

## The Effect of Social Responsibility of the team on the Citizenship Behavior among audience of the Capital's Football Match (Esteghlal & Perspolis Derby)

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### ABSTRACT

The purpose of the present study was to investigate the effect of social responsibility of the team on the citizenship behavior among audience of the capital's football match (Esteghlal & Perspolis Derby). 384 participants included in the study. The data was collected from two questionnaires, social responsibility team make researcher questionnaire, and Groth (2005) citizenship behavior questionnaire that their validities was approved from 8 sport management experts. The reliabilities of the questionnaires were tested using Cronbach's alpha coefficient (0.89 and 0.79, respectively). In descriptive statistics, the statistical indices included frequency, percent of frequency, mean, and standard deviation. Associations among variables were asses using Pearson correlation coefficient. Structural equation Modeling (SEM) was used to test the hypothetical model of the study. SPSS and AMOS were used to analyze data. The model fit indices showed a good fit (GFI = 0.91, AGFI = 0.91, NFI = 0.94, CFI = 0.96 & RMSEA = 0.031). The results also showed that there was a positive significant relationship between the Social responsibility and citizenship behavior ( $p < 0.05$ ). Also, Moral responsibility was shown to be a strong predictor for economic responsibility (0.61). Legal responsibility and Philanthropy responsibilities (0/47, 0/39, and 0/53) predicted Citizenship Behavior. The obtained results indicated that the clubs' responsibility acceptance to their fans plays an important role in forming fans' social responsibility and that the clubs will benefit from its advantages.

**KEY WORDS:** Social Responsibility, Citizenship Behavior, Structural Equation Modeling, Derby, Football Team

### INTRODUCTION

The discussions and controversies regarding the corporate social responsibility of managers and their organizations began in 1960s and subsequently this issue gained significance in the organizations. The basic foundation of this discussion started when the societies faced with new productions and inventions as a result of technological and scientific progress which could endanger the human biological life seriously. In the last decade of 19<sup>th</sup> century and with the transition of societies from agricultural economics to industrial economics, the major organizations and industries were established and they developed and expanded increasingly [1]. With the growth of these organizations, which exert considerable effects on the society and environment, the societies began to take corporate social responsibility into consideration more than ever. The corporate social responsibility as a concept implies that the organizations recognize and accept the responsibility for the effects that their activities produce on the consumers, suppliers, employees, shareholders, societies and the environment and they protect the societies' interests [2]. American Society for Qualities (ASQ) defines "corporate social responsibility" as the responsibility of people and organizations to behave and conduct business in an ethical manner and taking into account the society, culture, and economics. ASQ introduces corporate social responsibility as an attempt by individuals, organizations, and governments with positive outcomes for development, business, and society [3]. United Nations Conference on Trade and Development (UNCTAD) also offers a definition for corporate social responsibility of organizations: corporate social responsibility of organizations evaluates how the organizations relate to the society's goals and needs and how they influence these goals and needs. The social groups tend to perform specific functions and roles in order to lead the society toward evolution gradually [2].

In their study entitled "Social Responsibility, Customers' Satisfaction and Market Value", Luo, X., & Bhattacharya investigated the relationship between the three items. The results obtained from their study revealed that in an equal condition, customers are satisfied with organizations which participate in social responsibility activities. Also, in organizations with low level of innovation in social participation, the rate of customers' satisfaction is low. In their study entitled "The Effect of Social Responsibility on Customers' Satisfaction", Swaen, V., & Chumpitaz (2008) examined the effect of consumers' perception to social responsibility activities of organization on their certainty toward the organization. The results of their study indicated that social responsibility activities directly and indirectly affect customers' satisfaction [16]. In the study entitled "Studying Rewards of Social Responsibility: The Role of Competitive Advantage", Du et al

evaluated the customer response to social responsibility. They found that the positive attitude of customers towards social responsibility causes to increase the purchase intent [17].

**Economic responsibilities:** the most important dimension of corporate social responsibility is economic which addresses the economic activities and actions. Clearly, the primary responsibility of each organization is earning profit and after gaining the profit and assuring its survival it could turn to other responsibilities. In effect, the organizational primary goal is included in this category [4, 5]. **Legal responsibilities:** the second dimension of corporate social responsibility is legal and it requires the organizations to act according to the public laws and regulations. The society creates these laws and the citizens and organizations are expected to respect them as a social value. They have a duty to take care of safety and health of employees and consumers. This dimension is sometimes referred to as “social commitment” [4, 5]. **Ethical responsibilities:** the third dimension is ethical. The organizations should respect the values, norms, and beliefs of social members and follow ethical codes in their activities [4, 5]. **The philanthropic responsibilities (public and national):** the fourth dimension is the philanthropic dimension that encompasses the expectations, aspirations, and policies of senior managers at the macro level. The managers and administrators are supposed to move toward the unity and public interests with a comprehensive and long-term vision and in their decision making and strategy development [4, 5, 6, 7].

