Analysis of Corporate Social Responsibility (CSR) Activity Types of Korean Professional Sports Team: Application of Coorientation Model

Il-Gwang Kim[1], Susan Kim[2], Yong-Kuk Lee[2] and Joo-Young Kim[2*]

[1]Department of Leisure Sport, Seowon University, Korea; whyhow2070@gmail.com
[2]Department of Leisure Sport, Korean National Sport University, Korea;
Syk420@hanmail.net, 94zzang@gmail.com, kjm3409@naver.com

Abstract

Background/Objectives: The objective of this study is to analyze the difference between professional sports clubs and sports fans in the recognition of the Corporate Social Responsibility (CSR) activity types performed by individual clubs of four professional sports (baseball, football, basketball, and volleyball) by applying the co-orientation model of McLeod and Chaffee (1973). **Methods/Statistical Analysis**: questionnaire survey was performed with 240 sports club staffs and 232 sports fans by biased sampling. In the analysis of the data, statistical software programs, SPSS 20.0 and AMOS 20.0 were employed to perform Confirmatory Factor Analysis (CFA), Cronbach's α examination, frequency analysis, mean and standard deviation analysis, an independent sample t-test, and a matching sample t-test. The results of the survey are as follows. **Findings:** First, the objective agreement, representing the agreement in the recognition of the CSR types between the clubs and the fans, was high in the order of public interest connected marketing and protection of fans' rights and interests. Second, the subjective congruence: 1. representing the consistency between the clubs' recognition and the clubs' prediction about the fans' recognition, and the subjective congruence, 2. representing the consistency between the fans' recognition and the fans' prediction about the clubs' recognition were analyzed. The subjective congruence 1 was high in the order of social philanthropy, home culture project, public interest connected marketing, and protection of fans' rights and interests. The subjective congruence 2 was high in the order of protection of fans' rights and interests, social philanthropy, home culture project, public interest connected marketing. Third, the accuracy: 1. representing the consistency between the clubs' recognition and the fans' prediction about the clubs' recognition, and the accuracy, 2. representing the consistency between the fans' recognition and the clubs' prediction about the fans' recognition were analyzed. **Application/Improvements:** The accuracy 1 was high in the order of protection of fans' rights and interests, home culture project, and social philanthropy. The accuracy 2 was the highest in public interest connected marketing followed by social philanthropy and home culture project. Fourth, the co-orientation state of the professional sports clubs' CSR activity types was in the combination of 'Consensus-Dissensus-Dissensus-Dissensus-Dissensus.'

1. Introduction

As the influence of corporate on society is increasing, the demand and interest on the Corporate Social Responsibility (CSR) is rapidly increasing[1]. Companies in the past only emphasized a corporate's own economic responsibility, being passive to the requirement of the customers and the society. However, as the corporate's influence is recently increased with the development of society, the concept of CSR is being extended to economic, legal, ethical, and charitable responsibilities, and the concept of positive CSR to lead the social development through the core competence possessed by companies is being generalized[2].

---

*Author for correspondence

The CRS is drawing attention because the viewpoint of corporate is turning from the viewpoint of stockholders to the viewpoint of interested parties. The consumers also tend to do ethical consumption considering the effect of their consumption on the environment and the society. Specifically, consumers considers not only the conventional values such as the price, quality, shape, preference, safety and convenience but also other values. Therefore, CSR has a positive effect on the increase of profit, sales, and consumer loyalty as well as elevating of corporate fame and brand value, drawing of investment and subcontractor, enhancing of cooperation with local community, and securing of governmental support and political resources[3].

In the areas of sports also, as sports clubs started to participate in philanthropy and local voluntary service since late 1990's, the importance of CSR has been emphasized more and more. In harmony with the home-based management of professional sports clubs, CSR is rapidly extended as it is recognized as an important strategy for the formation of a mutual friendly cooperative relationship with the fans and the local society[4].

Most of the studies on CSR were based on the CSR study by[5] about the economic, legal, ethical, and philanthropic responsibilities[6-10]. With respect to the classification of CSR activity types[11], classified into 6 types including public interest connected marketing, social contribution activity, social marketing, public interest campaign, local society service, and social responsibility management[12], classified into local society sponsorship, engagement, employment support, environment, non-U.S. operation, and product quality improvement. In addition, various other types of CSR activities are studied, including consumer protection[13-16], local cultural project activity[13,15], donation activity[17-21] and voluntary service activity[22].

