSR activities of athletic departments using a content analysis of the departments' websites for three constructs: environmental sustainability, cause related marketing, and community service. The results of the study revealed that community service construct dominated as the main type of CSR activities of the NCAA athletic departments. The authors suggested that athletic departments should consider environmental sustainability for reducing in operating cost and environmental sustainability would have a positive effect on stakeholders.

## **Team Identification**

### **The Definition of Team Identification**

Many scholars have focused on psychological aspects of individuals' attachment to sport teams (Katz & Heere, 2016; Lee, Heere, & Chung 2013; Lee & Kang, 2015; Wann, 2006b). Team identification has been well-researched and is a utilized concept in the field of sport management. In the context of sport, team identification can be described as "the extent to which a fan feels psychologically connected to a team" (Wann, Melnick, Russell, & Pease, 2001). Team identification is defined as the personal commitment and emotional involvement that customers have with a sport team (Milne & McDonald, 1999). Also, Wann (2006a) defined team identification as referring to "the extent to which a fan feels a psychological connection to a team and the team's performances are viewed as self-relevant" (p.332).

Over the last several decades, team identification has been rooted in social identity theory. Tajfel (1978) defined social identity as "that part of an individual's self-concept which derives from his knowledge of his membership in a social group (or groups) together with the value and emotional significance attached to that membership" (p.63). Tajfel and Turner (1979) explained that individuals who are associated with other groups based upon similar goals or objects, share information regarding their interests. In addition, while they actively interact with group members in the association and tend to tie their values with the group, the group members build antagonism toward out-group members, which enhances in-group individuals' self-esteem (Tajfel, 1981; Branscombe & Wann 1991).

In consist with social identity theory, social psychology scholars have solely focused on understanding individuals' perceived connections to a sport team. Beginning with the work of Anderson and Stone (1981), the authors pointed out that sport teams may consider symbolic power of a community and provide individuals a sense of belonging with other members of a

community. In addition, Sloan (1989) argued that if some individuals feel part of the team itself, they may have a strong psychological connection to a sport team. In this point of view, team identification has essentially been developing into a variety of sport contexts.

### **The Conceptual development of Team Identification**

The concept of team identification has applied to identify sport fan behaviors toward their favorite sport teams, and the work by Daniel Wann and his colleagues have provided significant insights regarding the value of team identification (Wann, 2006, Wann & Branscombe, 1990, 1993).

Wann and Branscombe (1990) theorized two behaviors as basking -in-reflected-glory (BIRGing) and cutting -off-reflected-failure (CORFing). In order to examine BIRGing and CORFing, Wann and Brandcome (1990) studied 208 psychology students completed a 7-item questionnaire to measure their levels of identification with the University of Kansas men's basketball team (K.U. basketball). The authors demonstrated that respondents were categorized as low, moderate, or high identified sport fans using mean identification scores. The authors found that a liner relationship between BIRGing and fan identification level. More specifically, while high identified fans were more likely to BIRG than low identified fans, low identified fans were more likely to CORF than high identified fans. The authors concluded that "die-hard" fans (high identified fans) were more likely to BIRG for the team and less likely to CORF than "fair-weather" fans (low identified fans).

Also, Wann and Branscombe (1993) developed a sport spectator identification scale (SSIS) which is meant to measure levels of a sport fan's relationship with a sport team. The SSIS indicated reactions of sport fans in terms of psychological aspect such as behavior, affective, and cognitive. The authors collected data from undergraduate students who completed the SSIS with the K.U. basketball team. From this data, the authors indicated that an individual who is highly



identified with the team is more likely to involve in social activities with others who have similar interests and identification. In other words, highly identified fans may have more positive expectations of the team, and they could invest financial resources in the team. The study was the first testable scale for measuring team identification.

In terms of an effect of team identification on attribution of team outcomes, Wann and Dolan (1994) studied a sample of 90 undergraduate psychology students at Murray State University. The researchers used a 2x2x2 mixed factorial design to measure level of identification, game outcomes, and attributions. Respondents completed an 8-item questionnaire to measure their levels of identification (Wann & Branscombe, 1993) with Murray State University's basketball team. In order to measure internal attributions (i.e., player and fan) and external attributions (i.e., opponent, referee, and fate), the questionnaire consisted of 15 items and it contained five attributional aspects. From the mixed factorial design, the authors found that high identified fans were less likely to distance themselves than low identified fans after their team was defeat. The result supported that high identified fans were more likely to experience feeling of pride to their team's success.

In social and psychological perspective, Wann (2006) examined a causal relationship between sport team identification and psychological well-being using the Psychological Health Model. As a result, from this study, the author found that significant psychological health benefits are associated with team attachments, and emotional connections with in-group members derived from the attachment toward the sport team lead to psychological well-being. Furthermore, the level of team identification has a significant relationship in increasing personal self-esteem and happiness, as well as decreasing one's level of loneliness, depression, and stress.

As mentioned above, these studies have played a significant role in examining team identification and provide foundation for shaping the body of literature.

### **Measurement Issues of Team Identification**

Several scholars have tried to examine team identification in various sporting events, and they have provided reliable scales for measuring team identification (Dimmock, Grove, & Eklund, 2005; Heere & James, 2007; Wann & Branscombe, 1993). Wann and Branscome (1993) developed the sport spectator identification scale (SSIS) which is a unidimensional scale with seven items measured on an eight-point likert-type scale. The SSIS has been used the most in sport marketing research. However, Dimmock, et al. (2005) indicated that a unidimensional construct may have uncertainty reduction processes that are associated with affective submersion in a group. Dimmock et al. (2005) proposed and evaluated two-dimensional model including affective and cognitive. The two-dimensional scale did not include an examination of the validity of the constructs, and the combination of the cognitive and affective dimensions caused concerns regarding discriminant validity others.

Heere and James (2007) examined team identity as a multi-dimensional construct and the TEAM\*ID scale developed. This scale was based on a scale development process, which consists of the eight stages by Churchill and Iacobucci (2006). The authors defined and modified measurement of group identity (Ashmore, Deaux, & McLaughlin-Volpe, 2004) including social embeddedness, behavioral involvement, cognitive awareness, self-categorisation, evaluation, importance, and attachment. Finally, TEAM \*ID scale included six dimensions measuring; cognitive awareness, behavioral involvement, public evaluation, private evaluation, sense of interdependence, and interconnection of self. The author pointed out unidimensional measurements may not provide a sufficiently detailed perspective to capture the complex nature

of the construct. Although Heere and his colleagues have examined the TEAM\*ID instrument to confirm discriminant validity issues, and they have investigated structural composition of the scale in collegiate sport fans in the U.S (Heere, Yoshida, & Scremin, 2011a; Heere, Walker, Yoshida, Ko, Jordan, & James, 2011b), the authors have asserted that it is necessary to explore stability of the TEAM\*ID scale within different sport settings and cultural contexts. Therefore, Lock, Funk, Doyle, and McDonald (2014) tested the TEAM\*ID scale in terms of validity and reliability of dimensions of team identification using longitudinal data for fans of a new football team in Australia. As a result of the test, they found five dimensions of team identification such as affect, behavioral involvement, cognitive awareness, private evaluation, and public evaluation using a cross-lagged panel.

### **Consequences of Team Identification**

In the field of sport management, many researchers have examined the effect of team identification on various aspects of sport consuming behaviors in terms of attitudes and behavioral intentions (Gwinner & Swanson, 2003; Hill & Green, 2000; Kwon & Armstrong, 2004; Lee & Kang, 2015; Madrigal, 2000; Matsuoka, Chelladurai, & Harada, 2003; Suh et al., 2013; Wakefield & Sloan, 1995; Wann & Branscombe, 1993). Also, Lee and Kang (2015) indicated that “The concept of team identification has been broadly accepted to play an important role in sport consumers’ attitudes and behaviors” (p.226). To be more specific, team identification is an essential factor in sport fans’ intention to attend sporting events (Hill & Green, 2000; Lee & Kang, 2015; Wakefield & Sloan, 1995; Wann & Branscombe, 1993), purchasing of team-licensed merchandise (Kwon, Trail, & James, 2007), and media consumption (Gau, James, & Kim, 2009; Phua, 2010).

In terms of game attendance, Lee and Kang (2015) investigated the relationship between team identification and spectators’ revisit intent using Wann and Branscombe’s (1993) Sport

Spectator Identification Scale (SSIS) at a Korean men's professional basketball event. The authors found that team identification had a direct effect on revisit intention. In addition, they demonstrated that core event satisfaction has an indirect effect on revisit intent through team identification as a mediator, and the authors supported that team identification plays a central role in the link between core event satisfaction and revisit intent. Wakefield (1995) also showed that team identification had a direct influence on spectators' attendance. As for the impact of team identification on sport sponsorship, Gwinner and Swanson (2003) examined the relationship between team identification and sport sponsorship outcomes including sponsor recognition, attitude toward the sponsor, and satisfaction with the sponsorship. The authors investigated the antecedents of prestige, fan associations, and domain involvement for predicting team identification among spectators in college football. The authors supported that highly identified fans are more likely to attach with several positive outcomes related to sponsorship and they may have greater price tolerance and be less sensitive to team performances. They found that team identification can be predicted by involvement with domain of football and perceived prestige of the university.

Regarding the relationship between team identification and purchasing behavior, for instance, Kwon, et al. (2007) explored the mediating role of perceived value between the identification and purchase intention of collegiate team-licensed apparel. In addition, they supported the concept of team identification and purchase intention. Unlike previous team identification, this study found that sport fans with high levels of identification have a level of price sensitivity when determining licensed merchandise of their favorite team. The results from this study indicated that team identification alone did not drive the purchase intention, which suggests the importance to take into account the perceived value of the team-licensed

merchandise. With regard to the effect of team identification on media consumption, Gau et al. (2009) proposed whether there is significant difference between sport fans with high levels of team identification and low identified fans in terms of media consumption. The result indicated that high team identification groups showed high levels of media consumption including TV and newspapers.

Accordingly, based on previous research findings on team identification, team identification is a significant construct to consider for the sport marketers because it results in long-term relationships with the sport organizations.