The organizations should alleviate the social problems and take steps for solving them in early stages, because if the social problems get worse and complicated, no doubt they will have undesirable effects on all social groups including the organization customers and consumers. In other words, society is like a ship and one hole in the ship hull could put all the passengers in risk of drowning. Therefore, taking notice of corporate social responsibilities could play a major role in survival and remaining dynamic [1, 2].

The satisfied customers of organizations (teams) are expected to follow the customer citizenship behaviors codes that Groth (2005) suggests including: providing constructive recommendations, the positive cooperation by the customers, and offering feedback to the given organization or team [8]. Seemingly the concept of citizenship behaviors needs to be defined in order to be recognized appropriately. In defining citizenship behaviors as one of the behaviors beyond the customary role of employees, it is worth mentioning that citizenship behaviors is among the issues which have attracted the attention of psychologists and sociologists as well as behaviorists in a couple of recent decades [9]. Nevertheless, not many definitions are offered for organizational citizenship behaviors and the mainly definition offered by Organ (1995) forms the base for the relevant discussions. He defines organizational citizenship behaviors as: “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization” [10]. As Korkmaz (2007) explains, citizenship behaviors are considered as the voluntary and optional which is not part of the formal duties but improves the effective function of organization [11].

Among the studies conducted on this issue, Walker and Kent (2009) studied the fans of National Football League (NFL) in a study entitled: “Do Fans Care? “Assessing the Influence of Corporate Social Responsibility on Consumer Attitudes in the Sport Industry”. The results of this study showed that the higher levels of team identification produced greater effects on four dimensions of patronage intentions (i.e., repeat purchase, merchandise consumption, media consumption, and word of mouth) [12]. Sartore and Walker (2011) conducted a study entitled “The Process of Organizational Identity: What are the Roles of Social Responsiveness, Organizational Image, and Identification?” on The National Association for Stock Car Racing (NASCAR) during the 2008 racing season. The population for this study included the event attendees and totally 235 attendees participated in the data collection. The results obtained by this study revealed that social responsibility affects the patronage intentions of attendees in a positive manner [13]. Walker and his colleagues (2010) examined the mediating influence of consumer’s perceived organizational motives their study “Social Responsibility and the Olympic Games: The Mediating Role of Consumer Attributions”. The results indicated to totally low levels of social responsibility awareness among the games attendees. In addition, the results showed that the awareness of games attendees regarding corporate social responsibility has positive and significant effects on reputation of Olympic Games, repeat purchase, merchandise consumption, and word of mouth [14]. Luo and Bhattacharya (2006) explored the effects of corporate social responsibility (CSR) on customer satisfaction and market value. They found out that customers are more satisfied with the organizations that participate in social responsibility activities and the organizations with lower levels of innovations regarding social responsibility decrease the customer satisfaction [15]. Swaen and Chumpitaz (2008) evaluated the influence of customer perceptions of corporate social responsibility on customer attitudes toward the organizations. The results showed that the corporate social responsibility affects the customer attitudes and trust directly and indirectly [16]. Du and his colleagues (2007) examined the customer reactions to social responsibility and showed that positive attitudes of organizations toward social responsibility could lead to increased purchase by the customers [17].

From the presented literature it could be inferred that the mutual effects that the environmental and organizational forces have on each other in the interactions among the organizations and different social groups that are called beneficiaries is among the issue worth investigating. The level and depth of these interactions are different for various groups and each type of interaction requires specific goals and methods [18]. Therefore, the present study focused on the effects of accepting responsibility by the teams in shaping the citizenship behaviors from the fans point of view.

## METHODS

This was a cross sectional study. The population of study included all individuals over 18 years old who attended Azadi Stadium for watching the 75<sup>th</sup> game of Tehran clubs, Esteghlal and Persepolis. Total population was higher than 75000, thus the number of study sample was calculated as 384. To be sure to have enough participants, 450 questionnaires were distributed randomly. 400 questionnaires were returned. The sample size recommended for confirmatory factor analysis is about 200 participants.

The data was collected from two questionnaires, social responsibility team make researcher questionnaire, and Groth (2005) citizenship behavior questionnaire that their validities was approved from 8 sport management experts. The first questionnaire is made up of four dimensions of legality (questions 1 to 3), morality (Questions 4 to 6), economy (questions 7 to 10), philanthropy (questions 11 to 13) and social responsibility (questions 14 to 16). The second questionnaire, citizenship behavior, included 12 questions.

