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AFRICAN CONFERENCE

on current studies of science, technology & social sciences

July 6-7, 2020

Johannesburg, SOUTH AFRICA



PROCEEDINGS BOOK

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Issued: 25.07.2020

ISBN - 978-625-7898-12-6

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(VIRTULLAY HELD BY ZOOM PROGRAM)

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1. INTERNATIONAL AFRICAN CONFERENCE ON CURRENT STUDIES

SPORTS STAKEHOLDERS AND CORPORATE SOCIAL RESPONSIBILITY

Asst. Prof. Dr. Yeliz ERATLI ŞİRİN
Cukurova University

Abstract
Corporate Social Responsibility (CSR) is an organizational phenomenon that has the potential to change lives and improve society around the world. While CSR has been the subject of extensive research in traditional companies; The work carried out in the sports industry is rather sterile. The aim of this study is to determine the CSR activities and what kind of practices they place from the perspective of the stakeholders and local administrations in the sports industry from the employee perspective. The sample of the research consists of 128 volunteer employee who working in sports fitness centers, sports stores, Adana Sports Department of the local government and formed the Youth and Sports Provincial Directorate that located in the city of Adana in Turkey. Research data developed by Sönmezoğlu et al. (2016), it was evaluated with the corporate social responsibility scale (CSR) and the demographic questions developed by the researcher. In the statistical analysis of the data, t-test, ANOVA analysis and Tukey test were used. As a result of the research, it was concluded that the participants had a medium level corporate social responsibility perception. There was a significant difference in perceptions of corporate social responsibility sub-dimensions according to gender, marital status, age and institutional variable ($p < 0.05$). As a result; male employees compared to women; employees of the sports center have higher perceptions of CSR than those working in other businesses and institutions; It is concluded that the employees aged 36-41 have higher corporate social responsibility perception than those in the younger age group.

Keywords: Sport, Stakeholder, Sport Stakeholder, Corporate Social Responsibility

Introduction

Corporate Social Responsibility is an important field of study; is the ability to improve life and raise awareness of social problems all over the world. According to Philanthropy Monthly; social responsibility philosophically emphasizes strong individual entrepreneurship and active volunteering sector (Smallwood&Levis, 1977). In recent years, philanthropy and social responsibility in the business community have made enormous progress. Businesses have increased in charitable activities to assist the local community, which improves the institution's image and lower-tier operations. Social responsibility in professional sports has a much greater potential for influence in the local, national and even global context. Historically, the responsibility of businesses was purely to maximize profit for shareholders. In 1962, Friedman thought that maximization of shareholder wealth as the sole objective and responsibility of the well managed firm (Blackburn, 1994). Common belief was that businesses had only a fiduciary responsibility to their shareholders and social obligations were

an after thought. Corporate activity was a zero-sum game; whatever resources were expended in the interests of social responsibility were considered a waste and at the expense of shareholders (Blackburn, 1994).

Nowadays, it can be seen that sports can now play a role in the spread and development of social responsibility. Mobilizing sports as a right tool for social responsibility activities is considered as an important opportunity for both contributing to society and for sports organizations (Smith and Westerbeeck, 2007). Babiak and Wolfe (2009) are consumer-fans, club employees, stakeholders, etc. It states that the pressure of the individuals and groups on the CSR on managers is effective in the institutionalization of the concept of social responsibility in professional sports . Sports clubs are a tool for realizing CSR projects due to the strength of their relations with their stakeholders and their intertwinedness with the society. Increasing communication in CSR activities provides opportunities to improve the responsibility of stakeholders within the corporate governance structure and also enables the development of communication networks among stakeholders (Hamil & Morrow, 2011). The literature on CSR has increasingly indicated how external forces such as customers (Lewis, 2003; Yan, 2003), activist groups (Den Hond & De Bakker, 2007), legislation (Dawkins & Lewis, 2003), and members of local communities (Boehm, 2005) influence the type and focus of CSR activity in which an organization engages. Due to the importance of developing and maintaining good relations with the communities in which they operate, the above mentioned entities often turn to community outreach activities to build good-will among salient stakeholders (e.g., local businesses, public policy makers, members of the community) (Irwin et al., 2003).

The aim of this article is to illustrate further how social responsibility can inform both theoretical debates and management practice within sport organisations. It will do this primarily through a focus on stakeholder theory in the context of the sport industry. Stakeholder theory is based on the understanding that a corporation should recognise the interests of a wide range of constituents that have a stake in the organisation, for example customers, employees, suppliers, and communities.