### **Customer Satisfaction**

Customer satisfaction has been given considerable amount of attention by consumer behavior researchers and practitioners in various business areas. According to Kotler and Armstrong (2004), the concept of customer satisfaction is an essential and well researched topic in field of marketing. Many researchers have identified that customer satisfaction has positively influence on word-of-mouth (Bearden & Teel, 1983; Luo & Homburg, 2007), loyalty (Anderson, Fornell, & Lehmann, 1994; Kandampully & Suhartanto, 2003), and repeat purchase (Cronin & Taylor, 1992; Oliver, 1999; Tse, Nicosia, & Wilton, 1990). Furthermore, several researchers have suggested that service quality is the main determinant of customer satisfaction (Oliver, 1993; Zeithmal, Bitner, & Gremler, 2006).

#### **Definition of Customer Satisfaction**

Several scholars have defined customer satisfaction based on a response to an evaluative process (Oliver, 1981; Tse & Wilton, 1988; Westbrook & Reilly, 1983). In defining customer satisfaction in terms of a response to an evaluative process, Westbrook and Reilly (1983) defined consumer satisfaction as “an emotional response to the experiences provided by, or associated

with, particular products or services purchased, retail outlets, or even molar patterns of behavior such as shopping and buyer behavior, as well as the overall marketplace” (p.256). On the other hand, in terms of an evaluative process, Tse and Wilton (1988) viewed customer satisfaction as “consumer’s response to the evaluation of the perceived discrepancy between prior expectation and the actual performance of the product as perceived after its consumption” (p.204).

Additionally, Oliver (1997) also defined customer satisfaction as fulfillment response “a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under-or-over fulfillment” (p. 13).

Although several consumer satisfaction studies have been conducted to define customer satisfaction, Giese and Cote (2000) pointed out that the definition of customer satisfaction has not developed consistently and there are not directions for an appropriate definition in terms of various contexts. The authors indicated that definitional inconsistency for customer satisfaction generates three issues with “selecting an appropriate definition for a given study; operationalizing the definition; and interpreting and comparing empirical results” (p.1). They proposed a definitional framework of consumer satisfaction using a step approach including literature review, group and personal interviews. Therefore, Giese and Cote (2000) identified “context-specific definitions of consumer satisfaction” as the following:

Consumer satisfaction is:

A summary affective response of varying intensity. The exact type of affective response and the level of intensity likely to be experienced must be explicitly defined by a researcher depending on the context of interest, with a time specific point of determination and limited duration. The researcher should select the point of determination most relevant for the research questions and identify the likely duration of the summary response. It is reasonable to expect that consumers may consciously determine their satisfaction response when asked by a researcher; therefore, timing is most critical to ascertain the most accurate, well-formed response directed toward focal aspects of product acquisition and/or consumption. The researcher should identify the focus of interest based on the managerial or research question they face. This may include a broad or narrow range of acquisition or consumption activities/issues (p. 15).

## **Theoretical Foundations of Customer Satisfaction**

Since the 1970s, Consumer satisfaction research has increased and gained an essential position in the marketing theory. The seminal work during the 1970s and 2000s have tried to conduct conceptualizing customer satisfaction using theoretical approaches (Szymanski & Henard, 2001). These theoretical approaches include “Expectancy disconfirmation theory”, “Comparison theory”, “Attribution theory”, and “Value - percept disparity theory”. In the consumer behavior research, expectancy disconfirmation theory has mostly employed and dominated to better understand customer satisfaction (Anderson and Sullivan 1993; Churchill and Surprenant 1982; Oliver 1980; Tse and Wilton 1988). Expectancy disconfirmation theory is based on consumers’ judgement about service or products through their prior expectations about benefits or characteristics (Oliver 1980). The author asserted that expectancy disconfirmation paradigm is an essential role in foundation of customer satisfaction. Churchill and Surprenant (1982) indicated that expectancy disconfirmation paradigm includes three constructs: expectations, disconfirmation, and product performance. The authors viewed an individual’s expectations as “(1) confirmed when a product performs as expected, (2) negatively disconfirmed when the product performs more poorly than expected, and (3) positively disconfirmed when the product performs better than expected” (p. 492). Yi (1989) also defined expectation as “consumers’ beliefs about the level of attributes possessed by a product” (p.26). Disconfirmation is discrepancy between the anticipated quality of products or service and actual performance (Churchill & Surprenant, 1982; Oliver 1980). According to Oliver (2014), the disconfirmation scale are bipolar or two-side, and it categories three state of disconfirmation (see Table 2.1).

Table 2.1

*Categories of Disconfirmation Related to Experiential Stages of Nature*

State of Disconfirmation	Consumer's Experience
Positive	Low-probability desirable events occur, and/or high-probability undesirable events do not occur
Zero	Low- and high-probability events do or do not occur as expected
Negative	High-probability desirable events do not occur, and/or low-probability undesirable events occur

*Note.* From “*Satisfaction: A Behavioral Perspective on the Consumer: A Behavioral Perspective on the Consumer*,” by Oliver, R. L. (2014). Routledge, p.100.

Performance is based on consumer's evaluation of the product or service and hypothesized as an independent variable (Oliver 1997). Figure 2 presents Oliver's (2014) current version of the expectancy disconfirmation with performance model and this model is based on a synthesis empirical and theoretical research in the consumer behavior literature. As figure 2.1 shows, the model is hypothesized based on four core relationships. The relationship between expectation and performance determine disconfirmation, and disconfirmation is highly related satisfaction in the model.

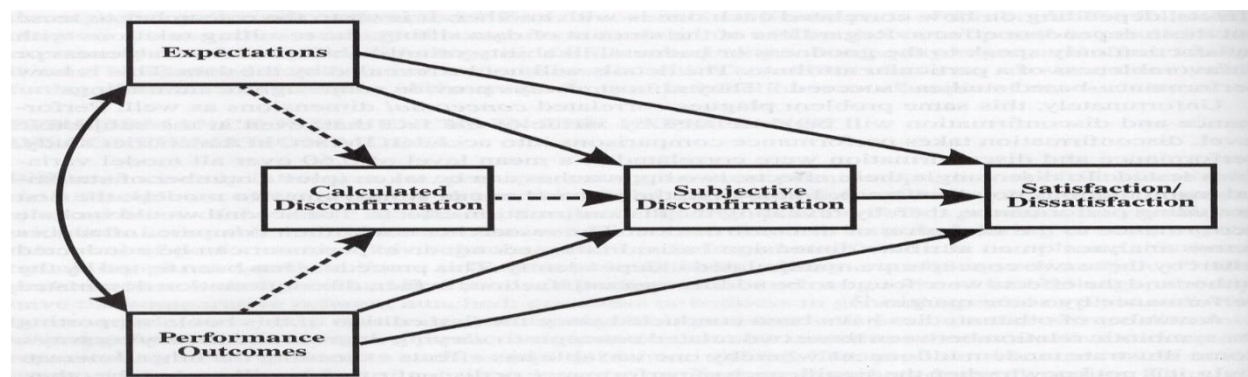


Figure 2. 1 The complete expectancy disconfirmation with performance model.

From “*Satisfaction: A Behavioral Perspective on the Consumer: A Behavioral Perspective on the Consumer*,” by Oliver, R. L. (2014). Routledge, p.120.



In terms of sport consumer satisfaction, Kim, et al. (2014) explained that “the expectancy-disconfirmation framework is the most frequently used theoretical approach to sport consumer game satisfaction research, with disconfirmation representing a significant contributor to the prediction of sport consumer satisfaction” (p. 346).

### **Development of Customer Satisfaction Research in Sport**

Customer satisfaction is a key factor to achieve organization in the sport industry (Lambrecht, Kaefer, & Ramenofsky, 2009). In the files of sport management, in order to better understand sport consumer behavior, many researchers have investigated that customer satisfaction can play an essential role in enhancing attendance for future sporting events (Kwon, et al., 2005; Lee & Kang, 2015; Trail, Anderson, & Fink, 2005; Wakefield & Blodgett, 1996; Yoshida & James, 2010) and sport fans’ loyalty (Van Leeuwen, et al., 2002; Yoshida & James, 2010) in sporting event contexts. In this sense, Kim et al. (2014) indicated “sport consumer satisfaction research falls into one of three categories: game satisfaction, service satisfaction, or the combination of game and service satisfaction” (p.346).

In terms of game satisfaction, several researchers have found that affective and cognitive factors have positive influences on sport customer’s game satisfaction and have also investigated the relationship between game satisfaction and behavioral intentions (Caro & Garcia, 2007; Madrigal, 1995; Trail et al., 2005). Specifically, Madrigal (1995) examined that three cognitive antecedents (level of team identification, quality of opponent, and disconfirmation or confirmation) and two affective antecedents (BIRGing and enjoyment) had a direct impact fans’ satisfaction regarding game attendance. The author found that the relationship between sport fans’ cognitions and satisfaction with game attendance was mediated by affective factors. Furthermore, the results indicated that enjoyment had more effect on game satisfaction than

BIRGing. The author noted that this study was conducted the first time in terms of satisfaction in spectator sport. However, Trail et al. (2005) argued that Madrigal's theoretical model did not examine the effect of customer satisfaction on behavior intentions such as revisit intent and loyalty. The authors tested three competing spectators' loyalty models which include team identification, mood, satisfaction, BIRGing and CORFing. The model was based on satisfaction theory and identity theory. This research examined that cognitive and affective factors would have direct and indirect effects on conative loyalty. Trail et al. (2005) found that confirmation or disconfirmation of expectancies had a positive influence on spectators' satisfaction, but emotional responses of spectators had not a strong positive impact on conative loyalty. Although this study has extended the work of Madrigal (1995), the authors suggested conative loyalty is considered and focused in the context of spectator sports. Research of game satisfaction in sporting events indicated that team performance, sport fans' emotions, and expectancy disconfirmation are important predictors of game satisfaction. In addition, loyalty and behavior intentions are outcome variables of game satisfaction.