On the other hand, with respect to the studies on the CSR activity types in sports, Worker and Kent[22] proposed philanthropic activity, local society service activity, youth education activity, and youth health activity, which were used in the CSR study by[23,24] classified the CSR activities of sports public interest corporate into public interest activity, philanthropic activity, and social activity[25], classified into activities implemented solely by professional sports clubs, activities implemented in cooperation with sports clubs and profit-making corporate, and activities implemented in cooperation with sports clubs and non-profit organizations[26] classified into sports sponsorship, donation activity, voluntary service activity, and society normalization activity. The studies about the CSR activity types have recently started.

Most of the previous studies were focused on the verification of the effect of the CSR activities or limited to several aspects, and thus studies on the classification of the CSR activities in the area of sports in Korea are not many, except the abovementioned studies.

Currently, the CSR activities by the professional sports clubs are not just a help for others or donation for others but sharing of the corporate's values after identifying the needs of the beneficiaries and investing resources[27]. Professional sports clubs are positively implementing various CSR activities including 1% wage donation by club staffs, regulation of CSR activity duty on the player's contract, and distribution of CSR activity manuals. In order to provide a high level of fan-oriented service, various opinions are communicated and gathered through the 'conversation with fans' program or seminars. Selected opinions are reflected to the CSR activity and club policy.

Likewise, those who evaluate the CSR activities of companies or sports clubs are interested only in the response and attitudes of the external stakeholders who are the consumers, collecting and reflecting the consumers' opinions.

However, the topics and contents of CSR activities are actually determined and implemented by the internal members of an organization. Therefore, to let the CSR activities have a positive effect on both the sports clubs and the consumers, the agreement and mutual understanding of the CSR activities of the sports clubs by the internal staffs of the clubs and the external stakeholder, who are the sports spectators, are important. As the two groups have co-orientation the degree of mutual understanding between the two groups is elevated, and the effects of the CSR activities may be maximized[28].

In increasing the effects of the CSR activities by professional sports clubs, the difference in the recognition of the CSR activities between the internal club staffs and the external spectators should be verified, and mutual understanding of the difference is required. With respect to the types and subjects of the CSR activities performed by the professional sports clubs, a bilateral communication analysis study is required about why the sports clubs consider certain activities important, how the sports fans recognize the activities, and how the fans react to the activities.

The objective of this study is to verify the difference in the recognition of the types of the CSR activities per-

formed by the Korea professional sports clubs between the clubs staffs and the sports fans by applying the co-orientation model developed by[29].

1.1 Study Questions

The study questions set up to accomplish the study objective are as follows:

Study Question 1) How high is the objective agreement between the sports clubs and the sports fans in the types of the CSR activities performed by the professional sports clubs?

Study Question 1.1: Is there a difference in the recognition between the clubs and the fans?

Study Question 2: How high is the subjective congruence of recognition between the sports clubs and the sports fans in the types of the CSR activities performed by the professional sports clubs?

Study Question 2.1: Is there a difference between the clubs' recognition and the clubs' prediction about the fans' recognition?

Study Question 2.2: Is there a difference between the fans' recognition and the fans' prediction about the clubs' recognition?

Study Question 3: How high is the accuracy of recognition between the sports clubs and the sports fans in the types of the CSR activities performed by the professional sports clubs?

Study Question 3.1: Is there a difference between the clubs' recognition and the fans' prediction about the clubs' recognition?

Study Question 3.2: Is there a difference between the spectators' recognition and the clubs' prediction about the fans' recognition?

2. Methods

2.1 Subjects

In this study, a questionnaire survey was performed with 500 subjects including 250 club staffs and 250 fans of professional sports (basketball, volleyball, baseball, and football). The sampling was performed by cluster sampling and biased sampling. Among the collected samples, a total of 472 questionnaire samples (240 samples from the club staffs and 232 samples from the fans) were used for the analysis, except 28 questionnaire samples where

the response was considered as unreliable for including no answers, or duplicated answers, or uniform answers.

The survey with the fans was performed with the spectators in the stadiums watching the games. With respect to the club staffs, the survey was performed with the staffs of 32 sports clubs (8 basketball clubs, 9 volleyball clubs, 5 baseball clubs, and 10 football clubs) out of the 51 professional sports clubs in Korea.

Table 1. Demographical characteristics of the subjects (fans)

Characteristic	Response	Frequency (n)	Ratio (%)
Gender	Male	163	70.3
	Female	69	29.7
Age	20s	114	49.1
	30s	67	28.9
	40s	41	17.7
	50s or over	10	4.3
Experience in social contribution activity participation	Yes	168	72.4
	No	64	27.6
Education	High school graduation or under	45	19.4
	College graduation	42	18.1
	University graduation	120	51.7
	Graduate school graduation	25	10.8
Monthly income	1 million KRW or under	75	32.3
	1 to 2 million KRW or under	49	21.1
	2 to 3 million KRW or under	58	25.0
	3 to 4 million KRW or under	26	11.2
	4 million KRW or over	24	10.3
Total		**232**	**100**

Among the survey questions, the questions about social contribution activities included protection of fans' rights and interests, home culture project, public interest connected marketing, social philanthropy. The fans were asked to predict the clubs' recognition and to express their own thoughts. The club staffs were asked to predict the fans' recognition and express their own thoughts. The investigated demographic characteristics of the fans

included the gender, age, experience in social contribution activity participation, education, and monthly income. The investigated demographic characteristics of the club staffs included the gender, age, working career, affiliated clubs' sport entry, experience in social contribution activity participation, and working experience in a social contribution activity related department.