Literature Review

In 1979, Archie B. Carroll was a pioneer in the development of CSR theory. In its own developed CSR model, the company categorized its obligations under 4 sub-headings: economic, legal, ethical and necessity (Subhabrata, 2007). The most important item in the model is the economic obligation, followed by legal obligations, followed by ethical and then discretionary responsibilities (Subhabrata, 2007). Among these dynamics, Economic Responsibilities state that the main role of firms is to achieve profit by producing the goods and services that will meet the demands and needs of the society and place economic responsibilities in the basis of the CSR pyramid; Legal Responsibilities refer to the responsibility of firms to abide by the laws and legislations that are determined; Ethical Responsibilities mean harmonization of behaviors that are not in the laws but are expected by the members of the society with social norms and expectations, and Discretionary Responsibilities cover additional behaviors of firms that are beyond what is expected by the

members of the society such as donations made in the interest of the society and activities that are organized in areas such as arts and education (Carroll, 1991). While this conceptualization has been broadly implemented in the context of organizations' management, it also provides areas of influence that may directly capture the activities of modern sports organizations by especially targeting the needs of the society (Rowe, et al., 2018). The importance of sports management activities, which is seen as a part of the business world in modern time, has become more widespread, and that experts who are influential in sports management think that sports should be directed to more social activities have enabled the activities to accelerate (Ratten, 2010: 488). There is an increase in the effectiveness of the concept of corporate social responsibility in the business world and this activity is reflected in the sports field (Babiak et al., 2006). Stakeholders within the scope of the sports industry em phasize the importance of corporate social responsibility for sports organizations. Stakeholder theory maintains that in addition to shareholders, an organisation should recognise the interests of a wider range of constituents that have a stake in a corporation and a right to inclusion in the governance process, such as customers, employees, suppliers, and those that live in the communities in which organisations operate. Although the last 25 years have seen the stakeholder concept become commonplace in management literature, corporate governance parlance, and political rhetoric, the historical development of stakeholder theory has been fragmented and uneven (Walters, et al., 2010)

When the literature is examined; In some studies in the literature of the "Stakeholder Based CSR" scale developed by Perez et al. (2013), banks (Perez & Rodriguez del Bosque, 2013; Perez & Rodriguez del Bosque, 2014) and building cooperatives (Perez et al., 2013) were used to determine CSR levels. Related scale; A general dimension on "customers", "shareholders / supervising boards", "employees", "society / community" and "legal and ethical issues" concerning legal and ethical issues) ". These dimensions can be explained as follows,Interviews with the managers of the NFL, MLB, NHL and NBA teams in Babiak and Wolfe (2009) studies that examine the internal and external factors affecting corporate social responsibility in professional sports. As a result, they stated that Stakeholder is a more important factor in affecting the social responsibility activities of sports clubs. White (2009) stated that determining the communities that sports organizations affect and are affected by is important for communication. Thus, the relationship and expectations of the sports organization with each stakeholder can be seen more clearly. According to Akansel (2011), there is a different stakeholder expectatıon for each sports organization, but in general it states the stakeholder sponsors, media (international, national, local,), institutions that manage sports (FIFA, UEFA, TFF), state, participants (athletes), fans, employees, volunteers, society, suppliers are defined.

A company that cannot provide social integrity cannot be expected to be successful in the economic field. Social relations come alive with formal or informal relationships between people at all levels from the top manager to the subordinates. The degree of rights provided to those working in an organizational environment is not only a legal problem, but also a moral and social responsibility problem. Enterprises should be able to provide suitable working conditions, wages and social opportunities for their employees (Çelik 2007: 69)In this study; The CSR level of sports stakeholders was measured using employee perceptions using the

"CSR" scale developed by Sönmezoğlu et al (2016). In the next part of the study; The method of the research is included.

Method

Purpose of the research

Corporate social responsibility is a concept that has existed for years in institutions and companies. A comprehensive literature review shows that limited research has been done on the subject of sports. The purpose of this research is to provide an overview of the history of CSR identification, and then to identify CSR activities from the working perspective of stakeholders and local governments in the sports industry. The universe of the research consists of 41 sports shops and 19 sports fitness centers defined as sports stakeholders in Adana province, 41 Adana sports department employees and 27 Youth Sports Provincial Directorates as a local government. A total of 128 employees participated in the research. Interviews were made with one-on-one interviews with business employees and corporate employees.