The second classification of customer satisfaction in sport has focused on service satisfaction which is highly related to physical facility factors, core product and service personnel (Greenwell et al., 2002; Tsuji et al., 2007). For example, Greenwell et al. (2002) tested that the relationships between three dimensions of service experience (i.e., the core product, service personnel, and physical facility) and spectators' satisfaction. The authors defined the core product as the game itself such as team performance, team history, star players, and rivalry rank (Zang, Pease, Smith, Lee, Lam, & Jambor; 1997). To measure quality of the physical facility, the authors used items from sportscape scale (Wakefield, et al, 1996) including facility aesthetics, seating comfort, stadium access, scoreboard, and layout accessibility. The service personnel was

measured by staff quality scale (Howat, Absher, Crilley, & Milne, 1996). Greenwell et al. (2002) found that spectators' perceptions of the service personnel, the core product, and the physical facility have significant positive influence on spectator satisfaction attendance. The authors indicated that the purpose of this study was to examine effect of physical facility on spectator satisfaction and attendance. Consistent with Greenwell, et al. (2002), Van Leeuwen, Quick, and Daniel, (2002) also found that components of physical facility and perceptions of service personnel have a positive effect on spectator satisfaction.

The last type of satisfaction research has been examined the relationships between regarding ancillary service quality, core sport product, spectator's satisfaction, and behavioral intentions (Yoshida & James, 2010). Yoshida and James (2010) tested the impact of core product (e.g., player performance, game atmosphere, and opponent characteristics) and ancillary service (e.g., facility access, facility spaces, and stadium employees) on game and service satisfaction simultaneously. The authors found that only game atmosphere directly influenced game satisfaction, and facility access and stadium employees had a positive effect on service satisfaction in terms of ancillary service. In addition, the authors indicated that both service satisfaction and game satisfaction are significant contributors in predicting behavioral intentions, but game satisfaction is more influential in spectators' behavioral intentions. In a similar vein, a later research by (Lee & Kang, 2015) also found that core event (i.e., athletic performance on the field) satisfaction has more effect on revisit intention than peripheral event (i.e., promotion and entertaining events) satisfaction.

### **Behavioral Intention**

According to Ajzen (1991), behavioral intention is regarded as the main predictor of actual behavior, and it is used to reveal person's likelihood to undertake a specific behavior.

Warshaw and Davis (1985) viewed the concept of behavioral intentions as “the degree to which a person has formulated conscious plans to perform or not perform some specified future behavior” (p. 214). In order to explain behavioral intention, theory of planned behavior (TPB) developed by Ajzen (1991) and considered as one of the popular conceptual frameworks in terms of human action. Specifically, Ajzen (1991) identified “three conceptually independent determinants of intention” as the following:

The first is the *attitude toward the behavior* and refers to the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question. The second predictor is a social factor termed *subjective norm*; it refers to the perceived social pressure to perform or not to perform the behavior. The third antecedent of intention is the degree of *perceived behavioral control* which, as we saw earlier, refers to the perceived ease or difficulty of performing the behavior and it is assumed to reflect past experience as well as anticipated impediments and obstacles (p.188).

Zeithaml, Berry, and Parasuraman (1996) proposed a conceptual model of behavioral intentions of service quality. The authors indicated that tendency of service providers is positively related to behavioral intentions. The authors suggested that behavioral intentions consist of five dimensional constructs: (a) loyalty, (b) willing to pay, (c) word-of-mouth, (d) propensity to switch, and (e) complaints to employees. Consistent with the work of Zeithaml et al. (1996), Cronin et al., (2000) proposed three behavioral intentions in the context of service industries include continued loyalty, word-of-mouth, and repurchase intentions.

In sport consumer behavior, many researchers have paid attention to behavior intention as a significant indicator of actual behavior in the context of sports spectator (Kwon et al., 2007; Tsuji et al., 2007; Wakefield & Blodgett, 1996; Wakefield & Sloan, 1995). Several researchers investigated spectators’ behavioral intentions as the positive outcome variable such as attending sporting events (Fink, Trail, & Anderson, 2002; Lee & Kang, 2015; Trail & Anderson, 2005; Trail et al., 2003; Yoshida & Jaems, 2010), purchasing merchandize products (Trail et al., 2003;

Kwon et al., 2005; Kwon, Trail, & James, 2007) and consuming media (Lim, Martin, & Kwak, 2010).

In the field of sport management, Trail, Anderson, and Fink (2000) proposed a theoretical model of sport spectator consumption behavior which interaction of six general factors (i.e., level of identification, motives, expectancies, confirmation or disconfirmation of expectancies, self-esteem responses, and the affective state of the individual) could effect on spectator future consumption behavior. The authors suggested behavioral intentions of sport consumers including, media consumption, attendance at events, and merchandise-consumption. In terms of predictor of behavior intention, team identification, service quality.

## **CHAPTER III**

### **METHODOLOGY**

This study is designed to examine the relationship among perceived CSR and team identification and satisfaction, along with the behavioral intention in the context of a professional sport team in South Korea. The following chapter provides an explanation of the study's research hypotheses. Also, this chapter presents the methodology in this study in the following three sections: (1) participants and procedure (2) instrumentation and (3) data analysis.

#### **Research Hypotheses**

Based on the purpose of this study, the following research hypotheses were addressed:

H<sub>1</sub>: Perceived CSR has a positive effect on team identification.

H<sub>2</sub>: Perceived CSR has a positive effect on customer satisfaction.

H<sub>3</sub>: Perceived CSR has a positive effect on behavioral intention.

H<sub>4</sub>: Team identification has a positive effect on customer satisfaction.

H<sub>5</sub>: Team identification has a positive effect on behavioral intention.

H<sub>6</sub>: Customer satisfaction has a positive effect on behavioral intention.

H<sub>7</sub>: Customer satisfaction mediates the relationship between (a) CSR and behavioral intention and (b) team identification and behavioral intention.

#### **Research Design**

To test the proposed hypotheses and latent path model, a non-experimental survey design was utilized in terms of a quantitative research. When the researcher does not need to control variables, non-experimental research is useful (Johnson & Christensen, 2004). It is suitable by using a survey/questionnaire to gather systematic information about people's attitudes, values,

beliefs, and perceptions (Fowler Jr, 2013). This study attempts to collect information about sport consumers on perception of CSR and attitude toward the sport team as well as behavioral intention by using survey questionnaire.

### **Participants and Procedure**

The study was conducted in the Korea Baseball Organization (KBO) league in the first division's games in the South Korea. Participation in this survey was voluntary, and participant must be 18 years of age or older. The participants for this study were spectators who were attended the KBO league's playoff games in Seoul, South Korea. The respondents of this study were selected using convenience sampling.

In order to protect the rights of participants in terms of ethical research standards, this study obtained approval of Institutional Review Board (IRB) from University of Arkansas. Using convenience sampling, the participants were selected to conduct the survey from two playoff games on October 22nd and 23rd. The ten research assistants (five graduate students and five undergraduate student) were recruited and trained to data collect. Data collection was carried out from two hours before and until ten minutes before the start of the game, research assistants were dispersed to various seating areas in the stadium. After participants agreed to participate in the survey, research assistants informed an explanation of the study. 660 self-administered questionnaires were distributed with pencils within the two playoff games. About 15 minutes after the questionnaire distribution, research assistants visited the respondents again and collected the completed questionnaires. The first set of data were collected from 336 spectators. Of these, 38 surveys were unusable, a total of 298 usable responses. The second set of data were collected from 321 spectators. Of these, 27 surveys were unusable, leaving a total of 294 usable

responses. Therefore, a total of 592 were useable in the initial data collection and a second data collection.

### **Demographic Information**

In terms of final sample size, 657 participants initially submitted their responses to this survey; however, 65 participants did not complete the survey, and 69 respondents answered “NO” for the screening questions at the beginning of the questionnaire. For the final sample, the study utilized a total of 523 respondents, resulted a response rate of 79.6%.

Demographic information of the spectators was presented in Table 3.1 This demographic information consisted of gender, age, marital status, education, and level of attending baseball games. Among the 523 respondents, 325 (62.1%) were male and 196 (37.5%) were female. The age range from 20 to 64 years old and respondents were categorized into four groups: 134 (25.6%) were less than 25, 139 (26.6%) were between 25 and 34, 158 (30.2%) were between 35 and 44, 59 (11.3%) were between 45 and 54, and 33 (6.3%) were 55 and over. In terms of marital status, 295 (56.4%) of the respondents were married or living with a partner, and 213 (40.7%) of the respondents were single. 284 (54.3%) had at least an undergraduate degree. Furthermore, with the regard to attending events, the distribution of the attending of professional baseball games included three groups: (1) 1-5 (22.6%), (2) 6-9 (51.8%), and (3) over 10 (25.6%).



Table 3.1

*Demographic Characteristic of the Respondents (n=523)*

Variable	Categories	N	%
Gender	Male	326	62.3
	Female	197	37.7
Marital Status	Single	213	40.7
	Married or living with partner	295	56.4
	Other	15	2.9
Age	less than 25	134	25.6
	25-34 years old	139	26.6
	35-44 years old	158	30.2
	45-54 years old	59	11.3
	55 years old and over	33	6.3
Education	Secondary or high school diploma	63	12
	Some college/ university	119	22.8
	Undergraduate degree	378	45.5
	Graduate degree or higher	46	8.8
	Other	57	10.9
Attendance	1-5	118	22.6
	6-9	271	51.8
	over 10	134	25.6

**Instruments**

The questionnaire consisted of six sections: screen questions, perceived CSR, team identification, customer satisfaction, behavioral intention, and demographic information (Appendix A). The survey includes two screening questions to qualify for respondents who sport fans are and perceive CSR activities of their favorite team. The following screening questions were included at the beginning of the questionnaire: (1) Do you have a favorite professional baseball team? (2) Do you know corporate social responsibility activities of your favorite team?

If respondents answer “YES” to the first question, they can continue to participate in survey process. As the results of first and second screening questions, 18 respondents answered “NO” for the first question, and 51 respondents answered “NO” for the second question. Finally, 69 responses were excluded, and a total of 523 were used in analyses.

