Theses and Dissertations

2018

College Students And Corporate Social Responsibility: An Examination Of Corporate-Social Responsible Behavior In College Athletics From The Students' Perspective

R. Jacob Gilbert
University of South Carolina - Columbia

College Students and Corporate Social Responsibility: An Examination of Corporate-Social Responsible Behavior in College Athletics from the Students' Perspective

by

R. Jacob Gilbert

Bachelor of Art
University of South Carolina, 2017

_____

Submitted in Partial Fulfillment of the Requirements

For the Degree of Master of Sport and Entertainment Management in

Sport and Entertainment Management

College of Hospitality, Retail, and Sport Management

University of South Carolina

2018

Accepted by:

Haylee Mercado, Director of Thesis

Tom Regan, Reader

Cheryl L. Addy, Vice Provost and Dean of the Graduate School

ABSTRACT

Much research has been done on corporate social responsibility in the business world. Additionally, while there are major gaps in research on the sports side of corporate social responsibility, there has been very little - if any - research done into corporate social responsibility in college athletics. With approximately 130 major Division I football programs with operating budgets rivaling major corporations, in addition to a plethora of other revenue sports, the actions of these institutions also need to be studied. Thus, in an effort to understand the socially responsible actions of these institutions, this paper dives into the student perspective of corporate social responsibility. Universities across the country have to use resources to attract students to attend games just as much as they do regular ticket holders. Thus, it is important to understand if students are motivated by socially responsible behavior.

TABLE OF CONTENTS

LIST OF TABLES

CHAPTER 1

INTRODUCTION

Corporate social responsibility is a vital aspect of a company's overall business plan. From donating funds to nonprofits to leading the charge on social issues, corporations have both the brand power and the capital to allow them to invest in making a difference. While corporate social responsibility has been studied over the past fifty years, there is not much literature on corporate social responsibility in sport. Additionally, this vastly underdeveloped subtopic of corporate social responsibility has another glaring hole: college sports and corporate social responsibility.

When examining the trends of sport and corporate social responsibility, a major underserved demographic in sports are the student fan bases of college athletics teams. While ticket revenues are primarily derived from sale of tickets to non-students, the attendance of students at sporting events make a difference. Students are vital in creating a rowdy environment and ensuring a home-field advantage - which make students a vital aspect of an athletic program's marketing plan. From 2009-15 college football attendance decreased by 7%. As new streaming options have begun to offer more immersive viewing opportunities, a need for social interaction, and a desire to be entertained, the current generation of students in colleges across America have needs that marketers have not been able to cater to or meet. (Smith)

Therefore, it is in an athletic department's best interest to understand all segments of its fan base. As stated earlier, the impact of socially responsible behaviors have been studied in the field of professional sports, but the college landscape lacks significant research. While many parts of these studies can be translated into the college realm, the major segment of a college fan base that is not reciprocated in the professional ranks is the student section. Thus, this paper is an attempt to understand if socially responsible behavior is a potential motivating factor for students to attend games - in addition to if students care about such behaviors and actions.

Through a series of surveys distributed to students at the University of South Carolina, students were questioned on both their general knowledge of corporate social responsibility and the respective team's actions in regard to corporate social responsibility. These results have been collected and compared with previous work in the field, namely: Dr. Aubrey Kent of Texas A&M University and Sheila Ngoc Nguyen's doctoral dissertation at Florida State University.

This research is important because it examines the impact corporate social responsible behaviors have on the students. With dwindling attendance figures across the board - it is essential that schools ensure full attendance in their student sections. While teams are spending resources such as player time, money, etc. on these activities - does it actually impact the student's perceptions of the teams? While some may argue that the fan's perception of corporate social responsible behavior is irrelevant, in an age where NCAA player time allocation is becoming more limited and stringently enforced, it is vital that college football organizations understand the impact of their activities.

CHAPTER 2

THEORETICAL FRAMEWORK IN CORPORATE SOCIAL
RESPONSIBILITY

2.1 The Historical Framework Surrounding Corporate Social Responsibility

Corporate social responsibility, like most ideologies in the business realm, has evolved over time. Many experts peg the nascence of corporate social responsibility as originating during the American Industrial Revolution. Ever since corporate social responsibility's first inception, it has constantly grown and evolved over time. However, a turning point was reached in post-Civil Rights era in America and corporate social responsibility's impact on business has skyrocketed ever since.

The Industrial Revolution was a turning point in American society. This era was the beginning of a new age of management in the United States. No longer were workers treated as robotic machines, instead, managers began to see the importance of caring for workers. This new age of employers understanding the importance of employee wellness is known as the "welfare movement." (Carroll 21)

The welfare movement was a breakthrough moment in the history of corporate social responsibility, as it was the first time that employers took interest in "the industrial betterment" of employees by taking into account "humanitarianism, philanthropy, and business acumen." (Wren 269-270) Wren points to John H. Patterson who was the first manager to truly, and successfully, practice the idea of industrial welfare: the beginning stage of corporate social responsibility.

The era of the Industrial Revolution until the 1920s is known as the "profit maximizing management phase" of the history of corporate social responsibility. (Hay 1974: 134) Robert Hay points to Adam Smith's *Wealth of Nations* which outlines the idea that companies, like individuals, are fueled by their selfish desires to succeed, therefore, any good deeds done by companies are a result of a profiteering scheme - not an action initiated for the betterment of society. This was evidenced by the fact that the Calvinistic society of late nineteenth/early twentieth century America was aligned with the belief that hard work leads to wealth. Due to this, Hay contends, "unsafe working conditions could be tolerated." This collective support of a hardworking society, industry leaders believed, would improve the overall "public good." (Hay 1974: 135)

As the American workforce began joining labor unions, American industry entered Hay's second phase of corporate social responsibility: the "Trusteeship Management Phase." This phase, as its name indicates, was fueled by the growing power of business trustees. In other words, stock ownership was growingly diffused and America was turning into a more "pluralistic" society. Due to the sudden collapse of the United States' economy, workers grew very wary of corporate interests. Because of this, labor unions and consumer interest groups had mounting influence over both the federal government and businesses across the country. Hay explains that this mounting influence had to reciprocated by the managers - they had to take into account the impact of decisions on these entities.

Corporate social responsibility reached its most recognizable form in the 1950s. In May's terms, this is when the United States corporate social responsibility model entered the "Quality of Life" phase. More specifically, 1953 through 1967 is considered

4

the "awareness" era, 1968-1973 is the "issue" era, and 1974-1978 is the "responsiveness" era. (Carroll) These three phases summarize the rapid evolution of social responsibility in a post-World War II world - which leads into the modern day of corporate social responsibility.

The awareness era of corporate social responsibility was when corporations began to take notice of their ability to be involved in society. Corporations took this new-found knowledge and began to involve themselves in local communities. The issue era came after the peak of the Civil Rights movement in the United States. This era was when corporations began to take a stronger stance on the "issues" (i.e. environment, race, etc.) and try to help resolve them. Finally, the "serious management and organizational actions to address corporate social responsibility issues" during the responsiveness era ushered in what is modern day corporate social responsibility. (Murphy 19-25)

2.2 What is Modern-Day Corporate Social Responsibility?

Though corporate social responsibility has existed since the mid-1800s, it has seen is greatest advancements over the past fifty years. Modern-day corporate social responsibility came to fruition upon the "responsiveness" era of corporate social responsibility as defined in *An Evolution: Corporate Social Responsiveness.* (Murphy) In 1991, Carroll outlined a pyramid that details the four levels of corporate social responsibility, titled "Pyramid of Corporate Social Responsibility." While the interpretation of the pyramid is debated by some scholars, it stands as one of the most relevant graphical displays of how a socially conscionable business operates.

At the base level, an organization must meet its economic needs in order to survive. In the simplest terms, as Carroll explains, a company must "be profitable." A company cannot exist if it does not draw a profit. Thus, the economic level on the Pyramid of Corporate Social Responsibility is required before a company can advance to the next stage.

Once a company has met its economic necessities, it can then focus on the legal aspect of its operations. In other words, a company must obey the law in order to be sustainable. Every single company in the United States of America - be it a participant in socially responsible behavior or not - is required to follow the law and be profitable in order to exist. If a company does not obey the law, they will be shut down by the government. If a company is not profitable, it will be forced into bankruptcy.