Data Collection Tools

The data of the study were collected by using the Corporate Social Responsibility Scale (CSRS) that was developed by Jung (2012) and tested for reliability and validity in the Turkish language by Sönmezoğlu et al. (2016). CSRS is a scale consisting of 28 items and 4 sub-scales as economic, legal, ethical and discretionary responsibilities. It is scored as a 7-point Likert-type scale, while the items are scored as 1 = absolutely disagree / 7 = absolutely agree. Sönmezoğlu et al. (2016) . found the Cronbach's Alpha coefficient of the CSR total scale as α=0.88.

Data Analysis

The research data have been analyzed through SPSS (Statistical Package for Social Sciences) for Windows 21.0 package program. Arithmetic mean, standard deviation values, significance test of the difference between two means (t-test) and one-way anova have been used during data analysis. When we look at the skewness and kurtosis values given in Table 1, it is determined that the scale is normal in all dimensions of the scale.

Table 1. Skewness and Kurtosis value of CSR and Sub Scale Size

Sub-dimensions	Skewness	Kurtosis
Economic responsibilities	-,230	-,387
Legal responsibilities	-,242	-,131
Ethical responsibilities	-,467	-,184
Philanthropic responsibilities	-,426	-,104
General CSR	-,227	-,240

Results

Table 2. Arithmetic Mean and Standard Deviation Values of athletes-students' Perception towards CAS and Subscale

Sub-dimensions	$\bar{x}$	SD
Economic responsibilities	4,6797	1,28004
Legal responsibilities	4,5422	1,2549
Ethical responsibilities	4,0547	,11968
Philanthropic responsibilities	4,3297	,12125
General CSR	4,4102	,09766

As indicated in Table 2 economic (M = 4,6797, SD = 1,28) responsibilities are rated as being the most important, followed by legal (M = 4,542, SD = 1,25), then Philanthropic (M = 4,329, SD = ,121) and ethical (M = 4,0547, SD = 11968) responsibilities bringing up the rear

Table 3. Corporate Social Responsibility Perceptions of Sports Club Fans by Gender

Sub-dimensions	Gender	N	$\bar{x}$	SD	t	p
Economic responsibilities	Female	34	4,01	1,06	-3,99	**0,00***
	Male	94	4,91	1,27		
Legal responsibilities	Female	34	4,52	1,15	-6,29	**0,00***
	Male	94	6,09	1,49		
Ethical responsibilities	Female	34	3,48	1,13	-3,25	**0,00***
	Male	94	4,26	1,37		
Philanthropic responsibilities	Female	34	3,48	0,92	1,58	**0,02***
	Male	94	4,63	1,38		
General CSR	Female	34	3,62	0,70	2,20	**0,00***
	Male	94	4,69	1,08		

According to Table 3 a significant difference by gender was found in terms economic, legal, ethical philanthropic and General CSR responsibilities of employees. It has been found that men have higher perceptions of responsibility than women.

Table .4. Corporate Social Responsibility Perceptions of employees by Marital status

Sub-dimensions	Marital status	N	X	SD	t	p
Economic responsibilities	Married	62	4,91	1,31	2,02	0,045*
	Single	66	4,45	1,21		
Legal responsibilities	Married	62	4,62	1,31	0,75	0,451
	Single	66	4,46	1,20		
Ethical responsibilities	Married	62	3,93	1,37	-1,00	0,315
	Single	66	4,17	1,33		
Philanthropic responsibilities	Married	62	4,54	1,40	1,70	0,090
	Single	66	4,13	1,32		

When Table 4 is examined, it can be seen that Economic responsibilities sub-dimension shows statistically significant difference in terms of the marital status of employees.It has been found that married have higher perceptions of responsibility than single. According to Table, a significant difference by Marital status wasn't found in terms, legal, ethical and philanthropic responsibilities of employees.