The validity of the questionnaires was evaluated by eight professors in the field of sport management and the final draft was developed according to their recommendations and comments. The reliability (Cronbach's alpha) of Social Responsibility and Citizenship behaviors questionnaires were .89 and .79, respectively. Since the Kolmogorov-Smirnov Test is sensitive toward high number of participants (400 for the present study), the assumption regarding the normality of data was examined through Skewness and kurtosis values.

**Table 1. Standard Errors for Skewness & Kurtosis**

Variable	Errors of skewness	Error of Kurtosis
Legal	- 1.05	1.27
Ethical	1.16	.65
Philanthropic	.89	.76
Economic	- 1.53	- .82
Social responsibility	.66	.74
Citizenship behaviors	.34	.59

In order to analyze the data descriptive and inferential statistics were used. In descriptive statistics, the statistical indices included frequency, percent of frequency, mean, and standard deviation. Associations among variables were asses using Pearson correlation coefficient. Structural equation Modeling (SEM) was used to test the hypothetical model of the study. SPSS and AMOS were used to analyze data.

## RESULT

The results of descriptive statistics revealed the demographic data of the participants that are presented in table 2.

**Table 2: Demographic data of participants**

Variable	Age				Game –watching experience (years)				Personal income (Tomans)				Visiting the stadium website	
Fan's	18-24	25-34	35-44	Over 45	Less than 1	1-3	3-5	Over 5	Less than 300,000	300,000-600,000	600,000-1,000,000	Over 1,000,000	Yes	No
No.	145	135	99	21	67	99	157	77	240	97	43	20	245	155
Percent	36.2	33.7	24.7	9.9	16.7	24.7	39.7	19.2	60	24.2	10.7	5.1	61.3	38.7

The results obtained from Table 2 indicated that most of the people coming to the Stadium were in the age range of 18-24 year old ones; the watching history of 39.7% of the whole population was 3-5 years and the level of personal income was mostly less than 300 thousands Tomans; also, 61.3 of individuals had visited the website of the club at least once.

**Table 3. Mean, standard deviation and correlation matrix of research variables**

Variable	M	S	Legal	Ethical	Philanthropic	Economic	Social responsibility	Citizenship behaviors
Legal	4.05	.71	1	.73*	.76*	.81*	.79*	.67*
Ethical	3.35	.39		1	.73*	.79*	.67*	.68*
Philanthropic	4.71	.75			1	.64*	.76*	.71*
Economic	3.09	.45				1	.73*	.79*
Social responsibility	4.21	.79					1	.73*
Citizenship behaviors	4.87	.54						1

(p&lt;.01)\*

Table 3 shows that there is a positive and significant relationship between corporate social responsibility and citizenship behaviors (p<.01). In addition, there is a positive and significant relationship between the sub-components of corporate social responsibility and citizenship behaviors (p<.01).

The structural equation modeling is a comprehensive statistical approach for testing the hypotheses regarding the relationship among the observed and latent variables. This approach helps the researchers to evaluate the acceptability of theoretical models in specific population through correlation, experimental, and non-experimental data [19]. Bentler and Chou (1987) and Bentler (1990) explain that the non-correlational feature of errors in one model rarely matches the real data. The existence of such errors in the models does not affect the factor validity, and provides a more realistic representation of the data (20 , 21). In this way, this approach was applied in this study in order to fit the best model. The AMOS software includes a set of indices for fitting the model that are presented in table 4.

**Table 4. Goodness of fit indices for the research model**

Model index	$\chi^2$	Df	$\chi^2/df$	GFI	AGFI	NFI	CFI	RMSEA
Research model	819.65	365	2.24	.91	.91	.94	.96	.031

There are some controversies regarding the acceptable values for  $\chi^2 / df$ , but most of the researchers and scientists accept the values between 2 to 3. Yet, some other researchers and scientists, such as Schumacher and Lumix, accept the values between 1 to 5 (26). In this study the value of 2.75 was obtained for the variables.

Regarding other indices (GFI, AGFI, NFI, and CFI), the scientists suggest that if these values are closer to 1, the model will enjoy higher fit. Bentler and Bonet suggest the values equal to .9 and more as acceptable index for theoretical models fit (22). In this study the values for GFI, AGFI, NFI, and CFI were obtained as .91, .91, .94, and .96 respectively.