Carroll's pyramid goes beyond the required functions of a company. Once a company has met its required actions, there are other behaviors that are "expected" of the company. According to Carroll, it is "expected" for a company to act ethically. While the bottom-dollar may reign king, the average person expects companies to act in a rational and ethical manner. Although ethical behavior is not a requirement to function, due to the strength of the term "expected," if a company does not act in an ethical behavior, it may experience blowback.

At the peak of the Pyramid of Corporate Social Responsibility is a company's philanthropic objectives. To the masses, it is "desired" that a company pursue philanthropy, or, be a "good corporate citizen." At this level of the Pyramid, there is not as much stigma if a company does not pursue philanthropic goals. In other words, it is
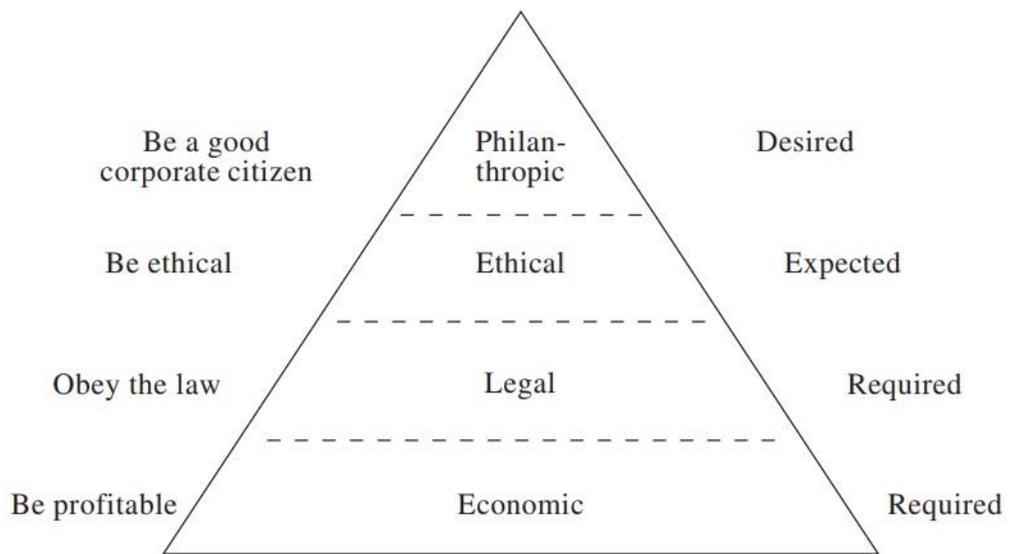
Figure 2.1 Pyramid of Corporate Social Responsibility (Carroll 1991)

supposed that a company can experience positive gains but not be diminished if they do not pursue such philanthropic means.

In the current day-in-age, however, it can be argued that is not the case. Many times, sport organizations try to put themselves ahead of the storm by pursuing philanthropy and being good corporate citizens - and citizens in their local communities - throughout the year. In an ever-polarizing world, it is important for both sport organizations, and private companies, to focus on creating a positive public image through philanthropic means.

2.3 Corporate Social Responsibility in Sport Organizations

Like most business, sports businesses are no exception when it comes to public relations and trying to project a positive self-image to consumers. One proven way for an organization to project a positive image is by implementing policies that reflect a socially responsible business platform. In its most raw form, this is seen throughout athletics through community involvement. (Nicholson, Brown and Hoye 6-22)

As discussed by Walker and Kent, sport organizations around the world are investing more resources into social responsibility than ever before. Not only are actual teams participating in social responsibility (i.e. the 49ers new LEED-certified stadium ("Sustainability.")), but also apparel companies and organizing bodies are involving themselves with socially responsible practices. Walker and Kent mention that current literature expounds upon what organizations are doing, but point out the failure to research "the motives behind CSR activities and the benefits that might accrue for the organization." (Walker and Kent: 744)

Thus, the 2009 work, *Do Fans Care?* was born in an attempt to fill the gap in the literature. *Do Fans Care?* investigates and expounds upon the potential benefits of socially responsible behavior - and if fans even care about such behavior. The results of this study trended favorably towards good capital being grown by sport organizations which act socially responsible. Walker and Kent define socially responsible activities in sport as: "athlete volunteerism, educational initiatives, philanthropic/charitable donations, community development, community initiatives, fan appreciation, health-related initiatives, and community-based environmental programs." (Walker and Kent: 747)

The basic underpinning of Walker and Kent's work is that team identification is a major factor in regards to processing corporate social responsibility. In order to determine an individual's identification with a team, Walker and Kent used a questionnaire based on a scale created by Wann and Branscombe that determines a fan's level of identification. (Wann and Branscombe) Thus, for the purposes of this study, the following hypothesis was created: *H1: In a comparison of fans and nonfans, fans will be more likely to believe that their team is a more socially responsible company than nonfans.*

When studying corporate social responsibility, there are subcategories that must be accounted for to fully understand the impact of social responsibility. Walker and Kent define these categories as "patronage intentions" which are subsequently defined as "repeat purchase, word of mouth, merchandise consumption, [and] media consumption." However, for the purposes of this study, the areas that were observed are pulled from a general corporate social responsibility study as defined by Chang and Cheng: "perceived corporate social responsibility, awareness of corporate social responsibility, trust of

corporate social responsibility, corporate evaluation, [and] purchase intention." (Chang and Cheng)

In a 2009 study by Kathy Babiak and Richard Wolfe examined the internal and external "drivers" of corporate social responsibility. Babiak and Wolfe used a qualitative analysis of the motives sports executives have when making socially responsible decisions. While a great deal of emphasis was put on "external" factors such as constituent/fan demand, this study did not detail the connection between the sport organization and fans. Thus, the following hypothesis was proposed: *H2: In a comparison of fans and nonfans, there will be no difference between the groups in regards to awareness of socially responsible behavior by athletic teams.*

One of the major findings that resulted from Walker and Kent's study is that "the more highly identified a fan is, the less they rely upon CSR information in making their reputational assessments." As discussed in *Do Fans Care*, this is a very important relationship that should be examined. Thus, using the construct defined as "purchase intention" the following hypothesis was defined: *H5: Students who have attended fewer games over the past year are more likely to be influenced to attend games by corporate social responsible behavior than are students who have attended many games.*

2.4 Student-Fans and the Importance of Corporate Social Responsibility

While the impact of corporate social responsibility on fans has been tested, there has been no such investigation on the impact these behaviors have on students. As of 2018, student sections are primarily composed of individuals considered either millenials/gen-x/gen-z. Nielsen's report on sustainability determined that these

individuals are much more culturally-conscious than those generations which came before them.

> *"Despite the fact that Millennials are coming of age in one of the most difficult economic climates in the past 100 years, they continue to be most willing to pay extra for sustainable offerings— almost three-out-of-four respondents in the latest findings, up from approximately half in 2014. The rise in the percentage of respondents under 20, also known as Generation Z, who are willing to pay more was equally strong—from 55% of total respondents in 2014 to 72% in 2015.*" (*New Insights On Consumer Perspectives*)

Nielsen explains that corporate social responsibility is an important aspect of the everyday life of many of the Generation Z population. This generation is much more cultural conscious than generations before and this study seeks to determine if those emotions translate into purchasing intentions.

An important question for athletic departments is how they can maintain or increase student attendance at sporting events. With attendance levels dropping by 7% in the 2009 - 2015 time period (Smith), it is apparent there is a problem. Thus, by investigating the relationship between students and socially responsible actions by college athletic programs, a potential solution for the attendance problem may be proposed.

2.5 Examining Corporate Social Responsibility in South Carolina Athletics

This study focuses on the socially responsible behaviors by the University of South Carolina's athletic programs. Thus, in an order to understand fans' perspectives on

these behaviors, it is important to know what socially responsible actions are actually occurring by the school's athletics teams.