### **Perceived Corporate Social Responsibility (CSR)**

Brown and Dacin (1997) stated CSR is defined as “reflect the organization’s status and activities with respect to its perceived societal obligation” (p.68). Based on this definition, the authors developed a three-item scale that is intended to assess perceived CSR. To measure perceived CSR, three items were adopted from Brown and Dacin (1997) including: (1) the team is doing good things for the community; (2) the team is actively participating in societal activities; and (3) the team is involved in philanthropic activities. All perceived CSR items measured on a 7-point Likert -type scale ranging from “strongly disagree (1)” to “strongly agree (7).” Chang et al. (2017) translated the English version of the perceived CSR scale to Korean. They also reported the Korean version had strong reliability (Cronbach  $\alpha$ =.90) and reasonable discriminate validity (measured by the average variance extracted [AVE] = .83).

### **Team Identification**

Team identification is defined as the personal commitment and emotional involvement that customers have with a sport team (Milne & McDonald, 1999). Wann and Branscome (1993) developed the sport spectator identification scale (SSIS) that is one of the widely used scales in the context of sport (Lee & Kang, 2015; Madrigal & Chen, 2008; Suh et al, 2013) It is a unidimensional scale with seven items. All the scale items were measured on a 7-point Likert -type scale ranging from “strongly disagree (1)” to “strongly agree (7).” The original scale

consists of the following seven items: (1) My friends strongly see me as a fan of my favorite team; (2) My favorite team wins are very important to me; (3) I plan to attend the home games of my favorite team this season; (4) Being a fan of my favorite team is very important to me; (5) I usually display my favorite team's name or insignia at my place of work, where I live, or on my clothing; (6) I regularly follow my favorite team via in person, media, and internet; and (7) I dislike the greatest rivals of my favorite team. The seventh item (i.e., I dislike the greatest rivals of my favorite team) of SSIS did not include in this study because "rivals" was not deemed to fit in the current study. In this sense, Koo, Sung, and Martinez (2015) indicated that rivalries is not individual's personal self-esteem regarding in-group interaction. The SSIS scale has reported a high reliability score ( $\alpha = .93$ ) by Koo et al. (2015). Lee and Kang (2015) applied the Korean version of the SSIS in Korean men's professional basketball and reported an adequate reliability ( $\alpha = .86$ ) as well as validity ( $AVE = .57$ ).

### **Customer Satisfaction**

Oliver (1997) defined customer satisfaction as fulfillment response "a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under-or-over fulfillment" (p. 13). In consumer behavior research, the construct of customer satisfaction has been measured a unidimensional construct (Dabholkar, Shepherd, & Thorpe, 2000; He & Li, 2010; Tam, 2004). Customer satisfaction was measured by modifying a well-established scale from He and Li (2010). Items include: (1) I am completely satisfied with the team; (2) I am very pleased with the team; and (3) I am absolutely delighted by the team. All the scale items were measured on a 7-point Likert -type scale ranging from "strongly disagree (1)" to "strongly agree (7)." The authors demonstrated strong reliability ( $\alpha = .91$ ). The Korean version of customer satisfaction scale was

applied to a professional golf event in Korea (Son, Sung, & Choi, 2018). The authors reported an adequate reliability ( $\alpha = .86$ ) and a suitable range for factor loadings, ranging from .67 to .81 as validity.

### **Behavior Intentions**

Ajzen (1991) viewed behavioral intention is regarded as the main predictor of actual behavior, and it is used to reveal person's likelihood to undertake a specific behavior. Behavioral intention was measured with a three-item scale adapted from Cronin et al., (2000) which contained three items: (1) The probability that you will attend another sporting event of the team; (2) The likelihood that you would recommend (the team name) game to a friend; and (3) If you had the opportunity to attend this game again, the probability you would make the same choice. All the scale items were measured on a 7-point Likert -type scale ranging from "strongly disagree (1)" to "strongly agree (7)." The authors demonstrated strong reliability ( $\alpha = .91$ ). The Korean version of the behavioral intention scale was used by Lee and Kang (2015) in the Korean Baseball League. The authors demonstrated strong reliability ( $\alpha = .94$ ) and validity (AVE = .83).

### **Data Analyses**

In order to test the research hypotheses, Data was analyzed using the Statistical Package for the Social Sciences (SPSS) 23 version and Analysis of Moment Structures (AMOS) 23 version. Data analysis was conducted in four stages.

First, this study was used various descriptive statistics including: mean, standard deviation, skewness, kurtosis for sociodemographic, perceived CSR, team identification, satisfaction, and behavior intention variables. Second, confirmatory factor analysis (CFA) was performed on four scales (i.e., perceived CSR, team identification, satisfaction and behavior intention) using AMOS 23 to evaluate the measurement models. Following the suggestions of

Hair, Black, Babin, Anderson, and Tatham, (2005), several goodness of fit measures will be adopted, which included chi-square statistic ( $\chi^2$ ), root mean square error of approximation (RMSEA), standardized root mean residual (SRMR), and comparative fit index (CFI). According to Kline (2005), a cutoff-value close to .95 or higher for CFI in combination with a cutoff value close to (less than) .09 for SRMR would recommend. Additionally, RMSEA values of less than .06 indicate good fit, values of .08 or less would represent reasonable fit, and values higher than .10 indicate poor fit (Hu & Bentler, 1999). Third, assessing reliability and validity of measurement is significant in quantitative research. Reliability is defined as “degree to which scores in a particular sample are precise” (Kline, 2015, p.90). A Cronbach’s alpha coefficient and composite reliability (CR) were employed to examine reliability of the scales. Cronbach’s alpha values greater than .70 was considered to be adequate (Nunnally & Bernstein, 1994). CR value of each latent construct is greater than .70 (Anderson & Gerbing, 1988). Validity is the degree to which a test measures what it claims, or purports, to be measuring. In order to verify validity, two methods employed to measure the validity of the scales: convergent and discriminant validity. Indicator’s factor loading and average variance extracted (AVE) used to provide of convergent validity. AVE values above .50 was adequate (Fornell & Lacker, 1981). In addition, discriminant validity can be acceptable when correlation among pairs of constructs values was below .85 (Kline, 2015). AVE was greater than the corresponding squared interconstruct correlations (Fornell & Lacker, 1981). Finally, latent path analyses test conducted using the AMOS program to examine the hypothesized structural relationships among the perceived CSR, team identification, satisfaction, and behavior intention. The same fit index criteria employed to examine the structural model as with the measurement model.

## CHAPTER IV

### RESULTS

This chapter was divided into three major sections. First, descriptive statistics were computed for the measures. Second, psychometric properties (i.e., validity and reliability) for each scale were examined through both confirmatory factor analyses (CFAs) and Cronbach's alpha coefficient. Finally, after examining initial estimation from the proposed latent path model, a revised model was identified that better fit the data.

#### **Descriptive Statistics**

The means and standard deviations from participants that reported on a 15-item questionnaire are shown in Table 4.1. The means of 15 items ranged from 4.30 to 5.09, and standard deviations ranged from .94 to 1.21. The means on "Team Identification" items were relatively larger (i.e., 4.80 – 5.09) than the rest of the scales.

In contrast, the items for "Perceived CSR" scale had means relatively smaller to the other scales. The item "(My favorite team) wins are very important to me" had the highest mean ( $M = 5.09$ ,  $SD = .99$ ) and the item "(My favorite team) actively participates in societal activities" had the lowest mean ( $M = 4.30$ ,  $SD = 1.14$ ). In addition, in order to test normality, skewness and kurtosis for the items were examined. Skewness absolute values less than 3.0 and Kurtosis absolute values less than 5.0 are considered normally distributed (Kline, 2011). All skewness and kurtosis values for the perceived CSR, team identification, customer satisfaction, and behavioral intention variables were accepted.

Table 4.1

*Descriptive Statistics of the Items*

Constructs / Items	<i>M</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<b>Perceived CSR</b>				
1. (My favorite team) is doing good things for the community.	4.32	1.12	.653	.013
2. (My favorite team) actively participates in societal activities.	4.30	1.14	.542	.108
3. (My favorite team) is involved in philanthropic activities.	4.36	1.21	.412	-.293
<b>Team Identification</b>				
1. My friends strongly see me as a fan of (my favorite team).	5.06	1.06	.218	-.709
2. (My favorite team) wins are very important to me.	5.09	.99	.236	-.449
3. I plan to attend the home games of (my favorite team) this season.	5.05	.98	.325	-.470
4. Being a fan of (my favorite team) is very important to me.	4.80	1.01	.403	-.262
5. I usually display the (my favorite team)'s name or insignia at my place of work, where I live, or on my clothing.	4.84	1.00	.323	-.277
6. I regularly follow (my favorite team) via in person, media, and internet.	4.92	1.02	.329	-.504
<b>Customer Satisfaction</b>				
1. I am completely satisfied with (my favorite team).	4.62	1.01	.574	-.098
2. I am very pleased with (my favorite team).	4.48	1.04	.348	-.172
3. I am absolutely delighted by (my favorite team).	4.65	1.08	.191	-.388
<b>Behavioral Intention</b>				
1. The probability that you will attend another sporting event of (my favorite team).	4.62	1.00	.590	-.194
2. The likelihood that you would recommend (my favorite team) game to a friend.	4.65	.94	.505	.000
3. If you had the opportunity to attend this game again, the probability you would make the same choice.	4.83	1.06	.386	-.358

## Confirmatory Factor Analyses

Before conducting confirmatory factor analysis (CFA), researchers need to check whether the model is empirically identified. As Bollen (1989) notes, one of rule of thumb for model identification is the “three measure rule,” which means a congeneric measurement model will be identified if every latent construct is associated with at least 3 measures (i.e., items). However, Kline (2015) indicated measurement models that are just identified yield a trivially perfect fit which make the test of fit uninteresting. In the current study, three out of four scales (i.e., perceived CSR, customer satisfaction, and behavioral intention) were just identified. Therefore, CFAs were conducted for all scales, but the test of fit results were only reported for the “team identification” scale.