Tables 1 and 2 show the distribution of the demographic characteristics of the subjects.

2.2 Study Tools

The investigation tool of this study was questionnaires. The draft of the questionnaire was prepared by performing a survey with an expert group, and the questionnaire revised through a preliminary survey was used. The survey was implemented by a self-administration method.

Two types of questionnaire were used for sports club staffs and sports fans, respectively, to investigate the difference in the recognition between them. The questionnaire for the sports fans included 5 questions about the demographical facts (gender, age, experience in social contribution activity participation, education, and monthly income), and the questionnaire for the club staffs included 7 questions about the demographical facts (gender, age, working career, affiliated clubs' sport entry, experience in social contribution activity participation, working experience in a social contribution activity related department, and occupational position). The fans and clubs staffs were commonly given questions about the four CSR activity types: 5 question about protection of fans' rights and interests, 5 question about home culture project, 5 question about public interest connected marketing, and 5 question about social philanthropy. The questions about the CSR activity types were prepared on the basis of the clubs' announcements and news reports about the CSR activities that the professional sports clubs had performed in the last 5 years by classifying CSR activities into individual types and by referring to questionnaires used in the relevant previous studies. Specifically, about protection of fans' rights and interests, the questions used in the studies by[15,30,31] were revised according to the context of the questionnaire. About home culture project, the questions used in the studies by[13,15,31] were revised according to the context of the questionnaire. About public interest connected marketing, the questions used in the studies by[13,19,31] were revised according to the context of the questionnaire. About social philanthropy, the questions used

in the studies by[32,33] were revised according to the context of the questionnaire. Except the questions about the demographical characteristics, the scores for each of the questions about the CSR activity types were measured in a 5-point Likert scale, giving 1 point to 'Very Unimportant' and 5 points to 'Very Important'.

Table 2. Demographical characteristics of the subjects (club staffs)

Characteristic	Response	Frequency (n)	Ratio (%)
Gender	Male	188	78.3
	Female	52	21.7
Age	20s	51	21.3
	30s	123	51.3
	40s	55	22.9
	50s or over	11	4.6
Working career	3 years or under	81	33.8
	3 years to 6 years	62	25.8
	6 years to 9 years	29	12.1
	9 years to 12 years	29	12.1
	12 years to 15 years	16	6.7
	15 years or over	23	9.6
Sport Entry	Basketball	37	15.4
	Volleyball	41	17.1
	Baseball	79	32.9
	Football	83	34.6
Experience in social contribution activity participation	Yes	210	87.5
	No	30	12.5
Working experience in social contribution activity related department	Yes	82	34.2
	No	158	65.8
Occupational position	DR(1), Temporary (1), Deputy Director (1), Section Head (28), Assistant Manager (54), Manager (2), Director of Headquarters (1), Department Head (11), Office Head (4), Staff (92), Scouter (1), Management Team Head (1), Intern (5), Chief (6), Employee (2), Deputy Department Head (14), Team Head (16)		
Total		**240**	**100**

Table 3. Confirmatory factor analysis and reliability (club staffs+fans)

Factor	Question	Standardized Coefficient	Standard Deviation	Error Variance	C. R.	Construct Reliability	AVE	Cronbach's α
Protection of fans' rights and interests	Provide useful information	.670		.316		.939	.758	.912
	Immediate response	.793	.084	.257	15.434***			
	Corresponding refund request	.785	.082	.254	15.306***			
	Fans privacy	.909	.085	.117	17.252***			
	Only used to receive consent	.905	.086	.125	17.205***			
Home culture project	Contribute to the development of society	.694		.382		.916	.687	.886
	Contribute to educational activities	.858	.071	.184	16.892***			
	Contribute to the life sports facilities.	.816	.072	.245	16.172***			
	Contribute to the cultural and artistic activities	.812	.073	.253	16.110***			
	Regional Volunteer	.728	.071	.333	14.581***			
Public interest connected marketing	Donation of ticket sales revenue	.841		.222		.947	.781	.937
	Donation of product sales revenue	.882	.044	.182	24.912***			
	Donation of dividends	.910	.044	.148	26.299***			
	Donation of sponsorship revenue	.879	.046	.205	24.750***			
	Donation of the revenue	.813	.047	.291	21.710***			
Social philanthropy	Support for young athletes	.581		.370		.877	.592	.831
	Support for amateur athletes	.678	.125	.443	11.261***			
	Operating camp	.792	.125	.272	12.386***			
	Donated supplies	.788	.124	.271	12.355***			
	Help needy	.699	.122	.392	11.494***			