The university involves itself with the local community through the South Carolina Gamecocks' "Week of Giving." During the Week of Giving, athletes across all varsity sports, volunteer in vastly different capacities. Some of the volunteers help pack meals for the Meals-on-Wheels organization while others read to children at various childcare centers. Additionally, athletes may assist at the local Salvation Army offices in the Columbia, South Carolina area. ("Gamecocks Give Back To Community In Week Of Giving")

Another example of the South Carolina Gamecocks football program giving back to its community was during the major flooding that occurred in October 2015. In October 2015, a major flood wrought havoc in Columbia, South Carolina causing catastrophic damage and forced the university to close for an entire week. Additionally, the Gamecocks' home football game against Louisiana State University that Saturday was moved to Baton Rouge, Louisiana due to the flooding. During the week of the flooding, members of the South Carolina football team (along with athletes from other varsity sports at the university) helped distribute clothes and water bottles to victims of the flooding. With an already thin first-responders front-line, the student-athletes were able to help lift some of the burden off of the local community. ("Gamecock Athletes Assist In Relief Efforts Following Flooding In Columbia")

In addition to disaster relief, the athletics program has strong relationships with local elementary schools. Student-athletes are mentors to students and meet with the students once per week. From practice reading in the library to eating lunch together, the

athletics department is invested in grassroots level organizations to help assist children at the individual level. (Muller)

Additionally, the South Carolina athletics program support individual athlete's endeavors to give back where they see fit. Some of the areas in which student-athletes involve themselves in the community are: working with special needs children, appointing children as honorary captains to teams, volunteering with "Families Helping Families," and so on. ("Gamecock Success Week: Leaders in The Classroom And Community") Not only does the athletics program encourage working in the local community, student-athletes travel the world in hopes of doing good. During the summer of 2018, one student-athlete traveled to a country in Southeast Asia to teach biology and coach baseball. (Muller)

It is evident that college athletic departments invest resources into corporate socially actions. It is assumed that they do so to be "good corporate citizens" and to promote a positive public image. While the actual expenses incurred for volunteering are relatively minimal (most likely transportation and food costs), this volunteer work occurred near the end of the semester: when athletes are preparing for final examinations and football players are preparing for bowl games.But, the question to be asked is: do students care? Are the resources these teams invest into volunteer activities, eco-friendly practices, and other community engagement facilities worth the expense? Do students even know about the activities which clubs engage in throughout their community, state, and nation? The purpose of this paper is to dive into that subject and interpret the students' viewpoint on corporate social responsibility.

CHAPTER 3

METHODOLOGY

3.1 Data Collection

A convenience sample of students at the University of South Carolina were

chosen for this study. The University of South Carolina has an approximate population of

26,000 undergraduate students. The survey, which was created and distributed via the

Qualtrics online platform, was shared by the undergraduate advisors of both the Sport and

Entertainment Management and Political Science undergraduate programs at the

University of South Carolina. With 159 responses and 125 of those usable responses, this

survey meets the minimum ($n > 30$) sample size to be considered sufficiently large to

create a normal distribution in accordance with the central limit theorem.

The surveys were distributed with a goal of receiving at least 100 responses

(Walker and Kent's survey had 297, or less than 150 per fan base, to represent two NFL

fan bases (Walker and Kent, 2009) and Branscombe had 183 participants (Wann and

Branscombe, 1993) to represent the population of the University of Kansas), thus, based

on prior literature, a sample of 125 should give an adequate representation of the student

body of the University of South Carolina.

As discussed earlier, digital surveys were distributed through official university

email and respondents were given unlimited time to complete the surveys in its entirety.

Students were under no obligation to complete the survey and could refuse participation. There was no incentive to complete the survey.

3.2 Design

The survey/questionnaire deployed has four sections, each divided into different categories with different constructs. The survey asks demographic questions, questions which attempt to understand a student's identification with the school's athletic teams (Wann and Branscombe, 1993), questions which test a student's organizational identity (Mael and Ashforth, 1992), and an examination of the participant's consumer behavior/awareness towards socially responsible actions. (Mohr, Webb and Harris, 2001) (Chang and Cheng, 2017) No pilot study was conducted as all questions in this survey were drawn from surveys that are tested both valid and reliable. (Chang and Cheng, 2017) (Nguyen, 2010) (Wann and Branscombe, 1993)

3.3 Measures

3.3.1 Demographics (Questions 1-11). Demographic questions were asked to get a basic understanding of the sample and to also have variables with which to run testable hypotheses against. Aside from typical demographic questions (gender, age, race), the survey sought whether or not participants are aware of community service activities performed by athletics and if those activities impact their decision to attend games (both in a binomial, yes/no format). Additionally, the survey asked participants how long they have been a fan and how many football games they have attended over the 12-month span prior to completing the survey.

3.3.2 Team Identification (questions 12 - 18). Questions 12-18 surveyed the

participants level of identification with the team. The survey was adapted from Wann and

Branscombe's work in *Sports Fans: Measuring Degree of Identification with Their Team*.

Wann and Branscombe developed a scale to measure the "degree of identification [a fan

has] with their team." These questions are based on behavioral, affective, and cognitive

reactions that fans experience with supporting/identifying with a team. Wann and

Branscombe's original work was tested and verified as reliable (Cronback's alpha = 0.91)

and "all of the items were significantly inter-correlated and the average item-total

correlation was .59." Therefore, these questions set forth the ability to determine level of

identification with the team and thus determine if level of identification is related to

support (or lack thereof) of socially responsible behavior.

Questions 12 through 18 incorporate a 10-point likert scale which was converted

to numerical data in the analysis of responses. Some of the questions (Q12, Q13, Q14,

Q15, Q16, and Q17) place emphasis on words that stimulate the respondents feeling

(Q12: "How important is it to YOU that the South Carolina football team wins?"). A

higher-rated response ("very important," "very much a fan," etc.) indicates a higher level

of team identification whereas a lower-rated response indicates the opposite.

For questions 12 through 18, there were only two modifications to the original

study. Firstly, the team used in the original study (Kansas) was replaced with with the

team in this study (South Carolina). Additionally, Q15 was modified from its original

version of "During the season, how closely do you follow the K.U. basketball team via

ANY of the following: a) in person or on television, b) on the radio, or c) television news

or a newspaper?" to a more technologically relevant option of "During the season, how closely do you follow the South Carolina football team on any form of media?"

3.3.3 Organizational Identity (question 19). The questions in section three of the survey are adapted from Mael's work on organizational identity. These nine questions are formatted as a 7-point likert scale. For question 19, a higher score indicates lesser identification with the organization (or team). Question 19.9, "Deciding to support the Gamecocks was a definite mistake on my part," is a contra-response to test participant awareness. Therefore, for Q19.9, a higher score indicates a stronger identification with the team.

It was pointed out by Nugyen that Mael's organizational identity test paints the most accurate picture of organizational identity. Mael's test is the most internally consistent whereas other identity tests tend to give mixed results (Nguyen, 2010).

This test was included, alongside team identification, as a failsafe mechanism to truly understand a participant's identification with the team. Due to the comprehensive nature of the full corporate social orientation scale, it was vital to ensure that team identification was covered - both in self-identification and also in a psychological examination.

3.3.4 Walker and Kent 2007 Questionnaire - Modified by Chang and Cheng. Due to the lack of availability of Walker and Kent's questionnaire on corporate social responsibility, questions were borrowed from Chang and Cheng's dissertation. (Chang and Cheng, 2017) The questionnaire was copied in its entirety to preserve the statistical significance and relationship between the various data points and constructs.