As mentioned in Chapter 3, the current study employed the scales of perceived CSR, team identification, customer satisfaction, and behavioral intention which has been widely used in marketing and sport management research. The psychometric properties of measurement instruments were analyzed by a confirmatory factor analysis (CFA) using AMOS 23. In order to verify measurement model for team identification, theoretical relevance, factor loadings and goodness-of-fit indices of the model were considered. The measurement model for team identification indicated that the estimates of exact, absolute, parsimonious, and incremental fit indicated confirmed a good model fit for the initial measurement model: Satorra-Bentler Chi square (S-B  $\chi^2 = 44.003$ ,  $p < 0.001$ ) was significant, and the ratio of S-B  $\chi^2$  statistic (i.e.,  $44.003/9 = 4.88$ ,  $p < .05$ ) was above the suggested cut-off value of 3 (Bollen, 1989). Furthermore, the Root Mean Square Error of Approximation (RMSEA) was .086 and Standardized Root Mean Squared Residual (SRMR) was .028. These values were lower than the suggested cutoffs .08 and .10, respectively (Kline, 2005). The Comparative Fit Index (CFI) was .976, which this value was high



the suggested cutoff of .90 (Kline, 2005). Accordingly, as results of model fit indices, the measurement model was an acceptable of fit for the data.

Factor loadings and Cronbach's alpha ( $\alpha$ ) for the measurement model were shown in Table 4.2. The reliability of the measurement scales was evaluated by Cronbach's alpha ( $\alpha$ ) and the Composite Reliability (CR). Cronbach's coefficients for perceived CSR (.88), team identification (.86), customer satisfaction (.87), and behavioral intentions (.80) were above the recommended cut-off criterion (Nunnally & Bernstein, 1994). CR values indicated the internal consistency of the construct of factors, and these indicators values were ranging from .81 (Behavioral Intentions) to .88 (Team Identification), above the acceptable value of 0.7 (Anderson & Gerbing, 1988).

Table 4.2

<i>Standardized factor loadings (<math>\lambda</math>) and reliability coefficients (<math>\alpha</math>)</i>		
<i>Constructs / Items</i>	$\lambda$	$\alpha$
<b><i>Perceived CSR</i></b>		.88
My favorite team is doing good things for the community.	.845	
My favorite team actively participates in societal activities.	.929	
My favorite team is involved in philanthropic activities.	.785	
<b><i>Team Identification</i></b>		.86
My friends strongly see me as a fan of my favorite team.	.734	
My favorite team wins are very important to me.	.749	
I plan to attend the home games of my favorite team this season.	.718	
Being a fan of my favorite team is very important to me.	.745	
I usually display my favorite team's name or insignia at my place of work, where I live, or on my clothing.	.767	
I regularly follow my favorite team via in person, media, and internet.	.760	
<b><i>Customer Satisfaction</i></b>		.87
I am completely satisfied with my favorite team.	.729	
I am very pleased with my favorite team.	.900	
I am absolutely delighted by my favorite team.	.845	
<b><i>Behavioral Intention</i></b>		.80
The probability that you will attend another sporting event of my favorite team.	.756	
The likelihood that you would recommend my favorite team game to a friend.	.833	
If you had the opportunity to attend this game again, the probability you would make the same choice.	.704	

For validity, both convergent validity and discriminant validity were examined for each scale. Convergent validity was assessed by evaluating indicator loadings and the Average Variance Extracted (AVE) values. All indicators loadings on each latent construct were greater

than the suggested value of .70 (Kline, 2011). In addition, all AVE values were ranged from .55 (Team Identification) to .67 (Perceived CSR), which all exceed .50 as suggested by Fornell and Larcker (1981). Thus, providing adequate indicator loadings and AVE values was acceptable convergent validity.

Discriminant validity was conducted by comparing AVE of each construct with squared interconstruct correlations (Fornell & Larcker, 1981). The author suggested that corresponding squared interconstruct correlation estimates were less than the AVE value of each construct. This study found that all AVE values were greater than the squared interconstruct correlation estimates in table 4.3. Thus, the result of comparing AVE of each construct with squared interconstruct correlations suggested acceptable levels of discriminant validity. Consequently, based on evidence of supporting reliability and validity, the measurement model was retained without modifications.

Table 4.3

*Squared Correlations Matrix and Average Variance Extracted (AVE)*

	<i>Mean</i>	<i>SD</i>	1	2	3	4
Perceived CSR	4.32	1.04	<b>0.67</b>			
Team Identification	4.96	0.81	0.14	<b>0.55</b>		
Customer Satisfaction	4.58	0.92	0.26	0.31	<b>0.67</b>	
Behavior Intention	4.70	0.84	0.15	0.30	0.32	<b>0.58</b>

*Note.* Diagonal values represent the AVE values.

### **Latent Path Model**

As the obtaining satisfactory measurement model, structural equation modeling (SEM) was conducted to examine the overall model fit for the structural and the hypothesized relationship among the following latent constructs: perceived CSR (3 items), team identification (6 items), customer satisfaction (3 items), and behavior intentions (3 items). The overall model

fit for structural model reached satisfactory levels on fit: S-B  $\chi^2/df=175.718/84=2.09$ ,  $p < 0.01$ ; CFI=.98, SRMR=.03, RMSEA=.04 (90%CI=.03, .05).

The hypothesized structural model was examined the hypotheses in terms of the relationship among perceived CSR and team identification and satisfaction along with the behavioral intention. Significant standardized path coefficients confirmed significant positive relationships between perceived CSR and team identification ( $\beta = .37$ ,  $p < 0.001$ ; H1 supported), between perceived CSR and customer satisfaction ( $\beta = .35$ ,  $p < 0.001$ ; H2 supported). Hypothesis 3 was to related effect of perceived CSR on behavioral intention; however, hypothesis 3 was not supported ( $\beta = .09$ ,  $P = .072$ ). Regarding the relationships between team identification and customer satisfaction, the direct path from team identification and customer satisfaction ( $\beta = .43$ ,  $p < 0.001$ ; H4 supported). Team identification had a positive impact on behavioral intention ( $\beta = .33$ ,  $p < 0.001$ ; H5 supported). Moreover, customer satisfaction was found to have a significant positive effect on behavioral intention ( $\beta = .34$ ,  $p < 0.001$ ; H6 supported). Therefore, the following hypotheses were significant:

H<sub>1</sub>: Perceived CSR has a positive effect on team identification.

H<sub>2</sub>: Perceived CSR has a positive effect on customer satisfaction.

H<sub>4</sub>: Team identification has a positive effect on customer satisfaction.

H<sub>5</sub>: Team identification has a positive effect on behavioral intention.

H<sub>6</sub>: Customer satisfaction has a positive effect on behavioral intention.

### **Mediating Effect of Customer Satisfaction**

Table 4. 4 presents standardized results for the mediating effect of customer satisfaction. A bootstrapping method was conducted to examine the mediating effect of customer satisfaction (Cheung & Lau, 2008). In regard to the mediating effect of customer satisfaction in the

relationship between (a) perceived CSR and behavioral intention and (b) team identification and behavioral intention, customer satisfaction was found to play a mediation role in the relationship between team identification and behavioral intention ( $\beta = .15, p < 0.001$ ). Also, the relationship between perceived CSR and behavioral intention was mediated by customer satisfaction ( $\beta = .11, p < 0.001$ ). These coefficients produced indirect effects with the bias-corrected 95% confidence interval which is based on 500 bootstrap samples confirmed.

Table 4.4

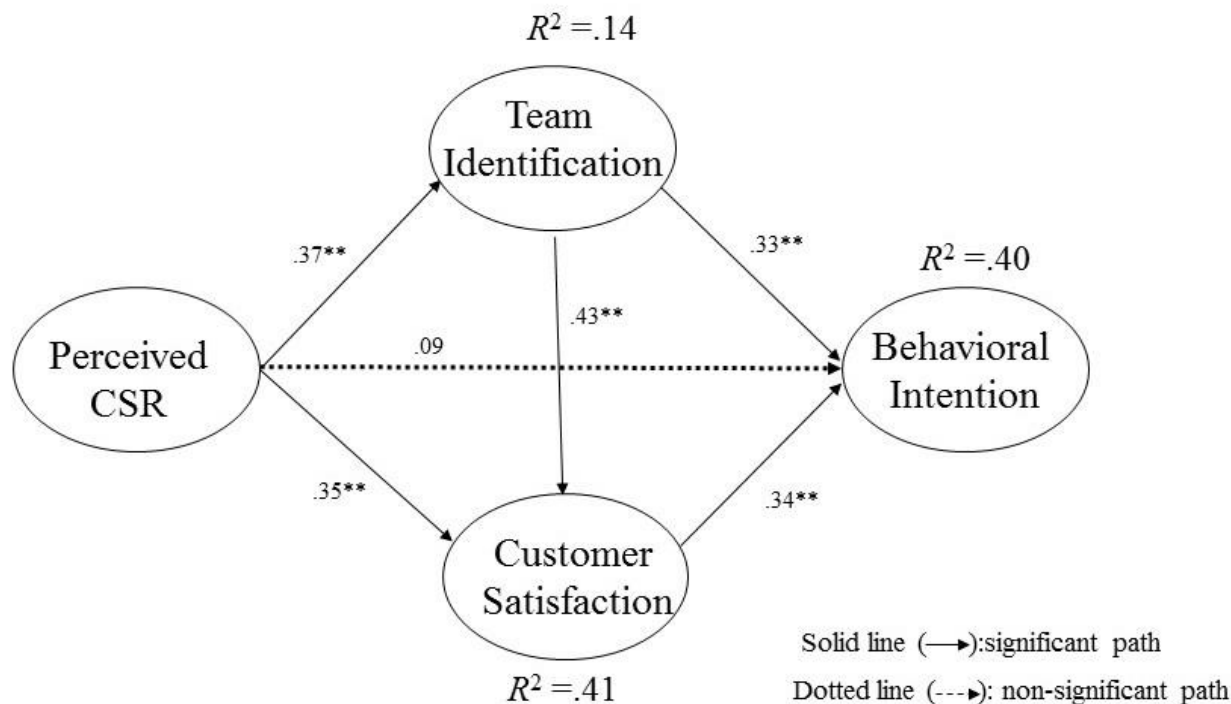
*Standardized Results of the Path Coefficients*