Table 5. Corporate Social Responsibility Perceptions of employees by Age

Sub-dimensions	**Age**	**N**	**$\bar{x}$**	**SD**	**F**	**p**
Economic responsibilities	18-23	26	4,57	1,20	9,13	**0,000***
	24-29	27	3,67	1,00		
	30-35	18	4,48	1,12		
	36-41	30	5,20	1,13		
	42>	27	5,33	1,22		
Legal responsibilities	18-23	26	5,50	0,89	8,07	**0,000***
	24-29	27	4,77	1,06		
	30-35	18	4,91	0,56		
	36-41	30	6,41	1,44		
	42>	27	6,43	1,47		
Ethical responsibilities	18-23	26	4,24	1,54	2,26	0,066
	24-29	27	3,65	1,16		
	30-35	18	3,50	1,19		
	36-41	30	4,44	1,21		

	42>	27	4,20	1,45		
Philanthropic responsibilities	18-23	26	4,40	1,35		
	24-29	27	3,28	1,10		
	30-35	18	3,61	1,02	11,77	**0,000**
	36-41	30	5,05	1,16		
	42>	27	4,97	1,19		

When Table 5 is examined, economic, Legal, Philanthropic sub-dimension shows statistically significant difference in terms of the variable of age. No statistically significant difference was found in Ethical responsibilities in terms of the age variable of employees..

Table 6. Corporate Social Responsibility Perceptions of employees by Departmant

Sub-dimensions	Departmant	N	$\bar{x}$	SD	F	p
Economic responsibilities	Sports Stores	41	5,53	1,14		
	Local Government Youth And Sports Provincial	27	4,86	1,40	15,95	**0,000***
	Sports Fitness Centers	19	4,07	0,97		
	Sports Department	41	3,98	0,86		
Legal responsibilities	Sports Stores	41	5,20	1,28		
	Local Government Youth And Sports Provincial	27	4,85	1,47	10,90	**0,000***
	Sports Fitness Centers	19	3,88	0,93		
	Sports Department	41	3,98	0,71		
Ethical responsibilities	Sports Stores	41	4,19	1,62		
	Local Government Youth And Sports Provincial	27	4,48	1,45	2,22	0,089
	Sports Fitness Centers	19	3,56	1,10		
	Sports Department	41	3,86	0,98		
Philanthropic responsibilities	Sports Stores	41	5,18	1,31		
	Local Government Youth And Sports Provincial	27	4,61	1,50	15,62	**0,000***
	Sports Fitness Centers	19	3,93	0,66		
	Sports Department	41	3,46	0,96		

When Table 6 is examined, economic, Legal, Philanthropic sub-dimension shows statistically significant difference in terms of the variable of Departmant. No statistically significant difference was found in Ethical responsibilities in terms of the Departmant.variable of employees.

Discussion

The duty of the stakeholders and sports clubs, who make up the sports sector, to fulfill their social responsibilities for the service and society, is extremely important in terms of the image of the sports clubs and contributes to the positive changes in the image. (Anşin et. al. 2020).

Another group that plays a critical role in companies' sustaining their economic assets and achieving their goals is employees. Employees constitute one of the most important segments directly affected by the activities of a business. In this respect, employees, as the main source of the business, cover an important dimension that should be taken into consideration in social responsibility practices (Becan, 2011).

As a result of the research, it was concluded that the participants had a medium level corporate social responsibility perception. There was a significant difference in perceptions of corporate social responsibility sub-dimensions according to gender, marital status, age and institutional variable ($p < 0.05$). As a result; male employees compared to women; employees of the sports center have higher perceptions of CSR than those working in other businesses and institutions; It is concluded that the employees aged 36-41 have higher corporate social responsibility perception than those in the younger age group.

As a result, although it is a new concept for the sector, the importance of corporate social responsibility for sports organizations is increasing day by day. Therefore, the collaboration of academics and professionals working in the sports sector will contribute to the spread of both the concept and the right practices. It is defined as a dimension of corporate social responsibility in providing the fair wages, a pleasant and safe working environment, as well as education and career opportunities for the employees of the managers among the sports stakeholders. Therefore, as a result of this research, it can be said that the CSR practices that organizations apply against their employees and the CSR practices they make against sports organizations are at a medium level in terms of employee perception. For this reason, it may be suggested that sports stakeholder institution managers should pay more attention to CSR activities.

Conclusion

The purpose of this research is to provide an overview of the history of CSR identification, and then to identify CSR activities from the working perspective of stakeholders and local governments in the sports industry. In light of the data collected for this purpose, the following conclusions have been reached:

- employees have a moderate level of CRS.
- Male employees have higher CRS than female.
- Economic, Legal, Philanthropic responsibility tendency of employees over the departmant of Sports Stores is higher than the other departmant
- The employees aged 36-41 have higher corporate social responsibility perception than those in the younger age group.

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