This questionnaire was selected because it is referenced throughout literature in sport and corporate social responsibility and in regular corporate social responsibility. (Walker and Kent, 2009) This questionnaire is an excellent tool to understand a consumer's understanding of corporate social responsibility and their subsequent purchase intentions based on that awareness. Below are two tables, both preserved nearly in their entirety from Chang and Cheng's original work, that outline the constructs in this questionnaire. While research in the literature review examines each of these concepts in depth, the following tables have been preserved as close to their original publishing to ensure a full understanding of the constructs being tested and analyzed.\

Table 3.1 The adapted research model and relevant studies (Chang and Cheng, 2017)

Construct	Theoretical Definition	Reference	No. Of Items
Perceived CSR	The ability of the consumers to differentiate between corporate economic responsibilities on the one hand and corporate legal, ethical, philanthropic responsibilities on the other hand.	Maignan et al., (2001)	3
Awareness of CSR	Consumer awareness of CSR activities is defined as the understanding or cognition of a company's CSR activities by consumers.	Oberseder et al., (2013)	4
Trust of CSR	Trust is defined as the perception of a service provider's honesty, integrity, and high ethical standards	Newell and Goldsmith (2001); Erdem and Swait (2004)	4
Purchase Intention	The purchase intention is a prediction of consumer attitude or behavior towards a future purchasing decision.	Espejel et al., (2008)	4
Corporate Evaluation	Consumers' perception of a corporation's reputation	Ellen et al (2006), Mohr and Webb (2005)	3

Table 3.2 Chang and Cheng, Branscombe, Constructs in Measure on Question 20 (Chang and Cheng, 2017)

Construct	Measure Items	Source
Perceived CSR (Q1-Q3)	I feel that South Carolina Athletics is a socially responsible company	Martin and Ruiz (2006)
	I feel that South Carolina Athletics abides by a good moral principle in conducting business	Sen and Bhattacharya (2001)
	I feel that South Carolina Athletics is an ethical business.	
Awareness of CSR (Q4-Q7)	I care about environmental protection in daily consumption	Poemring and Dolniar (2009)
	I think that teams such as South Carolina play a responsible role in society	Salmones et al. (2005)
	I pay attention to some social issues involving a team's charitable actions	
	I think South Carolina is sincerely contributing to society.	Perez and Rodriguez del Bosque (2013)
Trust of CSR (Q8-Q11)	I believe that South Carolina athletics has the ability to deliver what it promises.	Newell and Goldsmith (2001)
	I believe that South Carolina is a green "company."	Erdem and Swait (2004)
	I believe that South Carolina is a brand with a good reputation.	
	I believe that South Carolina's socially responsible practices make substantial contributions to society.	
Corporate Evaluation (Q12-Q14)	I have a more positive evaluation of South Carolina because of its high level of corporate responsibility.	Ellen et al., (2006)
	I think that South Carolina Athletics is a trustworthy company.	Mohr and Webb (2005)
	I think South Carolina Athletics runs a successful athletic program.	

Purchase Intention (Q15-Q18)	I will attend a game because the team participates in charitable/philanthropic activities.	Espejel et al, (2008)
	I would pay more money to buy a ticket to a game for a team that is a socially responsible organization.	Poemring and Dolniar (2009)
	If the price and quality of two products are the same, I would buy from the firm that has a socially responsible reputation.	
	I am more likely to attend another game if a team has a strong social responsibility.	

3.4 Research Objectives and Hypotheses

The overall purpose of the project is to study a fan's understanding of "their" team's corporate social responsible behavior, or lack thereof. Furthermore, another aim of this study is to understand whether or not fans find such behavior important. Therefore, the following hypotheses have been defined and the related testable constructs listed:

- H1: In a comparison of fans and nonfans, fans will be more likely to believe that their team is a more socially responsible company than nonfans. (Perceived CSR)

- H2: In a comparison of fans and nonfans, there will be no difference between the groups in regards to awareness of socially responsible behavior by athletic teams. (Awareness of CSR)

- H3: In a comparison of fans and nonfans, nonfans who believe South Carolina is a CSR-friendly team will trust the team more than nonfans who do not think the team is not CSR-friendly. (Trust of CSR)

- H4: In a comparison of students who are aware of community service activities performed by student athletes versus those who are not aware of such actions, those who are aware of the activities will believe South Carolina is a better brand (Corporate Evaluation)

- H5: Students who have attended fewer games over the past year are more likely to be influenced to attend games by corporate social responsible behavior than are students who have attended many games. (Purchase Intention)

CHAPTER 4

ANALYSIS

4.1 Descriptive Statistics

Several demographic questions were asked at the beginning of the survey to understand the sample population and to also account for variance among demographic factors. Respondents were nearly evenly split in gender: 52% male and 48% female. The top three major field of study by students who participated in the study were (1) Sport and Entertainment Management 64%, (2) Political Science 16.8%, and (3) Business 7.2%. In regard to age, 94.4% of all respondents were between the ages of 18-24.

4.2.1 Statistical Analysis - Internal Validity

There are many statistical tests that can be run on the survey data to draw conclusions. Aside from basic descriptive statistics of the data (mean, median, mode, etc.), Cronbach's alpha was utilized to determine the internal validity of the dataset. For validity purposes, it is essential that Cronbach's alpha is at or above 0.65, as verified by the University of Virginia Library, Research Data Services and Sciences. ("Using And Interpreting Cronbach's Alpha")

Firstly, it was important to test the internal validity of the data gathered. Even though the questions this survey was drawn from have been tested as reliable and valid, these tests were run to ensure they were relevant for this particular study. As tested with

STATA, the following are the results of the internal reliability tests (excluding the demographic section):

- Team Identification (Q11-16)

    o Average interitem covariance: 5.15

    o Scale reliability coefficient: 0.9283

- Organizational Identity (Q18)

    o Average interitem covariance: 1.450

    o Scale reliability coefficient: 0.9209

- Chang and Cheng's CSR Questionnaire:

    o Average interitem covariance: 0.6566

    o Scale reliability coefficient: 0.9049

With a recommended reliability coefficient of 0.65, all three categories tested well above the threshold ($\alpha > 0.90$) and are thus very reliable. Thus, with all three datasets testing reliable, it is possible to attempt to test to understand if there is a relationship between fan identification and corporate social responsibility.

To further simplify the statistical analyses, a linear regression was run to further test the reliability of team identification. With an alpha of 0.9283, the data is internally reliable. However, the following test was run to see if it is possible to use Q12 ("How strongly do YOU see yourself as a fan of the Gamecock football team?") as a tell-all test of self-identification.

Table 4.1 Regression Analysis of Fan Identification

fan	Coefficient	Std. Error	t	P > |t|	[95% Confidence Interval]	
fan_friend	0.545	0.064	8.52	0.00	0.418	0.672
media	0.106	0.048	2.19	0.03	0.102	0.202
fan_importance	0.110	0.061	1.8	0.077	-0.012	0.232
rivalhate	0.051	0.043	1.17	0.246	-0.035	0.138
clothes	0.109	0.044	2.45	0.016	0.0211	0.198
_cons	1.012	0.3033	3.34	0.01	0.412	1.613

- Prob > F: 0.000
- R-squared: 0.8341
- Adjusted R-squared: 0.8271
- Root MSE: 1.0641

Table 4.2 Correlation of Fan Identification

	fan
fan_friend	0.888
media	0.751
fan_importance	0.809
rivalhate	0.618
clothes	0.595

With the data above, it is a fair assessment to conclude that fan self-identification is a very strong predictor of actual identification. Both the linear regression and correlation coefficients support the fact statistical significance this statement.

4.2.2 Statistical Analysis - Perceived Corporate Social Responsibility. While it is important to break down corporate social responsibility into its various categories, these categories are moot if fans do not understand, or perceive, these actions at the surface

level. Thus, it is important to understand the perception of corporate social responsible behavior by fans: *In a comparison of fans and nonfans, fans will be more likely to believe that their team is a more corporate social responsible company than nonfans.*

- H1: Perceived CSR: In a comparison of fans and nonfans, fans will be more likely to believe that their team is a more corporate social responsible company than nonfans.

    o H0: There will be no difference between fans and nonfans in regards to believing a team is a CSR company.

    o Alternative Hypothesis: Fans will be less likely to believe their team is a CSR company than nonfans.

Thus, three questions were asked that help determine a respondent's "perception" of corporate social responsibility: "I feel that South Carolina Athletics is a socially responsible company / I feel that South Carolina Athletics abides by a good moral principle in conducting business / I feel that South Carolina Athletics is an ethical business." As examined in the methodology section, these data points have been tested internally valid and have been used in previous studies.