χ^2=903.936(df=164, p<.001), CFI=.892, TLI=.875, SRMR=.0676, RMSEA=.098 (in 90% confidence interval .092-.104)

***p <.001

2.3 Validity and Reliability of Survey Tools

To secure the content validity of the question-naires before the distribution, the questionnaires were reviewed by an expert group including one professor in the Department of Sports Management, three researchers having a doctorial degrees in the Department of Sports Industry Management, and one sports club staff. After implementing the survey by using the reviewed question-naires, the collected data were analyzed by using Amos 20.0 and SPSS 20.0 and performing a Confirmatory Factor Analysis (CFA) and a reliability test as shown in Table 3.

The CFA performed for each factor showed that the goodness of fit standard x^2=903.936 (df=164, p<.001), indicating that the questionnaires were inappropriate. However, the goodness of fit standard suggested by[34] was *Comparative Fit Index* (CFI) and *Tucker-Lewis Index* (TLI) values of .8-.9, CFI=.892, and TLI=.875. The goodness of fit standard suggested by[35] was that Root Mean Square Error of Approximation (RMSEA) of .05 or lower cor-responds to good fitness, that of .05-.08 corresponds to fine fitness, and that of .08-.10 corresponds to moderate fitness. The RMSEA of this study was 0.098. The goodness of fit standard suggested by[36] was Spirited Respectable Mathematical Responsible (SRMR) value of 0.08 or lower, and the SRMR value of this study was 0.0676, indicating that the goodness of fit of this study satisfied the recom-mended standard. These indices are controversial among scholars. Although this study did not satisfy the optimal goodness of fit (CFI, TLI of .90 or higher, RMSEA of .05 or lower, and SRMR of .08 or lower), this study reached a moderate level.

The factor loading of protection of fans' rights and interests was .670 to .909, that of home culture project was .694 to .858, that of public interest connected marketing was .813 to .910, and that of social philanthropy was .581 to .792, indicating that all the factors satisfied the factor loading standard which is 0.50 or higher[37]. The AVE satis-fied the standard of 0.50 or higher, the construct reliability satisfied the standard of 0.70 or higher, and the signifi-cance (C.R.>1.965, p<.05) also satisfied the standards, indicating that the convergent validity was secured[37,38].

As shown in Table 4 the AVE values calculated between the individual factors, the values on the diago-nal matrix, were greater than the square of the correlation coefficient of each factor, indicating that the discriminant validity was secured among the factors[29].

Cronbach's α, representing the internal consistency of the questions, was .831~.937, indicating that the survey tools had the internal consistency reliability[39-42].

Table 4. Correlation between individual factors

	Protection of fans' rights and interests	Home culture project	Public interest connected marketing	Social philanthropy
Protection of fans' rights and interests	.758[1)			
Home culture project	.334	.687[1)		
Public interest connected marketing	.244	.637	.781[1)	
Social philanthropy	.368	.659	.651	.592[1)

[1) AVE: All factors are significant at the level of p < .001,

2.4 Data Collection Procedures and Data Processing Methods

In this study, the subjects were asked to cooperate with the objectives of this study and then given the explanation about the survey. Then, the subjects were asked to respond by a self-administration method. The questionnaires were collected right away by the research staffs from the sports fans. In the cases of the sports club staffs, the data were either collected right away or gathered by revisit or via mail. Questionnaire samples where the response was considered as unreliable were excluded from the data for analysis.

The collected data were processed by using SPSS 20.0 and Amos 20.0 as follows:

First, a frequency analysis was performed to inves-tigate the demographical characteristics of the subjects. The importance of the CSR activities performed by the professional sports clubs was investigated by using mean and standard deviation. The validity and reliability of the survey tools were tested through CFA and Cronbach's α coefficient.