The Root Mean Square Error of Approximation (RMSEA) index is calculated through the model's errors and it is considered as a criterion showing the unacceptability of the model. Some of the scientists and researchers believe that this index should be less than .05 and some other take .08 as the proper value (19). In this study the value of .031 was obtained for this index.

Following these explanations and according to the values represented in table 4, it could be said that the model proposed by this study has fairly acceptable fit.

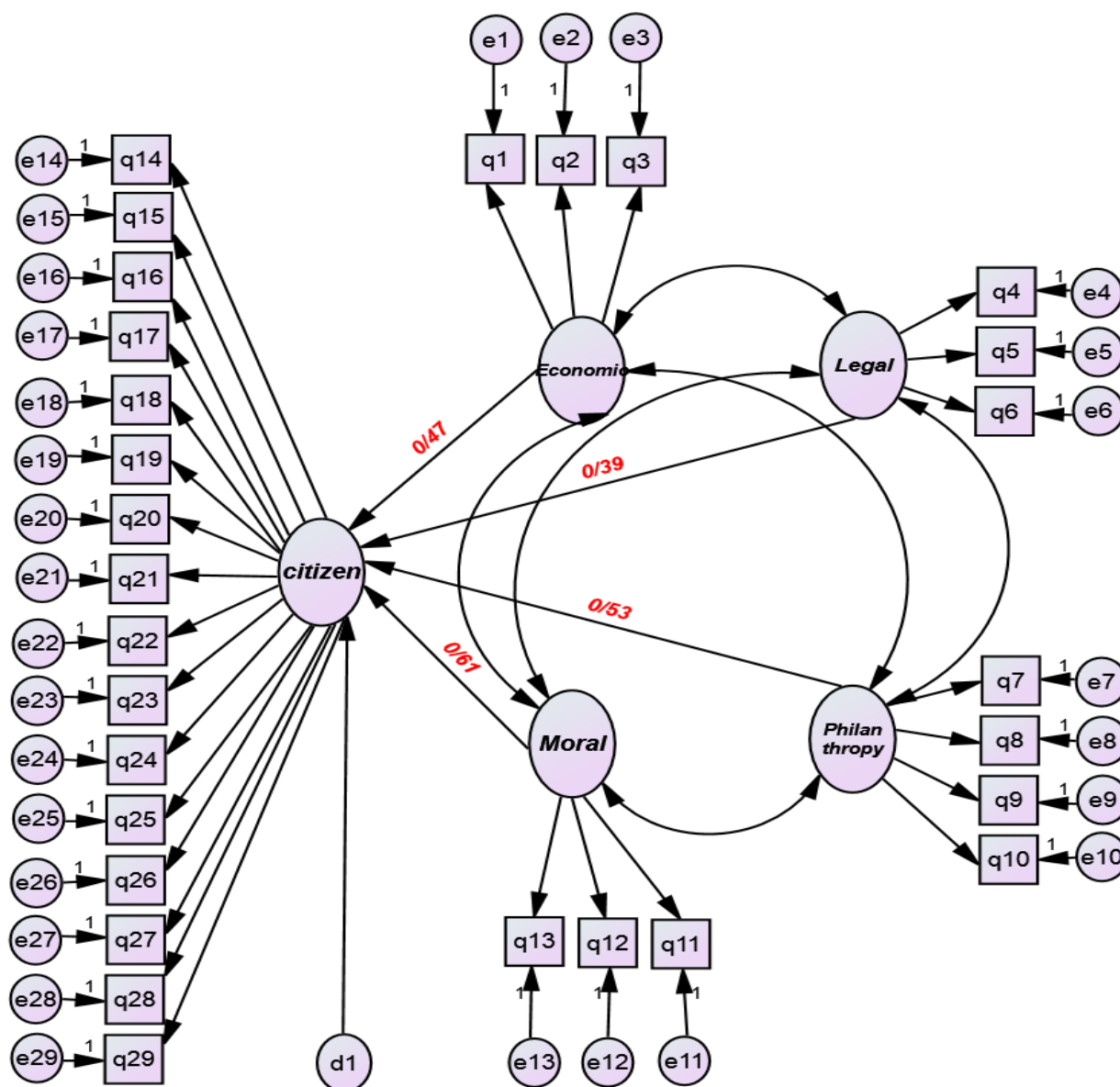


Figure 1: The structural equation model for explaining the effects of corporate social responsibility on citizenship behaviors of fans through beta coefficients

As figure 1 show, among the sub-components of corporate social responsibility, the social responsibility with beta coefficient of .61 is the strongest predictor for showing citizenship behaviors in fans. Furthermore, in this study the economic, philanthropic, and legal responsibilities were .47, .53, and .39, respectively.