The first statistical examination run was to determine the correlation between these three variables and level of fan identification:

Table 4.3 Correlation of Fan and Perceived CSR

	1	2	3	4
1. fan	1.0000			
2. csr	-0.4612	1.0000		
3. moral	-0.3532	0.8488	1.0000	
4. ethical	-0.3019	0.7472	0.8761	1.0000

Since there is a weak to moderate correlation between the variables and level of fan

identification, a linear regression was run to determine how much weight each of these

variables acted:

Table 4.4 Regression Analysis of Fan and Perceived CSR

fan	Coefficient	Std. Error	t	$P > |t|$	[95% Confidence Interval]	
csr	-1.188	0.312	-3.80	0.000	-1.807	-0.569
moral	0.195	0.403	0.48	0.629	-0.603	0.994
ethical	0.072	0.291	0.25	0.805	-0.505	0.649
_cons	9.525	0.495	19.22	0.000	8.544	10.507

- Prob > F: 0.0000
- R-squared: 0.2184
- Adjusted R-squared: 0.1990
- Root MSE: 2.2903

As shown above, believing the University "abides by good moral principles" and is an

"ethical business" have relatively no effect on the constant. This is shown in the very

weak t-statistic that is evidenced in the table. However, this lack of relationship could be justified due to the strength of respondents believing the University is a "socially responsible company."

Thus, in order to test this, a MANOVA was run:

Table 4.5 MANOVA of Fan and Perceived CSR

Test	Statistic
Wilks' lambda	0.4912
Pillai's trace	0.5088
Lawley-Hotelling trace	1.0359
Roy's largest root	1.0359

- Degrees of freedom: 36
- F = 2.34
- Prob > F = 0.0006

With both Wilks' lambda and Pillai's trace reporting approximately 0.5, it is difficult to decide whether or not to reject the null hypothesis. However, the results of Lawley-Hotelling Trace and Roy's largest root can lead us to reject the null hypothesis. With the hypothesis testing leaving mixed results, this shows that there is work that could be done in the future to better develop this hypothesis.

4.2.3 Statistical Analysis - Awareness of Corporate Social Responsibility. While fans tend to follow their favorite team more closely than nonfans, most teams have an entire public relations departments which is tasked with disseminating information. Even if an individual were to not keep up-to-date with the happenings of the team's activities via the team's official networking channels, they most likely follow the news. In Columbia, various news agencies report on the philanthropic and charitous actions taken

by Gamecock athletics. From granting a lady's dying wish ("South Carolina Woman Gets Dying Wish To Go To Gamecock Football Game") to hosting a group participating in the Special Olympics, ("Gamecocks Host Special Olympics Group"), there are plenty of opportunities for the nonfan to observe South Carolina's corporate social responsible behavior in action. Thus, it is possible to hypothesize: *In a comparison of fans and nonfans, there will be no difference between the groups in regards to awareness of corporate social responsible behavior by athletic teams.*

- H2: Awareness of CSR: In a comparison of fans and nonfans, there will be no difference between the groups in regards to awareness of corporate social responsible behavior by athletic teams.

  - H0: There is a difference between fans and nonfans in awareness of CSR behavior.

  - Alternative Hypothesis: Fans are more likely to be aware of CSR behaviors by their favorite athletic team than nonfans of that same team.

Thus, both a correlation and regression analysis were run on STATA. By setting Q12 as the constant (How strongly do YOU see yourself as a fan of the Gamecock football team?) and comparing it with the construct "Trust of CSR" the following results were tabulated:

Table 4.6 Correlation of Fan and Awareness of CSR

	1	2	3	4	5
1. fan	1.0000				
2. environment	-0.2035	1.0000			
3. responsible	-0.3348	0.1686	1.0000		
4. charity	-0.2199	0.4271	0.2204	1.0000	
5. sincere	-0.2956	0.1600	0.6589	0.3406	1.0000

In the table above, it is apparent that there is a correlation between being a fan and most of these variables. While a correlation coefficient of less than (-)0.3 is considered weak, it does not exclude a correlation from existing. Thus, a regression analysis was run and an adjusted r-squared was calculated to understand the viability of this hypothesis:

Table 4.7 Regression Analysis of Fan and Awareness of CSR

fan	Coefficient	Std. Error	t	P >	t		[95% Confidence Interval]	
envir	-.2245819	.1895718	-1.18	0.238	-.5999209	.1507572
respons	-.4859351	.2319199	-2.10	0.038	-.9451202	-.0267499
charity	-.1460642	.1603311	-0.91	0.364	-.4635086	.1713802
sincere	-.17712	.2234522	-0.79	0.430	-.6195398	.2652998
_cons	9.970011	.7010422	14.22	0.00	8.581996	11.35803

- Prob > F: 0.0006
- R-squared: 0.1484
- Adjusted R-squared: 0.1200
- Root MSE: 2.4006

By using the standard set forth by the Penn State Eberly College of Science to interpret adjusted R-squared, this regression analysis only explains 12% of the variation by these variables. (Pardoe) In other words, this is considered a "small" effect. (Wuensch) Thus, based on the tabulations, it is possible to reject the null hypothesis. In other words, there appears to be very little, if any, relationship with fan identification and awareness of corporate social responsible behavior by the South Carolina Gamecocks. Although the regression table above shows that per each unit increase in trust - in all of the variables - the more likely the person is to consider themselves a strong fan, this only accounts for 12% of the variation.

Furthermore, a statistical hypothesis test was run in the form of a MANOVA. The variables classified as "trust" were grouped together and analyzed with level of fan self-identification in order to tabulate the following:

Table 4.8 MANOVA of Fan and Awareness of CSR

Test	Statistic
Wilks' lambda	0.1297
Pillai's trace	0.8703
Lawley-Hotelling trace	6.7092
Roy's largest root	6.7092

- Degrees of freedom:99
- F = 1.69
- Prob > F = 0.0659

With a Wilks' lambda of only 0.1297, this explains there is a very minor difference among fans and nonfans in regards to their awareness of corporate social responsible behavior. Additionally with a Pillai's trace, Lawley-Hotelling trace, and Roy's largest root all reporting statistically large results, we can confidently reject the null hypothesis. Thus, the results concluded above can be justified. ("Test Statistics For MANOVA")

4.2.4 Statistical Analysis - Trust and Corporate Social Responsibility. Trust is a vital aspect of corporate social responsibility. Pundits may argue that the overall purpose of a company acting in a socially responsible way is to build rapport and grow trust between themselves and their customers. On the sports industry side, teams need their fans to trust them. Thus, it should be argued that fans are more likely to trust their team and buy in to their corporate social responsible motives than are non-fans. Conversely, the following hypothesis should be considered:

- H3: Trust of CSR: In a comparison of fans and nonfans, nonfans who believe South Carolina is a CSR-friendly team will trust the team more than nonfans who do not think the team is not CSR-friendly.

    - H0: Both fans and nonfans will trust the team the same amount.

    - Alternative Hypothesis: Fans will trust the team less than nonfans.

To test this hypothesis, a linear regression model was run to determine the relationship between level of fan self-identification (Q12) and the construct of "trust of CSR" (Q8-11) as defined by Chang and Cheng.

Table 4.9 Regression Analysis of Fan and Trust of CSR

fan	Coefficient	Std. Error	t	P > | t |	[95% Confidence Interval]	
deliver	-0.422	0.222	-1.90	0.060	-0.862	0.018
green	0.110	0.204	0.54	0.589	-0.294	0.515
reputation	-0.716	0.250	-2.86	0.005	-1.212	-0.220
contribute	-0.040	0.256	-0.16	0.876	-0.548	0.467
_cons	9.812	0.683	14.35	0.000	8.459	11.166

- Prob > F: 0.0000
- R-squared: 0.2294
- Adjusted R-squared: 0.2037
- Root MSE: 2.2836

The results of this linear regression are very interesting - the variable "green" (I believe that South Carolina is a green "company.") has an adverse relationship with the regression. Nevertheless, with an adjusted R-squared of 0.2083, this is, a minor, but a potentially substantial result.

Table 4.10 Correlation of Fan and Trust of CSR

	1	2	3	4	5	6
1. fan	1.0000					
2. deliver	-0.3929	1.0000				
3. green	-0.2421	0.4888	1.0000			
4. reputation	-0.4467	0.5728	0.5347	1.0000		
5. contribute	-0.3748	0.6710	0.5624	0.7152	1.0000	
6. high_csr	-0.3472	0.5860	0.6246	0.535	0.7404	1.00

By examining the correlation coefficients between the variables, it shows that there is a correlation between level of fan identification and the amount of trust an individual gives to the University. This trust, as defined as believing the University has the ability to deliver, the university is green, has a good reputation, and contributes to society

However, to determine the significance of these results, a hypothesis test was run in the form of a MANOVA analysis:

Table 4.11 MANOVA of Fan and Trust of CSR

Test	Statistic
Wilks' lambda	0.2811
Pillai's trace	0.7189
Lawley-Hotelling trace	2.5576
Roy's largest root	2.5576

- Degrees of freedom: 51
- F = 1.79
- Prob > F = 0.0149

The results of the MANOVA show reflect that the null hypothesis can be rejected. With Wilks' lambda reporting this analysis only reflects about 28% of all variation and statistically high scores in Pillai's trace, Lawley-Hotelling trace, and Roy's largest root, there is strong grounds to reject the null hypothesis.