Second, with respect to the objective agreement and accuracy, an independent sample t-test was performed to investigate the difference in the mean values among the types as responded by the two different groups. With respect to the subjective congruence, a paired sample

Table 5. Objective Agreement (difference in the recognition of the CSR types between the clubs and fans) n=240 (club staffs), 232 (fans)

CSR Types	Subjects	Mean	Standard Deviation	t value	Significance Probability
Protection of fans' rights and interests	Clubs	4.37	.69	2.206	.028
	Fans	4.23	.69		
Home culture project	Clubs	3.82	.65	.424	.671
	Fans	3.79	.75		
Public interest connected marketing	Clubs	3.41	.81	-3.758	.001
	Fans	3.69	.80		
Social philanthropy	Clubs	3.92	.62	-1.286	.199
	Fans	3.99	.68		

Table 6. Subjective congruence 1 (difference between the clubs' recognition and the clubs' prediction about the fans' recognition) n=240

CSR Types	Subjects	Mean	Standard Deviation	t value	Significance Probability
Protection of fans' rights and interests	Clubs' recognition	4.37	.69	1.700	.090
	Clubs' prediction	4.26	.72		
Home culture project	Clubs' recognition	3.82	.65	2.816	.005
	Clubs' prediction	3.64	.75		
Public interest connected marketing	Clubs' recognition	3.41	.81	2.502	.013
	Clubs' prediction	3.22	.80		
Social philanthropy	Clubs' recognition	3.92	.62	3.835	.001
	Clubs' prediction	3.69	.67		

Table 7. Subjective congruence 2 (difference between the fans' recognition and fans' prediction about the clubs' recognition) n=232

CSR Types	Subjects	Mean	Standard Deviation	t value	Significance Probability
Protection of fans' rights and interests	Fans' recognition	4.23	.69	7.821	.001
	Fans' prediction	3.71	.74		
Home culture project	Fans' recognition	3.79	.75	5.749	.001
	Fans' prediction	3.36	.86		
Public interest connected marketing	Fans' recognition	3.69	.80	5.407	.001
	Fans' prediction	3.26	.90		
Social philanthropy	Fans' recognition	3.99	.68	7.103	.001
	Fans' prediction	3.51	.79		

Table 8. Accuracy 1 (difference between the clubs' recognition and the fans' prediction about the club's recognition) n=240 (club staffs), 232 (fans)

CSR Types	Subjects	Mean	Standard Deviation	t value	Significance Probability
Protection of fans' rights and interests	Clubs' recognition	4.37	.69	10.017	.001
	Fans' prediction	3.71	.74		
Home culture project	Clubs' recognition	3.82	.65	6.500	.001
	Fans' prediction	3.36	.86		
Public interest connected marketing	Clubs' recognition	3.41	.81	1.879	.061
	Fans' prediction	3.26	.90		
Social philanthropy	Clubs' recognition	3.92	.62	6.232	.001
	Fans' prediction	3.51	.79		

t-test was performed to compare mean values between the clubs' or fans' recognition and prediction.

3. Results

3.1 Analysis of Objective Agreement

First, as shown in Table 5 the objective agreement, representing the agreement in the recognition of the CSR types between the clubs and fans, was analyzed, and the result showed that there was a significant difference in the recognition of protection of fans' rights and interests, and public interest connected marketing ($p<.05$). On the other hand, no significant difference was found in home culture project and social philanthropy.

3.2 Analysis of Subjective Congruence

As shown in Table 6 and 7 the subjective congruence: 1. representing the congruence between the clubs' recognition and the clubs' prediction about the fans' recognition, and the subjective congruence, 2. representing the congruence between the fans' recognition and fans' prediction about the clubs' recognition, were analyzed, and the result showed that there was a significant difference in all the four CSR types in both of the subjective congruence 1 and the subjective congruence 2 ($p<.05$).

3.3 Analysis of Accuracy

As shown in Table 8 and 9 the accuracy: 1. representing the consistency between the clubs' recognition and the fans' prediction about the club's recognition, and the accuracy, 2. representing the consistency between the fans' recognition and the clubs' prediction about the fans' recognition, were analyzed. In the accuracy: 1. a significant difference was found in three of the CSR types including protection of fans' rights and interests, home culture project, social philanthropy ($p<.05$), while no significant difference was found in public interest connected marketing. In the accuracy, 2. a significant difference was found in three of the CSR types including home culture project, public interest connected marketing, social philanthropy ($p<.05$), while no significant difference was found in protection of fans' rights and interests.

3.4 Coorietation State

The co-orientation state of the professional sports clubs' CSR activity types (Figure 1.) was in the combination of 'Consensus-Dissensus-Dissensus-Dissensus-Dissensus'. The objective agreement was not significantly different, but the subjective congruence 1 and 2, and the accuracy 1 and 2 were significantly different ($p<.05$).
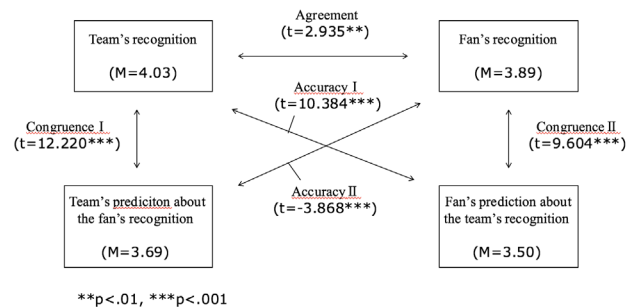

Figure 1. The Co-orientation State of the Professional Sports Clubs' CSR Activity Types.