## DISCUSSION

The results of the present study regarding the relationship between taking corporate social responsibility by the teams and showing citizenship behaviors by the team fans of football games in Tehran revealed a positive and significant relationship ( $r=.73$ ). According to these results there is a positive and significant relationship between the taking corporate social responsibility by the teams and clubs and the improved levels of satisfaction and purchase by the fans. Luo and Bhattacharya (2006) investigated the relationship among corporate social responsibility, customer satisfaction, and market in their study. They concluded that in equal conditions, the customers are more satisfied with the organizations that have

higher participation in social responsibility activities and the organizations with low levels of innovations about social responsibility decrease the customer satisfaction [15]. Swaen and Chumpitaz (2008) evaluated the effects of customer perceptions of corporate social responsibility activities by the organization on their loyalty toward that organization [16]. Du and his colleagues (2007) probed the customer reactions to social responsibility and showed that the positive attitude toward social responsibility of organizations could lead to higher purchase by the customers [17].

Regarding this issue, in their study, Beyrami Igder and his colleagues (2002) showed that there is a positive and significant relationship between satisfaction and exhibiting citizenship behaviors in a group of fans [23]. Also, Chang and his colleagues undertook a study on a group of students doing beach sports. This study revealed a positive and significant relationship between satisfaction and exhibiting the citizenship behaviors components [24]. In general, there is a great agreement among the results obtained by the mentioned studies [15, 14,13,23,24, and17].

As the results of the present study indicated, the organizations should have social responsiveness in addition to taking corporate social responsibility in their relationships and interactions with the environment. The corporate social responsibility is considered as the prerequisite for legal and economic responsibilities and organizations should address corporate social responsibility prior to other types of responsibilities. After fulfilling the social responsibility, the organizations could enter the next stage which is drawing an ethical framework for their activities. In this way, the organizations could undertake activities that lead to the improvement of society and avoid unethical activities. Finally, after taking the social responsibility, the organizations should address social responsiveness according to their abilities and capacities. In this stage, they take steps toward enhancement of society through their practical plans and actions in the mentioned ethical framework. In addition to those having ownership shares in the organization, many other individuals are interested in these organizations and the organization actions and strategies affect the interest of these individuals. Therefore, the organizations should address the rights and interests of the large group of beneficiaries in their organizational policies and actions [25].

The concept of beneficiary is defined as a group of people who affect the organization and its activities in some ways or received some effects. The concept of beneficiary is different for various organizations. One of the beneficiary groups is the team fans who play a significant role in team success as its asset and the eleventh player. According to the results of this study, and other relevant studies, taking the corporate social responsibility and commitments by the club managers could lead to the fans satisfaction which consequently encourages the citizenship behaviors in team fans.

One of the major advantages of enhancing the citizenship behaviors in fans is reducing the club costs because the fans might be more willing to cooperate in clubs responsibilities voluntarily including guiding and organizing the fans for sitting in their seats, reacting to the people not caring about the cleanliness, active help in cleaning the club after the games, cooperating in selling tickets in, and purchasing from the club restaurants and stores which could be a source of income for the club. Another advantage of encouraging the citizenship behaviors is that the fans could provide constructive and positive comments and feedbacks for the managers which can raise their awareness regarding the possible weaknesses and flaws. This could help the club and managers to reduce the expenses for research and development and to take steps for attracting more fans and giving them satisfaction by knowing and fulfilling their needs.

## CONCLUSION

According to the results of this study, the club managers are recommended to acknowledge and follow the legal, economic, philanthropic, and ethical responsibilities in order to gain the advantages of citizenship behaviors in fans through creating a sense of satisfaction in fans. In discussions around the legal responsibility, the managers should act according to the laws and regulation, rather than relationship. And the managers should be well-aware that their actions, appointments, and the club leaders are closely observed by the fans and they react to illegal appointments directly in the seats. Regarding the club economic responsibility, it is worth mentioning that the survival and success of club and managers depend on attracting supportive and strong sponsors and improving the economic condition which could be attained through doing effective marketing by the help of relevant experts, opening chain restaurants and stores, selling the tickets for a season, and demonstrating loyalty toward the club logo. Concerning the philanthropic responsibility, the clubs could include charity games in their plans in different occasions in order to attract fans of various groups. The last social responsibility of club managers is the ethical responsibility and since ethics is among the most important elements in an Islamic country, the club should address the ethical teachings in their activities. The football players and managers are considered as role patterns for the society members and their actions affect and direct their fans. Therefore, the managers are recommended to hold the off-season camp in places that could improve the ethical aspects of the players in addition to their sports skills so that they could play the role of ideal patterns for millions of fans.

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