4.2.5 Statistical Analysis - Evaluation of Corporate Social Responsibility. Mang and Meng describe corporate evaluation as a consumer's "perception of a corporation's reputation." In regards to social responsibility, it is very much the end game of a sports

organization to have a good reputation - otherwise all of their work would be in vain. Thus, in an effort to test this idea, the following hypothesis was formulated: *In a comparison of students who are aware of community service activities performed by student athletes versus those who are not aware of such actions, those who are aware of the activities will believe South Carolina is a better brand*

- H4: Corporate Evaluation**:** In a comparison of students who are aware of community service activities performed by student athletes versus those who are not aware of such actions, those who are aware of the activities will believe South Carolina is a better brand.

  - H0: There will be no difference between the two.

  - Alternative Hypothesis: The students who are aware of community service activities will think lesser of South Carolina.

One of the demographic/qualifying questions asked in the survey was "Are you aware of any community service activities performed by the South Carolina Gamecocks?" The question was phrased somewhat ambiguous as to allow the respondent the freedom to determine what they deem community service. Responses were limited to either "yes" or "no" and a response was mandatory in order to complete the survey. Of the 125 responses, 61/48.8% said "yes" while 64/51.2% said "no."

In order to see if this result was representative of the construct "Awareness of CSR," an internal validity test was run which resulted in a scale reliability coefficient of 0.6483. Again, it is recommended that a minimum alpha of 0.65 be set for work in the social sciences, ("Using And Interpreting Cronbach's Alpha") and 0.6483 is right at the boundary.

With a relatively even distribution of awareness of community service, it is possible to examine if there is a relationship between awareness and the construct "corporate evaluation:"

Table 4.12 Correlation of Fan and Corporate Evaluation

	1	2	3	4
1. comserv_aware	1.0000			
2. high_csr	0.2108	1.0000		
3. trustworthy	0.1758	0.6321	1.0000	
4. successful	0.2059	0.5193	0.6519	1.0000

It appears there is at least some correlation between awareness of community service activities and the various aspects of corporate evaluation. In order to better understand this relationship, a linear regression was run:

Table 4.13 Regression Analysis of Fan and Corporate Evaluation

comserv_aware	Coefficient	Std. Error	t	P > | t |	[95% Confidence Interval]	
high_csr	0.4986	0.0405	1.23	0.221	-0.304	0.1301
trustworthy	-0.0001	0.0485	-0.00	0.998	-0.0963	0.0960
successful	0.0537	0.0481	1.12	0.267	-0.0415	0.14589
_cons	1.2081	0.1227	9.84	0.000	0.9651	1.4512

- Prob > F: 0.0.0672
- R-squared: 0.0572

35

- Adjusted R-squared: 0.0338
- Root MSE: 0.4933

While there is some correlation between awareness of community service activities and viewing South Carolina Athletics in a positive manner, it appears that this relationship is only a result of about 3.3% of all instances. However, to be certain, a MANOVA was run to better understand the significance of the results:

Table 4.14 MANOVA of Fan and Corporate Evaluation

Test	Statistic
Wilks' lambda	0.5439
Pillai's trace	0.4561
Lawley-Hotelling trace	0.8387
Roy's largest root	0.8387

- Degrees of freedom: 73
- F = 1.20
- Prob > F = 0.2345

The results of this hypothesis test are inconclusive. The data does not give enough evidence to reject the null hypothesis, however, there is a correlation between the variables. While these results may not be significant, they do exist.

4.2.6 Statistical Analysis - Purchase Intention and Corporate Social Responsibility. The final construct to examine is the role of purchase intention and corporate social responsibility. Many organizations hope that the good will they build by acting socially responsible will transition into increased loyalty from consumers. This loyalty, oftentimes, is seen through purchasing. Thus, the following hypothesis was

formed: *Students who have attended fewer games over the past year are more likely to be influenced to attend games by corporate social responsible behavior than are students who have attended many games.*

- H5: Purchase Intention: Students who have attended fewer games over the past year are more likely to be influenced to attend games by corporate social responsible behavior than are students who have attended many games.
    - H0: There is no relationship between number of games attended and likelihood to attend games due to corporate social responsible behavior.
    - Alternative Hypothesis: Students who attended more games are more likely to attend games due to corporate social responsible behavior.

In the survey, it was asked "How many South Carolina football games have you attended in the past twelve months?" Responses varied from as few as 0 (14/11.2%) to 14 (1/0.80%). In order to make the analysis more straightforward, the values ranging from 0-14 were recoded into categorical variables which resulted in four categories: $0 = 0$ games attended, $1 = 1$ to 4 games attended, $2 = 5$ to 9 games attended, and $3 = 10$ or more games attended.

To determine if there is a relationship between attendance and the purchase intention construct, the correlation between the variables was calculated:

Table 4.15 Correlation of Fan and Purchase Intention

	1	2	3	4	5
1. attend1	1.0000				
2. attend_ch	0.0214	1.0000			
3. ticket_csr	0.1094	0.6215	1.0000		
4. morecash	0.0410	0.2912	0.4195	1.0000	
5. again	0.0339	0.6127	0.7606	0.5150	1.0000

These results show that there is not much correlation between the variables. A regression analysis resulted in an adjusted R-squared of -0.0080 - which shows no significance.

Due to the lack of significance in this analysis, the construct of purchase intention was run against many other variables to see if there was a correlation. As a result, there is a moderate correlation between purchase intention and those who are "willing to put in a great deal of effort beyond that normally expected in order to help the Gamecocks to be successful. (0.3969);" those who find that their "values and the Gamecocks' values are very similar (0.4342);" those who "really care about the fate of the Gamecocks (0.3182)." As it turns out, those who are already entrenched in the Gamecocks' athletic program via a higher fan identification are more likely to invest in a future "purchasing decision"

CHAPTER 5

DISCUSSION AND CONCLUSIONS

It is apparent that there is a relationship between fan identification and corporate social responsibility. The results of this study can be interpreted in many ways: the more entrenched an individual is in fan identification, the more they will value socially responsible actions by an organization. While this is the case with valuation of socially responsible behavior, awareness of socially responsible behavior results in a different outcome. It appears that there is very little relationship between fan identification and awareness of socially responsible actions.

Thus, an area in which more research could be done is in the field of awareness of socially responsible actions. This study was lacking in the fact that the questionnaire did not draw real, qualitative examples to see if respondents recognized any specific actions of good-doings, instead, it asked the blanket statement "Are you aware of any community service activities performed by the South Carolina Gamecocks?" which resulted in a near 50/50 split. A future study could potentially draw specific examples from a sport organization's press office to test if fans and nonfans recognize specific actions.

Additionally, due to limited resources, this study solely collected and analyzed quantitative data. In the social sciences, it is difficult to make concrete claims without drawing from interviews, focus groups, observations, etc. Therefore, it would be beneficial for a future study to invest resources in a qualitative approach to gathering data (much like Babiak and Wolfe).

In conclusion, the results of this study should not be overlooked - students are a very important aspect of a college athletics program's market and should be treated as such. Students are a completely different demographic than the typical fan/season ticket holder and require a vastly different marketing plan. With Generation Z's significant valuation of socially responsible behavior (New Insights On Consumer Perspectives), it is apparent that marketers across all sectors of business need to understand this new demand for acting in a socially responsible manner.

Again, all of the data for this study was derived from student perspectives. If anything, the amount of variability within a relatively small section of the overall student population in the United States should reflect the importance of a potential future study.

REFERENCES

Babiak, Kathy, and Richard Wolfe. "Determinants Of Corporate Social Responsibility In Professional Sport: Internal And External Factors." *Journal of Sport Management* 23.6 (2009): 717-742. Web.