Path	$\beta$	$t$
<i>Hypothesized direct paths</i>		
H1 Perceive CSR $\rightarrow$ Team Identification	.37**	7.41
H2 Perceive CSR $\rightarrow$ Customer Satisfaction	.35**	7.59
H3 Perceive CSR $\rightarrow$ Behavioral Intention	.09	1.80
H4 Team Identification $\rightarrow$ Customer Satisfaction	.43**	8.83
H5 Team Identification $\rightarrow$ Behavioral Intention	.33**	5.76
H6 Customer Satisfaction $\rightarrow$ Behavioral Intention	.34**	5.42
<i>Hypothesized indirect paths</i>		
H7 Perceive CSR $\rightarrow$ Customer Satisfaction $\rightarrow$ Behavioral Intention	.11*	
Team Identification $\rightarrow$ Customer Satisfaction $\rightarrow$ Behavioral Intention	.15*	

Note.  $B$  = Standardized path coefficients;

Figure 4.1 illustrates the results of hypothesized structural model. Overall, the final structural model indicated a significant amount of the variance in team identification ( $R^2 = .14, p < 0.001$ ), customer satisfaction ( $R^2 = .41, p < 0.001$ ), and behavioral intention ( $R^2 = .40, p <$

0.001). However, perceived CSR was not found to be directly related to behavioral intention; therefore, Hypothesis 3 was not supported.

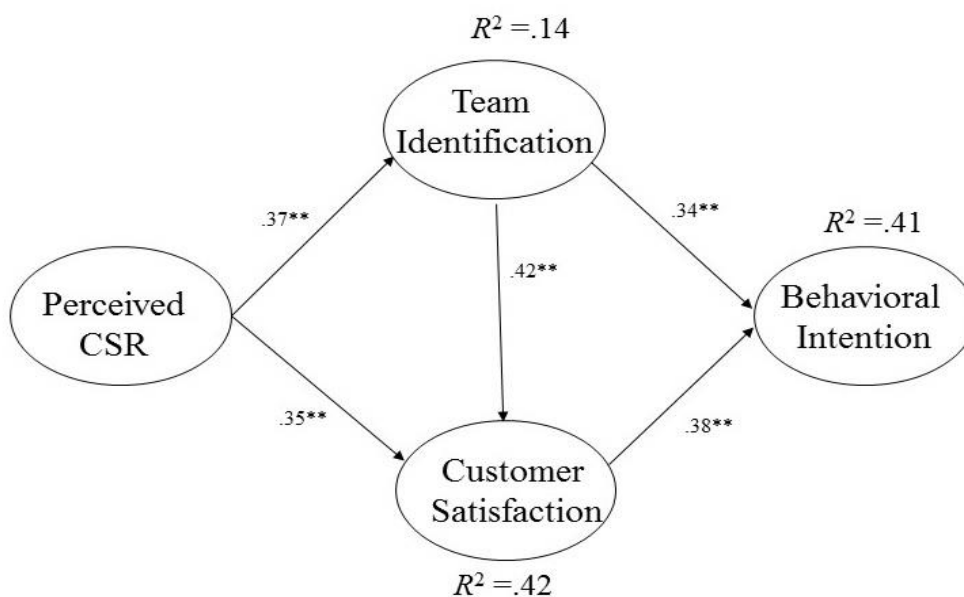


Fit indices: S-B  $\chi^2/df=175.718/84=2.09$ ,  $p < .05$ , CFI=.98, SRMR=.03, RMSEA=.04 (90% CI=.03, .05)

Figure 4.1. Hypothesized model: Initially specified structure components with estimated standardized results

Although the hypothesized model revealed a good model fit: S-B  $\chi^2/df=175.718/84=2.09$ ,  $p < 0.001$ ; CFI=.98, SRMR=.03, RMSEA=.04 (90% CI=.03, .05), perceived CSR had not a positive impact on behavioral intention ( $\beta = .09$ ,  $p < 0.001$ ; H3 rejected). This study examined a modified model to determine better fitting model. Thus, Hypothesis 3 was eliminated, and the modified model was estimated: S-B  $\chi^2/df=178.947/85=2.11$ ,  $p < 0.001$ ; CFI=.98, SRMR=.03, RMSEA=.04 (90%CI=.03, .05) in Figure 4.2. In particular, without the relationship between the perceived CSR and behavioral intention, the modified model indicated a significant amount of the variance in team identification ( $R^2 = .14$ ,  $p < 0.001$ ), customer

satisfaction ( $R^2 = .42$ ,  $p < 0.001$ ), and behavioral intention ( $R^2 = .41$ ,  $p < 0.001$ ). Overall, the results of the modified model were very similar to hypothesized model in terms of standardized path coefficients and significant amount of the variance. In addition, A chi-square difference test indicated that the exclusion of the on direct paths (i.e., between perceived CSR and behavioral intention) did not improve the overall fit of the model:  $\Delta \chi^2 (\Delta df = 1) = 3.22$ ,  $p = .93$ . Moreover, to determine adequacy of the final structural model, Akaike information criterion (AIC) (Akaike, 1987) and Bozdogan's (1987) consistent version of this statistic (CAIC) were employed to evaluate model parsimony. In the hypothesized model, AIC was 247.71 and CAIC was 437.06, while in the alternative model AIC was 248.94 and CAIC was 433.03. In regard to these statistical tests, hypothesized model was suggested for its parsimony.



Fit indices: S-B  $\chi^2 / df = 178.947 / 85 = 2.10$ ,  $p < .05$ , CFI = .98, SRMR = .03, RMSEA = .04 (90% CI = .03, .05)

Figure 4.2. Hypothesized model: revised structure components with estimated standardized results

## CHATER 5

### DISCUSSION

The main purpose of this dissertation was to propose and test a theoretical model which explored the relationship among perceived corporate social responsibility (CSR), team identification and satisfaction, along with the behavioral intention. Although many researchers have studied effects of CSR on sport fans' attitudes and loyalty in the context of sport (Chang et al., 2017; Inoue & Kent, 2012; Inoue, Funk, & Mcdonald, 2017; Lacey & Kennett-Hensel, 2010; Sheth & Babiak, 2010; Walker & Kent, 2009), it is necessary to identify how perceived CSR enhances fans' attitude, perception and behavioral intention. Therefore, this study attempted to provide a theoretical framework for developing the role of CSR activities in sport industry. In order to achieve purposes of this study, the proposed model and the hypothesized structural model. In this chapter, this study presents the interpretation of the results, implications and limitations of the study as well as directions of future research.

#### **Discussion of the Results**

The study was conducted to examine the reliability and validity of the measurement model through CFA. CFA was tested with four constructs and included 15 items. In terms of model fit indices, the final measurement model reached satisfactory levels on criteria suggested (i.e., S-B  $\chi^2$ /df, CFI, SRMR, RMSEA: Hu & Bentler, 1999; Kline, 2005). The results of the reliability and validity explained that the final measurement mode met and retained based on recommend levels of criterion. More specifically, first, reliability was assessed by Cronbach's alpha coefficients and CR values. Second, convergent validity was evidenced by indicator's factor loadings and AVE. Lastly, the values of corresponding squared interconstuct correlation



were less than the AVE. The final measurement model was selected by satisfying suggested model fit indices, reliability, and validity.

With the final measurement model retained, the structural model was explored by comparing two models: the hypothesized model and the modified model. The overall model fit for the hypothesized structural model was acceptable. Thus, the hypothesized structural model was conducted to examine research hypotheses.

One of the findings from this study revealed that perceived CSR had a positive influence on team identification, supporting hypothesis 1. The result indicated that CSR activities can increase team identification which based on sense of attachment with sports teams. Several researchers identified that CSR has a positive influence on enhancing customer-company identification (CCI) which is similar to the concept of team identification in marketing research (Aquino & Reed, 2002; Bhattacharya & Sen, 2003; He & Li, 2011; Marin, Ruiz, & Rubio, 2009; Sen & Bhattacharya, 2001). Although many researchers have paid attention to identify a significant role of CSR in the field of sport management (Inoue, Funk, & McDonald, 2017; Lacey & Kennett-Hensel, 2010; Sheth & Babiak, 2010; Smith & Westerbreek, 2007; Walker & Kent, 2009), limited research has investigated the effect of CSR activities on team identification. Chang et al. (2016) only examined the effect of perceived CSR on team identification in the field of sport management, finding that the relationship between perceived CSR and team identification was not significant. However, this finding is inconsistent with the current study. These different results suggest that it is necessary to further investigate the role of team identification in the context of CSR. Even though several studies found that team identification had played a significant role of moderator in the context of CSR (Chang et al., 2017; Inoue & Kent, 2012; Walker & Kent, 2009), the current study is focused on the direct relationship

between CSR and team identification. The result suggested that CSR activities could be a unique marketing strategy for sports teams and organizations to increase team identification. Although team success is an essential driver of team identification, team's CSR activities may also play significant role in increasing emotional attachment with the team. Sports fans might expect their favorite teams and athletes to be engaged in CSR activities. Therefore, since Korean professional baseball has a local affiliation system, team managers and marketers should implement CSR initiative in local community including youth education, mentoring, and family services. In addition, team marketers should focus on communicating to fans for CSR program through a variety of media channels such as CSR report, press release, website and social media. Event managers should announce and promote team's CSR effort through game day. Sports teams should provide fans with opportunities to participate in their CSR activities.