4. Discussion

The results are discussed as follows:

First, the recognition about the four types of the CSR activities (protection of fans' rights and interests, home culture project, public interest connected marketing, and social philanthropy) performed by Korean professional sports clubs was investigated. The clubs' recognition was the highest in protection of fans' rights and interests, followed by social philanthropy, home culture project, and public interest connected marketing. The fans' recognition was the highest also in protection of fans' rights and interests, followed by social philanthropy, home culture project, public interest connected marketing.

This result showed that the professional sports clubs recognize the importance of fans who are at the core of the profit-making, consider as important the activities of sponsoring and donating for the ones who are highly related with the individual clubs, and understand that the growth of the clubs having local homes is possible only if the clubs form a friendly relationship with the local society. In addition, it was shown that the fans also recognize that the fans, homes, and the activity relevant to the clubs are important factors to the professional sports clubs. Therefore, in implementing the CSR activities, the professional sports clubs need to positively perform home-based education activities, culture and art activities, and voluntary service activities. At the same time, the clubs need to do public relation activities through the club web site, press media, and social network services so that the fans may hear the news about the clubs' CSR activities. The clubs also need to pay attention to the activities highly

Table 9. Accuracy 2 (difference between the fans' recognition and the clubs' prediction about the fans' recognition) n=240 (club staffs), 232 (fans)

CSR Types	Subjects	Mean	Standard Deviation	t value	Significance Probability
Protection of fans' rights and interests	Fans' recognition	4.23	.69	-.480	.632
	Clubs' prediction	4.26	.72		
Home culture project	Fans' recognition	3.79	.75	2.219	.027
	Clubs' prediction	3.64	.75		
Public interest connected marketing	Fans' recognition	3.69	.80	6.288	.001
	Clubs' prediction	3.22	.80		
Social philanthropy	Fans' recognition	3.99	.68	4.898	.001
	Clubs' prediction	3.69	.67		

appropriate to the clubs' characteristics. The clubs need to help the fans to have a positive recognition about the clubs by introducing technologies for fans' convenience, establishing a call center dealing with the complaints and refund requests, and developing a smartphone application devoted to the fan service[41,42].

On the other hand, the recognition of public interest connected marketing was relatively low in both the clubs and the fans. It may be because the Korean professional sports clubs have realistic difficulties in practicing the CSR activities connected with profit. At present, most of the professional sports clubs are operated not by independent management but by the financial support of parent companies. In this situation, it may be difficult to implement the CSR activity through public interest connected marketing where the profits obtained from the tickets and products should be returned to the society. For the public interest connected marketing type of CSR activities, the professional sports clubs firstly need to be financially independent by preparing various methods for improving the profit-making structures.

Second, the co-orientation state of the professional sports clubs' CSR activity types was in the combination of 'Consensus-Dissensus-Dissensus-Dissensus-Dissensus'. The result indicated that the recognitions of the clubs and the fans are all the same. However, the clubs have a wrong thought that the clubs' recognition is different from that of the fans, and the fans also have a wrong thought that the fans' recognition is different from that of the clubs. In addition, the clubs misrecognize the fans' thought, while the fans also misrecognize the clubs' thought. In summary, while the thought of the clubs is the consistent with the thought of the fans, both the fans and clubs misrecognize the situation, indicating that their co-orientation

state is very low. This means that both the clubs and fans recognize the CSR activities are important but they do not rightly recognize each other, indicating that the communication between the two groups about the CSR activity is insufficient. Therefore, the clubs need to prepare the opportunities to communicate with the fans, including seminars or lecture on the CSR activity, and to make the undergoing CSR activities known to the public by online or offline means, elevating the degree of mutual understanding by drawing the attention of the fans[43].

5. Conclusions and Suggestions

This study analyzed the difference between professional sports clubs and sports fans in the recognition of the CSR activity types, including protection of fans' rights and interests, home culture project, public interest connected marketing, and social philanthropy, performed by individual clubs of four professional sports (baseball, football, basketball, and volleyball) by applying the co-orientation model of McLeod and Chaffee[29]. The significance of this study is that the bilateral (sports clubs and fans) recognition about CSR was investigated, different from the previous studies which focused on the unilateral importance recognition of the fans, to suggest the implications about the CSR activity in the area of sports.