Burke, Lee, and Jeanne M. Logsdon. "How Corporate Social Responsibility Pays Off". Long Range Planning, vol 29, no. 4, 1996, pp. 495-502. Elsevier BV, doi:10.1016/0024-6301(96)00041-6.

Carroll, Archie B. "A History of Corporate Social Responsibility: Concepts and Practices." The Oxford Handbook of Corporate Social Responsibility. : Oxford University Press, 2008-02-14. Oxford Handbooks Online. 2009-09-02. Date Accessed 14 Jun. 2018 <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199211593.001.0001/oxfordhb-9780199211593-e-002>.

Carroll, Archie B. "The Pyramid Of Corporate Social Responsibility: Toward The Moral Management Of Organizational Stakeholders". Business Horizons, vol 34, no. 4, 1991, pp. 39-48. Elsevier BV, doi:10.1016/0007-6813(91)90005-g.

Chang, Lili, and Jiaqi Cheng. "Consumer Response To Corporate Social Responsibility (CSR) In China." Master's. Uppsala University, 2017. Print.

Ellen, P. S. "Building Corporate Associations: Consumer Attributions For Corporate Socially Responsible Programs". *Journal Of The Academy Of Marketing Science*, vol 34, no. 2, 2006, pp. 147-157. *Springer Nature*, doi:10.1177/0092070305284976.

Erdem, T, and J Swait. "Brand Credibility, Brand Consideration, And Choice". *Journal Of Consumer Research*, vol 31, no. 1, 2004, pp. 191-198.

Espejel, J et al. "Consumer Satisfaction". *British Food Journal*, vol 110, no. 9, 2008, pp. 865-881.

Friedman, Walter A. "John H. Patterson and the Sales Strategy of the National Cash Register Company, 1884 to 1922." Business History Review, vol. 72, no. 4, Winter98, p. 552. EBSCOhost, login.pallas2.tcl.sc.edu/login?url=http://search. ebscohost.com/login.aspx?direct=true&db=ahl&AN=1602140&site=eds-live.

"Gamecock Athletes Assist In Relief Efforts Following Flooding In Columbia". *Garnet And Black Attack*, 2015, https://www.garnetandblackattack.com/platform/amp/ 2015/10/8/9476665/gamecock-athletes-assist-relief-efforts-south-carolina-floodin g-football-baseball-basketball.

"Gamecocks Give Back To Community In Week Of Giving". *Gamecocks Online*, 2017, https://gamecocksonline.com/news/2017/12/4/Gamecocks_Give_Back_to_Comm unity_in_Week_of_Giving.aspx.

"Gamecocks Host Special Olympics Group". WIS TV, 2018, http://www.wistv.com/story/32430956/gamecocks-host-special-olympics-group/.

"Gamecock Success Week: Leaders In The Classroom And Community". *Gamecocks Online*, 2018, https://gamecocksonline.com/news/2018/6/28/Gamecock_ Success_Week_Leaders_in_the_Classroom_and_Community.aspx?path=general.

Groza, Mark D. et al. "Perceived Organizational Motives And Consumer Responses To Proactive And Reactive CSR". Journal Of Business Ethics, vol 102, no. 4, 2011, pp. 639-652. Springer Nature, doi:10.1007/s10551-011-0834-9.

Hay, Robert and Gray, ed. 1974. 'Social Responsibilities of Business Managers'.

>   Academy of Management Journal, 17: 1.

Heald, Morrell. The Social Responsibilities of Business: Company and Community,

>   1900-1960. Reprint edition., 2005. EBSCOhost, login.pallas2.tcl.sc.edu/login?

>   url=http://search.ebscohost.com/login.aspx?direct=true&db=ecn&AN=0790183&

>   site=eds-live.

Hildebrand, Diogo, et al. "Consumer Responses to Corporate Social Responsibility

>   (CSR) Contribution Type." Journal of Consumer Research, vol. 44, no. 4, Dec.

>   2017, pp. 738-758. EBSCOhost, doi:10.1093/jcr/ucx063.

Lee, Jaejin and Hyejoon Rim. "Evolution of Corporate Social Responsibility: A Content

>   Analysis of United States Magazine Advertising, 1980-2009." Journal of

>   Promotion Management, vol. 24, no. 4, Jul/Aug2018, pp. 555-577. EBSCOhost,

>   doi:10.1080/10496491.2017.1380111.

Mael, Fred, and Blake E. Ashforth. "Alumni And Their Alma Mater: A Partial Test Of

>   The Reformulated Model Of Organizational Identification." *Journal of*

>   *Organizational Behavior* 13.2 (1992): 103-123. Web.

Maignan, I. "Consumers' Perceptions Of Corporate Social Responsibilities: A Cross-

>   Cultural Comparison". Journal Of Business Ethics, vol 30, no. 1, 2001, pp. 57 - 72.,

>   Accessed 12 Nov 2018.

Marin, Longinos, and Salvador Ruiz. ""I Need You Too!" Corporate Identity

>   Attractiveness For Consumers And The Role Of Social Responsibility". *Journal Of*

>   *Business Ethics*, vol 71, no. 3, 2006, pp. 245-260. *Springer Nature*,

>   doi:10.1007/s10551-006-9137-y.

Mohr, Lois, Deborah Webb, and Katherine Harris. "Do Consumers Expect Companies To

    Be Socially Responsible? The Impact Of Corporate Social Responsibility On

    Buying Behavior." *Journal of Consumer Affairs* 35.1 (2001): 45-72. Web.

Muller, Brad. "Gamecock Goes A Long Way To Give Back". *Gamecocks Online*, 2018,

    https://gamecocksonline.com/news/2018/9/24/womens-cross-country-gamecock-g

    oes-a-long-way-to-give-back.aspx?path=general.

Muller, Brad. "Gamecocks Make A Difference In Mentoring Youngsters". *Gamecocks*

    Online, 2018, https://gamecocksonline.com/news/2018/7/23/general-gamecocks-

    make-a-difference-in-mentoring-youngsters.aspx?path=general.

Murphy, Patrick. "An Evolution: Corporate Social Responsiveness." *University of*

    Michigan Business Review 30.6 (1978): 19-25. Print.

New Insights On Consumer Perspectives. Nielsen, 2018. Web. The Sustainability

    Imperative.

Newell, Stephen J, and Ronald E Goldsmith. "The Development Of A Scale To Measure

    Perceived Corporate Credibility". *Journal Of Business Research*, vol 52, no. 3,

    2001, pp. 235-247. *Elsevier BV*, doi:10.1016/s0148-2963(99)00104-6.

Nguyen, Sheila. "Influence Of Perceived Shared Corporate Social Orientation Of

    Employees And Volunteers With Sport Organizations On Attitudinal Outcomes."

    Doctor of Philosophy. Florida State University, 2010. Print.

Nicholson, Matthew, Kevin Brown, and Russell Hoye. "Sport, Community Involvement

    And Social Support." *Sport in Society* 17.1 (2013): 6-22. Web.

Norman, Wayne, and Chris MacDonald. "Getting to the Bottom of 'Triple Bottom Line.'" Business Ethics Quarterly, vol. 14, no. 2, 2004, pp. 243–262., doi:10.5840/beq200414211.

Öberseder, M et al. "Consumers' Perceptions Of Corporate Social Responsibility: Scale Development And Validation". Journal Of Business Ethics, vol 124, no. 1, 2013, pp. 101-115.

Pardoe, Iain. "The Coefficient Of Determination, R-Squared". Statistics 501 - Regression Methods, https://onlinecourses.science.psu.edu/stat501/node/255/.

Pérez, Andrea, and Ignacio Rodríguez del Bosque. "Measuring CSR Image: Three Studies To Develop And To Validate A Reliable Measurement Tool". Journal Of Business Ethics, vol 118, no. 2, 2012, pp. 265-286. Springer Nature, doi:10.1007/s10551-012-1588-8.

Pomering, Alan, and Sara Dolnicar. "Assessing The Prerequisite Of Successful CSR Implementation: Are Consumers Aware Of CSR Initiatives?". Journal Of Business Ethics, vol 85, no. S2, 2008, pp. 285-301. Springer Nature, doi:10.1007/s10551-008-9729-9.