By examining the relationship between perceived CSR and customer satisfaction, this study found that perceived CSR is a key antecedent to increasing customer satisfaction, supporting hypothesis 2. This finding is consistent with previous studies (Bhattacharya & Sen, 2003; He & Li, 2011; Martínez & del Bosque, 2013). He and Li (2011) which demonstrated that customers are more likely to be satisfied if organizations provide CSR initiatives for developing society. Moreover, Lacey and Kennett-Hensel (2016) showed that sport fans perception of the team's CSR had a positive influence on relationship quality including a customer satisfaction factor. The authors also demonstrated that when fans perceive overall CSR activities of a sport team, their satisfaction and emotional attachment are enhanced. Sport teams engaging in CSR enables fans to increase satisfaction. Since Korean society emphasizes competition in terms of cultural background, many team managers have paid attention to a team performance and success in order to enhance fans' satisfaction which is highly related to teams' performance

levels. However, team managers could not control teams' performance. Therefore, this study suggested that managers should focus more on CSR activities as a controllable effort.

Although hypothesis 3 proposed that perceived CSR has a positive effect on behavioral intention, the path analysis indicated that the direct relationship between perceived CSR and behavioral intention was not significant. In contrast, several previous studies found that perception and activities of CSR have a significant impact on sport fans' behavioral intention (Chang et al., 2016; Filo et al., 2008; Kim et al., 2010; Lacey et al., 2015; Walker & Kent, 2009). While Walker and Kent (2009) found that CSR had a positive effect on merchandise consumption behaviors and word of mouth, Walker and Heere (2011) claimed that CSR activities have not always led to sport consumers' behavioral responses. Therefore, it has been discussed continuously about the relationship between CSR and behavioral intention of sport fans due to the fact that divergent effects of CSR on sport consumer behavior. One possible explanation for different results is that a cultural difference may have considered the finding result. Donations from sport stars are more popular than CSR activities of sports teams in Korea. While many spectators and fans perceived CSR activities of their favorite team in the current study, they might believe that the athletes' donations could make more social change than CSR activities of sports teams. Therefore, team managers and marketers need to be aware that CSR activities led by sport team may have a greater influence on the sport consumer behavior.

The positive effect of team identification on customer satisfaction was supported by the structural model results in terms of hypothesis 4. The result indicated that highly identified sport fans for their favorite team are more likely to achieve satisfaction. Previous studies have consistently supported the positive relationship between team identification and customer satisfaction (Gwinner & Swanson, 2003; Ko et al., 2010; Wann & Pierce, 2005). Ko et al. (2010)

found that identification had a positive influence on spectator satisfaction in the martial arts event. The finding of their study demonstrated that highly identified sport fans have more positive satisfaction than do lowly identified fans. From the result, the important relevance of team identification for customer satisfaction suggested that sports teams should invest to increase team identity (e.g., high quality merchandize, team logo, team value, and communicating vision statement). Managing team identity may improve team identification, which in turn encourage fans satisfaction.

Regarding the effect of team identification on behavioral intentions, it was found that team identification had a significant positive influence on behavioral intentions, supporting hypothesis 5, previous research provided evidence supporting the result (Hill & Green, 2000; Lee & Kang, 2015; Madrigal, 2000; Wakefield & Sloan, 1995). Lee and Kang (2015) found direct effect of team identification on increasing game attendance in the context of a Korean men's professional basketball event. Wakefield (1995) revealed that team identification was an essential factor which influences attendance of sport fans in terms of future games. In a similar vein, the finding of this study indicated that team identification can play a significant role in enhancing behavioral intention. Therefore, in order to increase team identification, team marketers should make opportunities for fan to bond with players (e.g., fan meeting, off-season camp, and participating community service).

The result showed that customer satisfaction had a positive effect on behavioral intention, confirming hypothesis 6. Several studies focusing on the relationship between sport consumers' satisfaction and behavioral intention investigated (Cronin et al, 2000; Lee & Kang, 2015; Suh et al, 2013; Wakefield & Blodgett, 1996; Yoshida & James, 2010). Suh et al. (2013) tested the effect of satisfaction on revisitation of a sports website and finding that satisfaction had a strong

influence on intent to revisit. In this sense, the findings of the study suggested sports fans satisfaction were highly and positively related to behavioral intentions which based on attending events and word of mouth recommendation in the context of sport. Team marketers need to be aware of the significance of fans satisfaction because satisfaction could be essential in fostering behavioral intention of sport fans. While service quality (i.e., facility access, facility aesthetic and parking) is an important factor for enhancing satisfaction, entertainment events (e.g., half time shows and fireworks) can also lead to fans to increase satisfaction on the game day. Therefore, team marketers should prepare well organized entertainment events for enhancing satisfaction.

### **Contributions of the Study**

The result of this study confirmed the proposed model which focused on effects of perceived CSR on team identification, customer satisfaction, and behavioral intention incorporating the mediation effect of customer satisfaction. The result of this study indicated that perceived CSR is positively related to consumers' satisfaction and team identification which in turn affects sport fans' consumer behavior. The results provide significant contributions to the literature of CSR in the context of sport management. First, the findings of this study provided extent literature which focused on direct effect of CSR on team identification, sport fans' satisfaction and behavioral intention. While several studies have extensively examined the relationship between CSR activities and behavioral intention (Filo et al., 2008; Kim et al., 2010; Lacey et al., 2015; Smith & Westerbeek, 2007; Walker & Kent, 2009), this study attempted to investigate how perceived CSR influences behavioral intention by examining the role of a social identity variable (e.g., team identification) and a social exchange variable (e.g., satisfaction)

simultaneously. Therefore, this study demonstrated the pivotal role of team identification and customer satisfaction in the context of sport CSR.

Second, from a theoretical point of view, this study highlighted the mediating effect of customer satisfaction in the relationship between perceived CSR, team identification, and behavioral intention. Even though previous studies examined the effect of CSR on behavioral intention by including mediator variables (e.g., trust, commitment, and involvement) in the field of sport management (Inoue et al., 2017; Ko et al., 2014), customer satisfaction as a mediator has not explored the relationship between team identification and behavioral intention. The result of mediating effect showed satisfaction played an essential mediation role in the relationship between team identification and behavioral intentions. This study suggests the relationship between team identification and behavioral intention can be integrated with customer satisfaction in terms of a social exchange perspective. Accordingly, this study provided a theoretical framework for confirming the mediating role of satisfaction on the relationship between team identification and behavioral intention.

Lastly, from a practical perspective, the findings of this study suggested that perceived CSR is a predictor of team identification and sport fans satisfaction. Although the result of this study revealed that perceived CSR has no direct influence on behavioral intention, perceived CSR is indirectly related to consumer behavior of sport fans through team identification and satisfaction. This result indicated that fans are more likely to attach and to be satisfied with their favorite team when perceiving the CSR activities of the team. Regarding this indication, the essential relations of both perceived CSR on team identification, and perceived CSR on fans' satisfaction, team managers and marketers should invest more in CSR activities. Also, sport organization and teams should focus on specific social issues and environmental causes in the

community because CSR activities should deal with these matters for developing community. In order to deliver information and messages of unique CSR activities, team marketers should use social media platforms (e.g., Facebook, Twitter, and YouTube) as communication channels. By understanding and implementing of CSR activities, sport organizations and teams may not only increase fan base but also create profit.

### **Limitation and Recommendations for Future Research**

The findings of this study may provide significant implications for academics and practitioners; however, several limitations affected the results. First, the finding in this study may not be generalized due to the limited sample. The participants were selected to conduct the survey from two KBO league's playoff games in the context of Korean professional baseball fans. The study did not consider other context of sport fans (e.g., professional basketball and soccer). It might limit the generalizability of the findings. Therefore, future studies need to use a variety of sport contexts and broader sampling to improve generalizability. Future studies should compare professional baseball fans and other sports fans within the same perceived CSR construct. In addition, future research could examine the relationship among perceived CSR and team identification and satisfaction, along with the behavioral intention in terms of cross-cultural analysis among different professional sport organizations (e.g., KBO vs. MLB and KBO vs. NBA).

Second, data were collected using cross sectional study which is the data collection occurred at a single point in time. This sampling technique also limited the generalizability of the finding. This study collected data from playoff games. As a result, 472 (92%) respondents perceived CSR activities of their favorite team, with items for perceived CSR and team identification having high mean values. Thus, future studies need to sample at different types of

game (e.g., regular season games and post season games), or employ longitudinal studies to examine for the model developed in different situation.

Third, the proposed model of this study considered that the effect of CSR activities on behavioral intention is explained by including a social identity variable (e.g., team identification) and a social exchange variable (e.g., satisfaction). However, other social exchange variables (i.e., trust and commitment) may be included in future studies to provide comprehensive framework. This study used behavioral intentions as an outcome variable which included two different types of consumer behaviors of sport fans: attending sporting events and word of mouth recommendation. In order to a better understanding of sport consumer behaviors, future studies should be included separate constructs for attitudinal loyalty and behavioral loyalty.

Fourth, the scale of perceived CSR was adopted from Brown and Dacin (1997). Many previous studies (Chang et al., 2016; Chang et al., 2017; Inoue et al., 2017; Lichtenstein et al., 2004; Martínez, & Del Bosque, 2013) have used the unidimensional scale of CSR following Brown and Dacin (1997). The results of those studies indicated that the scale of perceived CSR demonstrated a high reliability score. However, future studies should consider different dimensions of CSR in order to test more comprehensive model using four aspects of Carroll's pyramid.

## **Conclusion**

Although many researchers have attempted to identify a significant role of CSR in the field of sport management (Inoue, Funk, & McDonald, 2017; Lacey & Kennett-Hensel, 2010; Sheth & Babiak, 2010; Smith & Westerbreek, 2007; Walker & Kent, 2009), previous CSR research has not sufficiently examined the unique relationship between CSR activities of sport teams and sport fans' responses. Therefore, this study explored how sport fans' perceptions of a



sport team's CSR activities influence the behavioral intention of sport consumers. In particular, this study investigated the relationship among perceived CSR and team identification and satisfaction, along with the behavioral intention. The result of this study indicated that perceived CSR is positively related to consumers' satisfaction and team identification which in turn affects sport fans' consumer behavior. In addition, this study highlighted the mediating effect of customer satisfaction in the relationship between perceived CSR, team identification, and behavioral intention. This study provided a theoretical framework for developing the role of CSR activities in sport industry. Finally, sport managers and marketers should focus on specific social issues and environmental causes in the community because CSR activities should deal with these matters for developing community.