First, the recognition about protection of fans' rights and interests, and public interest connected marketing was different between the clubs and the fans. The clubs rightly recognized that the fans' recognition about public interest connected marketing was different from that of the clubs, while the fans rightly recognized that the clubs' recognition about the protection of fans' rights and interests and public interest connected marketing was different

from that of the fans. However, the clubs did not recognized that the fans' recognition about protection of fans' rights and interests was different from that of the clubs.

The sports clubs which did not rightly recognize the fans' thought about protection of fans' rights and interests need to make positive efforts to understand the fans' recognition to reduce the gap in the recognition. In the case of public interest connected marketing, conflict or tension may take place when that type of CSR activity begins in the future. Therefore, the clubs need to identify the fans' recognition about protection of fans' rights and interests, public interest connected marketing, and make further efforts to harmonize the values of the CSR sought by the clubs with the fans' recognition.

Second, the clubs and the fans had a similar recognition about home culture project and social philanthropy, but their prediction about each other's recognition was wrong. In other words, the recognition of both groups was actually the same, but the two groups did not know the situation, indicating that the mutual understanding was very low. In such a case, misunderstanding may take place when implementing certain specific CSR activities. Hence, the clubs need to give the message to the fans that the clubs' recognition about home culture project and social philanthropy is consistent with the fans' recognition to reduce the gap between the two groups in the recognition. On the basis of such efforts, the clubs may implement the CSR activities of the types of home culture project and social philanthropy to secure fans' loyalty and draw positive effects.

Future studies are suggested as follows:

First, with regard to the accuracy analysis, in the case where the objective agreement and the subjective congruence (1 and 2) are: 'Dissensus' the accuracy should be 'Consensus.' However, the accuracy was 'Dissensus' in public interest connected marketing. Further examination is necessary in this regard.

Second, there may be difference in the clubs' and fans' recognition about the CSR activity types depending on the characteristics of the sport entries including basketball, football, volleyball, and baseball. Further studies may be conducted in each of the sport entries to help the CSR activities in each league.

Third, with respect to the survey tools and data collection, four types of questions were given to the club staffs and fans to investigate their prediction about the recognition of the opposite part. The questions sometimes made the subjects be confused, and thus the questionnaire may need to be improved in future studies.

6. Acknowledgment

7. References

1. Chung YM, Lee MH. The impact of social responsibility CSR has on organizational trust and organizational commitment in travel agencies. Journal of Tourism Management Research. 2014; 58(1):253-75.
2. Corporate social responsibility and strategic implications. https://webcache.googleusercontent.com/search?q=cache:jQuS8cwuMk4J:https://www.kbfg.com/kbresearch/processFileDownloadManager.do%3Ffile_name%3D2012011309122619.pdf+&cd=2&hl=ko&ct=clnk&gl=kr. Date accessed: 02/02/2016.
3. Lee HJ, Seo YJ. What is corporate social responsibility. Labor Economics Instisute; 2004.
4. Babiak K, Wolfe R. More than just a game? comporate social responsibility and Super Bowl XL. Sport Marketing Quaterly. 2006; 15(4):214-22.
5. Carroll A. A three-dimensional conceptual model of corporate performance. Academy of Management Review. 1979; 4(4):497-505.
6. Kim YH. A study on the supply chain management technique for B2B business deal revitalization. Unpublished master's dissertation, Ajou university; 2011.
7. Kim JH. A structural relation of corporate social responsibility to organizational trust and performance in hotel industry. Unpublished doctoral dissertation, Sejong university; 2009.
8. Park JC, Kim KJ, Lee HJ. Developing a scale for measuring the corporate social responsibility activities of korea corporation: focusing on the consumers' awareness. Korea Marketing Journal. 2010; 12(2):27-52.
9. Bae HM. A study on the influence of corporate social responsibility on corporate image and reputation. Unpublished doctoral dissertation, Joongang university; 2008.
10. Lee JY. Business Ethics. Samyoungsa: Seoul; 2008.
11. Kotler P, Lee N. Corporate Social Responsibility (Nam Mun-hui). Gyeonggi: Readers' Book (original edition published in 2004); 2004.
12. Sen S, Bhattacharya C. Does doing good always lead to doing better? consumer reactions to corporate social responsibility. Journal of Marketing Research. 2001; 38:225-43.
13. Kim HR, Kim NM, Yoo GH, Lee MG. Developing a scale for evaluating corporate social responsibility. Korea Marketing Review. 2005; 20(2):67-87.

14. Park MY, Lee HR, Kim JM. Effects of corporate social responsibility on company-consumer identification, consumer's attitude and repurchase intention: focusing on national coffee franchise. Korea Academic Society of Tourism Management. 2011; 26(5):239-60.