Salmones, M et al. "Influence Of Corporate Social Responsibility On Loyalty And Valuation Of Services". Journal Of Business Ethics, vol 61, no. 4, 2005, pp. 369-385.

Sen, Sankar, and C.B. Bhattacharya. "Does Doing Good Always Lead To Doing Better? Consumer Reactions To Corporate Social Responsibility". Journal Of Marketing Research, vol 38, no. 2, 2001, pp. 225-243. SAGE Publications, doi:10.1509/jmkr.38.2.225.18838.

Sheehan, Kim Bartel and Kati Tusinski Berg. "Thinking Pink? Consumer Reactions to

Pink Ribbons and Vague Messages in Advertising." Journal of Marketing

Communications, vol. 24, no. 5, Aug. 2018, pp. 469-485. EBSCOhost,

doi:10.1080/13527266.2015.1105280

Smith, Michael. "What Does It Take To Get Students To The Games?." *Sports Business

Daily*. N.p., 2015. Web.

"South Carolina Woman Gets Dying Wish To Go To Gamecock Football Game".

WLTX, 2018, https://www.wltx.com/article/sports/ncaa/usc-gamecocks/south-

carolina-woman-gets-dying-wish-to-go-to-gamecock-football-game/101-

600249899.

Sprinkle, Geoffrey B., and Laureen A. Maines. "The Benefits And Costs Of Corporate

Social Responsibility". Business Horizons, vol 53, no. 5, 2010, pp. 445-453.

Elsevier BV, doi:10.1016/j.bushor.2010.05.006.

"Sustainability". Levi's® Stadium, 2018, http://www.levisstadium.com/sustainability/.

Accessed 9 Aug 2018.

"Test Statistics For MANOVA". Statistics 505 - Applied Multivariate Statistical

Analysis, 2018, https://onlinecourses.science.psu.edu/stat505/node/163/.

"Using And Interpreting Cronbach's Alpha." *University of Virginia Library, Research

Data Services and Sciences*. Web.

Vlastelica, Tamara, et al. "How Corporate Social Responsibility Affects Corporate

Reputation: Evidence from an Emerging Market." Journal for East European

Management Studies, vol. 23, no. 1, Jan. 2018, pp. 10-29. EBSCOhost,

doi:10.5771/0949-6181-2018-1-10.

Walker, Matthew, and Aubrey Kent. "Do Fans Care? Assessing The Influence Of

Corporate Social Responsibility On Consumer Attitudes In The Sport Industry".

Journal Of Sport Management, vol 23, no. 6, 2009, pp. 743-769. Human Kinetics,

doi:10.1123/jsm.23.6.743.

Walker, Matthew, and Milena M. Parent. "Toward An Integrated Framework Of

Corporate Social Responsibility, Responsiveness, And Citizenship In Sport".

Sport Management Review, vol 13, no. 3, 2010, pp. 198-213. Elsevier BV,

doi:10.1016/j.smr.2010.03.003.

Wann, Daniel, and Nyla Branscombe. "Sports Fans: Measuring Degree Of Identification

With Their Team." *International Journal of Sport Psychology* 24 (1993): 1-17.

Print.

Wren, Daniel. *The History Of Management Thought*. Hoboken, N.J.: Wiley, 2005. Print.

Wuensch, Karl. "Cohen'S Conventions For Small, Medium, And Large Effects".
Statistics And Research Design, 2015,
http://core.ecu.edu/psyc/wuenschk/docs30/EffectSizeConventions.pdf.

SURVEY

This survey is seeking to gather information on how students (and fans) value corporate social responsible behavior by the University of South Carolina athletics program. The survey should only take five minutes to complete. Your responses are completely anonymous and will remain private. Thank you for your time and GO COCKS!

1. My gender is:
   o   Male (1)
   o   Female (2)
2. My age range is:
   o   18 - 24 (1)
   o   25 - 34 (2)
   o   35 - 44 (3)
   o   45 - 54 (4)
   o   55 - 64 (5)
   o   65 - 74 (6)
   o   75 - 84 (7)
   o   85 or older (8)
3. My level of education is:
   o   Less than high school (1)
   o   High school graduate (2)
   o   Some college (3)
   o   2 year degree (4)
   o   4 year degree (5)
   o   Professional degree (6)
   o   Doctorate (7)
4. Are you a student at the University of South Carolina?
   o   Yes (1)
   o   No (2)

5. What year are you?
   - o Freshman (1)
   - o Sophomore (2)
   - o Junior (3)
   - o Senior (4)
   - o Graduate Student (5)
6. Which of the following fields most closely identifies with your major?
   - o Arts and Humanities (art, political science, sociology, etc.) (4)
   - o Business (5)
   - o Sport and Entertainment Management (6)
   - o STEM (sciences, technology/computers, engineering, etc) (7)
7. What is your ethnicity?
   - o White (1)
   - o Black or African American (2)
   - o American Indian or Alaska Native (3)
   - o Asian (4)
   - o Native Hawaiian or Pacific Islander (5)
   - o Other (6)
8. How long have you been a fan of the South Carolina Gamecocks?
   - o All of my life (1)
   - o Most of my life (2)
   - o About half of my life (3)
   - o Some of my life (4)
   - o I just recently became a fan (5)
   - o I am not a fan (6)
9. Are you aware of any community service activities performed by the South Carolina Gamecocks?
   - o Yes (1)
   - o No (2)
10. Do the community service activities performed by student athletes impact your decision on whether or not to attend games?
    - o Yes (1)
    - o No (2)
11. How many South Carolina football games have you attended in the past twelve months?
    - o _____

<The following questions were asked in Likert format on a scale of 0-to-10, with 0 being the least important>

12. How important is it to YOU that the South Carolina football team wins?
13. How strongly do YOU see yourself as a fan of the Gamecock football team?
14. How strongly do your FRIENDS see YOU as a fan of the Gamecock football team?

15. During the season, how closely do you follow the South Carolina football team on any form of media?
16. How important is being a fan of the Gamecock football team to YOU?
17. How much do YOU dislike the Gamecock football team's greatest rival?
18. How often do YOU display the Gamecock football's name or insignia at your place of work, where you live, or on your clothing?

<The following questions were asked in Likert format on a scale of 1-to-7, with 1 being "most strongly agree">

19.1.   I am willing to put in a great deal of effort beyond that normally expected in order to help the Gamecocks to be successful.
19.2.   I talk up the Gamecocks to my friends as a great team to support
19.3.   I find that my values and the Gamecocks' values are very similar
19.4.   I am proud to tell others that I am a fan of the Gamecocks.
19.5.   The Gamecocks really inspire the very best in me in the way of attending games.
19.6.   I am extremely glad that I chose the Gamecocks to support, over others I was considering when picking a team to support
19.7.   I really care about the fate of the Gamecocks.
19.8.   For me this is the best of all possible sport organizations for which to support.
19.9.   Deciding to support the Gamecocks was a definite mistake on my part.

The following questions were asked in Likert format on a scale of 1-to-7, with 1 being "most strongly agree">

20.1.   I feel that South Carolina Athletics is a socially responsible company,
20.2.   I feel that South Carolina Athletics abides by a good moral principle in conducting business.
20.3.   I feel that South Carolina Athletics is an ethical business.
20.4.   I care about environmental protection in daily consumption.
20.5.   I think that teams such as South Carolina play a responsible role in society.
20.6.   I pay attention to some social issues involving a team's charitable actions.
20.7.   I think South Carolina is sincerely contributing to society.
20.8.   I believe that South Carolina athletics has the ability to deliver what it promises.
20.9.   I believe that South Carolina is a green "company."
20.10. I believe that South Carolina is a brand with a good reputation.
20.11. I believe that South Carolina's socially responsible practices make

substantial contributions to society.

20.12.	I have a more positive evaluation of South Carolina because of its high level of corporate responsibility.
20.13.	I think that South Carolina Athletics is a trustworthy company.
20.14.	I think South Carolina Athletics runs a successful athletic program.
20.15.	I will attend a game because the team participates in charitable/philanthropic activities.
20.16.	I would pay more money to buy a ticket to a game for a team that is a socially responsible organization.
20.17.	If the price and quality of two products are the same, I would buy from the firm that has a socially responsible reputation.
20.18.	I am more likely to attend another game if a team has a strong social responsibility.