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## APPEXDIX A

## IRB HUMAN SUBJECTS REVIEW



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**To:** Jaeman Son  
BELL 4188

**From:** Douglas James Adams, Chair  
IRB Committee

**Date:** 10/18/2018

**Action:** **Exemption Granted**

**Action Date:** 10/18/2018

**Protocol #:** 1809148701

**Study Title:** Understanding the Relationship between Corporate Social Responsibility, Team Identification, and Behavioral Intention with the Mediating Effect of Satisfaction in Korean Professional Baseball League

The above-referenced protocol has been determined to be exempt.

If you wish to make any modifications in the approved protocol that may affect the level of risk to your participants, you must seek approval prior to implementing those changes. All modifications must provide sufficient detail to assess the impact of the change.

If you have any questions or need any assistance from the IRB, please contact the IRB Coordinator at 109 MLKG Building, 5-2208, or [irb@uark.edu](mailto:irb@uark.edu).

cc: Stephen W Dittmore, Investigator

## APPENDIX B

## INFORMED CONSENT FORM

**Understanding the Relationship between Corporate Social Responsibility, Team Identification, and Behavioral Intention with the Mediating Effect of Satisfaction in Korean Professional Baseball League**

Principal Researcher: Jaeman Son

Faculty Advisor: Dr. Stephen W. Dittmore

**INVITATION TO PARTICIPATE**

You are invited to participate in a research study about the effect of corporate social responsibility on sport fans' behavioral intention. It should take less than 10 minutes to complete.

The general purpose of this study is to provide a better understanding of how sport fans' perceptions of a sport team's CSR activities influence the behavioral intention of sport consumers. More specifically, the aim of this study is to propose and test a theoretical model that explore the relationship among perceived CSR and team identification and satisfaction, along with the behavioral intention.

If you do not want to be in this study, you may refuse to participate. Also, you may refuse to participate at any time during the study. There will not be a negative affection in any way if you refuse to participate.

There is no anticipated risk to participating and all information will be kept confidential to the extent allowed by applicable State and Federal law. At the conclusion of the study you will have the right to request feedback about the results and you have the right to contact the Principal Researcher as listed below for any concerns that you may have.

You may contact the Principal Researcher, Jaeman Son (js021@uark.edu), or the Faculty Advisor, Dr. Dittmore at dittmore@uark.edu, if you have any questions about this study. You may also contact the University of Arkansas Research Compliance office listed below if you have questions about your rights as a participant, or to discuss any concerns about, or problems with the research.

Ro Windwalker, CIP  
Institutional Review Board Coordinator  
Research Compliance  
University of Arkansas  
109 MLKG Building  
Fayetteville, AR 72701-1201  
479-575-2208  
irb@uark.edu



## APPENDIX C

## SURVEY QUESTIONNAIRE

**Survey Questionnaire for Corporate Social Responsibility (CSR) on a Professional Sport Team**

**Definition:** The concept of CSR is defined as “A company’s commitment to minimizing or eliminating any harmful effects and maximizing its long-run beneficial impact on society.”

**PURPOSE:** This survey is for CSR research on a professional baseball team. The collected information will be solely used for research. Your identity will be kept confidential to the fullest extent provided by law, and your responses will be anonymous. There is no right or wrong answers. Your participation is voluntary, and your honest response is greatly appreciated.

**THANK YOU!**

**SCREEN QUESTIONS:**

1. Do you have a favorite professional baseball team? **Yes No**
2. If so, do you know corporate social responsibility activity of your favorite team? **Yes No**

**Please rate the appropriate number each item (1=strongly disagree 7= strongly agree).**

<b><u>Perceived CSR</u></b>	<b>Strongly Disagree</b>							<b>Strongly Agree</b>
1. (My favorite team) is doing good things for the community.	1	2	3	4	5	6	7	
2. (My favorite team) actively participates in societal activities.	1	2	3	4	5	6	7	
3. (My favorite team) is involved in philanthropic activities.	1	2	3	4	5	6	7	

<b><u>Team Identification</u></b>	<b>Strongly Disagree</b>							<b>Strongly Agree</b>
1. My friends strongly see me as a fan of (my favorite team).	1	2	3	4	5	6	7	
2. (My favorite team) wins are very important to me	1	2	3	4	5	6	7	
3. I plan to attend the home games of (my favorite team) this season.	1	2	3	4	5	6	7	
4. Being a fan of (my favorite team) is very important to me.	1	2	3	4	5	6	7	
5. I usually display the (my favorite team)’s name or insignia at my place of work, where I live, or on my clothing.	1	2	3	4	5	6	7	
6. I regularly follow (my favorite team) via in person, media, and internet.	1	2	3	4	5	6	7	

<b><i>Customer Satisfaction</i></b>	Strongly Disagree						Strongly Agree
1. I am completely satisfied with (my favorite team).	1	2	3	4	5	6	7
2. I am very pleased with (my favorite team).	1	2	3	4	5	6	7
3. I am absolutely delighted by (my favorite team).	1	2	3	4	5	6	7
<b><i>Behavioral Intention</i></b>	Strongly Disagree						Strongly Agree
1. The probability that you will attend another sporting event of (my favorite team).	1	2	3	4	5	6	7
2. The likelihood that you would recommend (my favorite team) game to a friend.	1	2	3	4	5	6	7
3. If you had the opportunity to attend this game again, the probability you would make the same choice.	1	2	3	4	5	6	7

**Directions:** Please answer each question about yourself by either circling the appropriate response or filling in the blank with the appropriate response.

**Demographic questions**

What is your gender?

- Male
- Female

What is your age? (    )

What is your marital status?

- Single
- Married or Living with Partner
- Other

Please indicate the highest level of education that you have completed.

- Graduate degree or higher
- Undergraduate degree
- Some college/university
- Secondary or high school diploma
- Other

On average how many (*your favorite team*)'s games will you attend (in person) in a given year?

(    )

## APPENDIX D

## SURVEY QUESTIONNAIRE – KOREAN VERSION

안녕하십니까?

바쁘신 와중에도 설문에 응해 주셔서 진심으로 감사드립니다. 본 설문지는 프로야구 팀의 사회적 공헌 활동에 대한 야구팬들에 인식을 분석하고자 작성된 것입니다. 여러분이 응답하실내용은 통계법 제13 조의 규정에 의하여 연구목적 이외의 다른 용도로는 절대로 사용되지 않으며 개인의 대한 사항은 절대 비밀이 보장됩니다. 귀하의 정성 어린 응답은 본 연구의귀중한 자료가 될 뿐 아니라 국내 야구 발전에 밑거름이 될 것임이니 부디 모든 질문에 정성껏 응답해 주시길 부탁드립니다. 귀하의 협조에 다시 한번 진심으로 감사드립니다.

1. 당신은 좋아하는 프로 야구팀이 있습니까? **예 아니오**

2. 만약 있다면, 당신이 좋아하는 프로야구팀의 사회적 공헌 활동을 알고 계십니까?

**예 아니오**

귀하가 생각하는 정도와 일치되는 번호에 (O)표 해주십시오

(1=전혀 그렇지 않다 7= 매우 그렇다).

<b>사회 공헌 활동</b>	전혀 그렇지 않다							매우 그렇다
1. 내가 좋아하는 팀은 지역사회를 위해 좋은 일을 하고 있다.	1	2	3	4	5	6	7	
2. 내가 좋아하는 팀은 사회적 활동에 적극 참여한다.	1	2	3	4	5	6	7	
3. 내가 좋아하는 팀은 자선활동에 관여한다.	1	2	3	4	5	6	7	

<b>팀 일체감</b>	전혀 그렇지 않다							매우 그렇다
1. 나의 친구들은 나를 내가 좋아하는 팀의 팬으로 본다.	1	2	3	4	5	6	7	
2. 내가 좋아하는 팀의 경기의 승리는 나에게 매우 중요하다.	1	2	3	4	5	6	7	

3. 나는 다음 시즌의 내가 좋아하는 팀의 홈 경기에 참석할 예정이다.	1	2	3	4	5	6	7
4. 내가 좋아 하는 팀으로의 삶은 나에게 매우 중요하다.	1	2	3	4	5	6	7
5. 나의 집, 일하는 장소 혹은 나의 옷에 내가 좋아하는 팀의 이름이나 휘장을 전시한다.	1	2	3	4	5	6	7
6. 나는 개인적, 미디어, 그리고 인터넷을 통하여 고려대 스포츠 팀을 응원한다.	1	2	3	4	5	6	7

<b>팬 만족감</b>								전혀 그렇지 않다	매우 그렇다
1. 나는 내가 좋아하는 팀을 완전히 만족한다.	1	2	3	4	5	6	7		
2. 나는 내가 좋아하는 팀에게 매우 기쁘다.	1	2	3	4	5	6	7		
3. 나는 내가 좋아하는 팀에게 절대적으로 기뻐한다.	1	2	3	4	5	6	7		

<b>소비자 행동</b>								전혀 그렇지 않다	매우 그렇다
1. 나는 아마도 내가 좋아하는 팀의 다른 경기도 참석 할 것이다.	1	2	3	4	5	6	7		
2. 나는 내가 좋아하는 팀의 경기를 친구에게 추천 할 것이다.	1	2	3	4	5	6	7		
3. 만약 나는 내가 좋아하는 팀의 경기를 다시 관람하는 기회가 주어지면, 나는 또 다시 관람 할 것이다.	1	2	3	4	5	6	7		

1. 귀하의 성별은 무엇입니까?

- (1) 남자      (2) 여자

2. 귀하의 연령은 어떻게 되십니까? ( )

3. 귀하의 결혼여부는 어떻게 되십니까?

- (1) 미혼      (2) 기혼      (3) 기타

4. 귀하의 학력은 어떻게 되십니까?

- (1) 고졸이하      (2) 대학교 재학      (3) 대졸      (4) 대학원 이상      (5) 기타

5. 한해동안 당신이 좋아하는 팀의 경기를 직접 가서 몇 번 정도  
관람하십니까? ( )