15. Yoon SM, Cho JW, Kim JH, Han JS. Positionin analysis on airline customers' CSR activity perception. Journal of the Korea Service Management Society. 2014; 15(2):49-74.

16. Jung HS, Yoon HY. Study on the influence of CSR of foodservice corporaion on service evaluation, customer satisfaction and behavior intention. Korean Society of Food and Cookery Science. 2008; 2:150.

17. Moon CS. The study on strategic philanthropies of corporations PR campaign: case studios on domestic and international tobacco companies strategic philanthropies. The Korean Journal of Advertising. 2004; 15(5):343-60.

18. Seo GW, Jin YJ. The influence of the CSR type on corporate reputation, social connectedness, and purchase intention: an empirical study of university students. The Korean Journal of Advertising. 2008; 19(4):149-63.

19. Lee HO. The effect of corporate social responsibility on brand image and perceived quality: the mediating effect of corporate reputation and corporate image. Unpublished doctoral dissertation, Jeonbuk university; 2011.

20. Han EK. A study on the indexation of corporate social responsibility. Korean Journal of Broadcasting and Telecommunication Studies. 2003; 17(3):274-303.

21. Herpen E, Pennings J, Meulenberg M. Consumers' evaluations of socially responsible activities in retailing. Mansholt Working Paper; 2003.

22. Worker M, Kent A. Do fans care? assessing the influence of corporate social responsibility on consumer attitudes in the sport industry. Journal of Sport Management. 2009; 23(6):743-69.

23. Hong SP. Effect of corporate social responsibility activities and moderating effect of perceived motivation in professional sports. Korean Journal of Sport Management. 2012; 17(1):79-93.

24. Moon KS. The relationships between social contribution activities, enterprise image, reputation, and relationship quality for sports public enterprise. Korean Journal of Sport Science. 2013; 24(1):72-85.

25. Lee JS. Relationship between professional sports team's CSR activity types, and team image and trust: focused on Korean professional baseball league. Unpublished master's dissertation, Seoul university; 2014.

26. Kim JY. The relationship between the public's attitude, perceived motivation and CSR congruence for sports public institutions: focus on the sports betting business. Unpublished doctoral dissertation, Hanyang university; 2015.

27. K-league CSR, Now it's essential not optional. http://www.sportsseoul.com/news/read/129658. Date accessed: 10/11/2015.

28. Nam KH, Yeo JS. A study on the coorientation of the perception of corporate social responsibility: centered on the employees and the consumers at the age of twenties and thirties. Journal of Consumer Studies. 2007; 18(3):43-61.

29. McLeod JM, Chaffee SH. Interpersonal approaches to communication research. American Behavioral Scientist. 1973; 16(4):469-99.

30. Kim YJ. An essay on perceptions, expected types and consequences of corporate social responsibility activities in the food service industry. Unpublished doctoral dissertation, Youngnam university; 2012.

31. Heo K. A study on team satisfaction, team image, team reputation and voluntary behavioral intention according to prefessional baseball teams' IMC and CSR activities. Unpublished doctoral dissertation, Mokpo university; 2013.

32. Bae HM. A study on the influence of corporate social responsibility on corporate image and reputation. Unpublished doctoral dissertation, Joongang university; 2008.

33. Kotler P, Lee N. Social marketing: influencing behaviors for good. SAGE Publications Inc.; 2007.

34. Bagozzi RP, Yi Y. Do the evaluation model?. Journal of Marketing Science. 1988; 16(4):405-25.

35. Browne MW, Cudeck R. Introduction, in K. A. Bollen, J.S. Long (Eds.), Testing structural equation models, Newbury Park, Ca: Sage; 1993. p. 1-9.

36. Hu LT, Bentler PM. Cutoff criteria for indexes in covariance structure analysis: Conventional criteria versus new alternatives, Structural Equation Modeling. 1999; 6:1-55.

37. Kline RB. Principles and practice of structural equation modeling. The Guilford Press: NY; 1998.

38. Woo JP. Structural equation modeling concepts and understanding. Hannarae: Seoul; 2012.

39. Kim KS. Amos 7.0 structural equation modeling. Hannarae: Seoul; 2007.

40. Nunnally JC, Bemstein IH. Psychometric theory. McGraw-Hill: NY; 1994.

41. Maryam HT. Effect of CSR on Employee Engagement. Indian Journal of Science and Technology. 2015; 8(S4):301-06.

42. Park, SY, Chon, ML. Do Stock Options Influence CSR Activity?. Indian Journal of Science and Technology. 2015; 8(18):1-5.

43. Mehta M, Chandani A. Where Indian Pharma Corporates Stand-Study with Reference To Corporate Governance Practices and CSR. Indian Journal of Science and Technology. 2015; 8(S4):76-82.