

## **The Structural Relationship among CSV, Club Identification, Club Emotion, Club Loyalty for Professional Volleyball Club**

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### **Abstract**

*The ultimate goal of CSV activities is to increase consumer loyalty to the company, brand or organization concerned. Thus, for a professional sports club, CSV activities will ultimately aim to enhance the loyalty of spectators who are consumers of the club. Subjects of this study are the spectators of professional volleyball. We distributed 300 survey to people who were aware of the club's CSV activities among the home spectators of Hyundai Capital SkyWalkers. Data processing was performed using SPSS 23 and AMOS 18 for the analysis of confirmed factors, correlation analysis, reliability analysis, and structural equation model analysis. From these results, we were able to come up with the social problem resolution and long-term orientation among the CSV activities of professional volleyball clubs which affect the club identification. And the identification formed within the spectators of the clubs through CSV affects the club loyalty directly or through the medium of club emotion. Professional volleyball clubs need to identify the problems the community has in planning and proceeding with CSV activities and seek strategies to address them together, and approach them from a long-term oriented perspective.*

**Keywords:** *Professional Volleyball Club, CSV, Club Identification, Club Emotion, Club Loyalty*

### **1. Introduction**

Corporate social responsibility has evolved to the point where the enterprise itself is at the center of social responsibility led by CEO, and sets up a strategy and conducts business management activities based on the company's sense of citizenship <sup>[1]</sup>. However, with consumers questioning the purpose or sincerity of these companies' CSR activities, consumers hope companies to carry out genuine CSR activities rather than simply returning some of their economic profits to society, and social contribution activities that pursue only existing social values can make consumers feel hypocrisy about companies <sup>[2]</sup>. To overcome such limitation of social responsibility, Porter & Kramer (2006) proposed CSV(creating shared value) activity <sup>[3]</sup>. The CSV activity is

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a concept presented by Potter & Kramer (2006), which has become an important issue as a strategy for simultaneously pursuing the social value, economic value and cultural value of an enterprise, and can be interpreted as an extended concept of corporate social responsibility. In other words, it means policies or operations that simultaneously improve the economic and social conditions of the communities in which the enterprise belongs as well as creating economic profits, which are aimed at win-win between the goals of maximizing corporate profits and maximizing social benefits based on the notion that corporate competitiveness and the soundness & health of the country and local communities surrounding the enterprise are interdependent <sup>[4][5]</sup>. Instead of engaging in social contribution activities only after achieving the effect of generating corporate profits, CSV refers to a set of corporate policies and management activities that are conducted in a way that improves economic and social conditions, and strengthen the core competitiveness of business, with corporate activities creating social value in itself while pursuing economic profits simultaneously. For the continuation of an enterprise, it is necessary to create a new way of doing business, and it is an indispensable strategy for the enterprise to create shared value in order to cope with this change in the management paradigm and consumer perception <sup>[1]</sup>.

The professional sports club's social responsibility activities also have limitations, so the professional sports club is seeking another strategy rather than relying on existing social responsibility activities. In response to these limitations of social responsibility, it is necessary for professional sports teams to carry out CSV (creating shared value) activities that can be win-win with customers (fans) and associated communities. However, only a few clubs are aware of CSV activities among Korean professional sports clubs, so CSV activities are being conducted by a very few clubs.

The ultimate goal of CSV activities is to increase consumer loyalty to the company, brand or organization concerned. Thus, for a professional sports club, CSV activities will ultimately aim to enhance the loyalty of spectators, who are consumers of the club. A look at the preceding studies related to CSV activities shows that CSV activities and loyalty are related to identification and emotion. Therefore, this study intends to examine the impact of CSV activities of professional sports clubs on the loyalty of spectators with identification and emotion as the medium. The results of the study could provide professional sports clubs with implications for CSV activities, as well as basic data that can be used by them.

## **2. Research hypothesis**

The current study established hypothesis based on theoretical bases from previous literature. The causal relationships among CSV, Club identification, Club emotion and club loyalty were the focus of the study. The following sections discuss the detailed relationship between these concepts, based on the model of the current research.

### **2.1 Relationship between CSV and club identification**

CSV activities by professional sports clubs could have a positive impact on club identification. In relation to this relationship between CSV activities and identification, An & Han (2017) noted that CSV activities of an enterprise have a positive effect on the identification of consumers with the enterprise <sup>[6]</sup>. And Kim & Lim (2019) also said that CSV has a positive effect on identification <sup>[7]</sup>. Through the above preceding research, the following hypothesis was established for the relationship between CSV activities and club identification.

Hypothesis 1. CSV activities will have a significant effect on club identification

**2.2 Relationship between club identification and club emotion**

The higher the identification of spectators with the club, the more positive feelings spectators will form about the club. In this regard, Kim et al (2007) said that identification with a professional baseball team has a positive effect on the feelings toward the team and added that the higher the degree of identification with a team, the higher the experience of positive feelings toward a team <sup>[8]</sup>. And Kim, Kim & Hur (2010) also said that identification with a team has a positive effect on the feelings toward the team <sup>[9]</sup>. Therefore, the following hypothesis was established regarding the relationship between identification with club and feelings toward club.

Hypothesis 2. Club identification will have a significant impact on club emotion.

**2.3 Club identification - club loyalty**

Spectators’ identification with a club will have a positive effect on forming loyalty to the club. This can be verified in the result of a study by Yoon, Han & Kim (2017) that identification formed through CSV affects loyalty <sup>[10]</sup>. For this relationship between identification and loyalty, Lee & Hur (2012) also said identification affects loyalty <sup>[11]</sup>. The following hypothesis was established for the relationship between club identification and club loyalty through the results of the above preceding research.

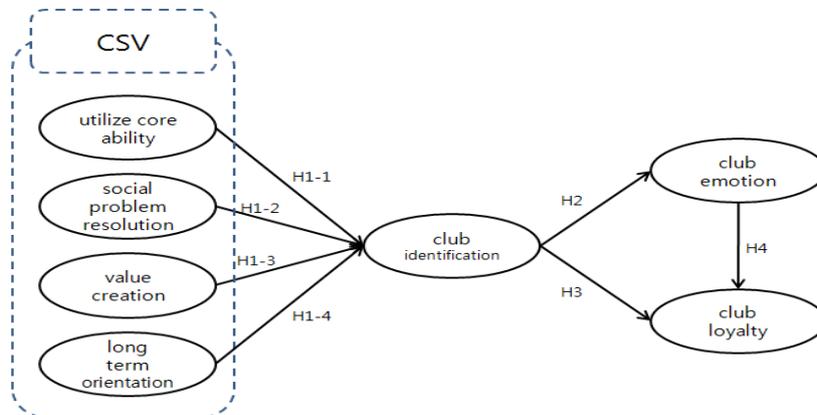
Hypothesis 3. Club identification will have a significant impact on club loyalty.

**2.4 Club emotion - club loyalty**

The more positive feelings spectators have about the club, the more loyalty they will have to the club. Fredrickson (2001) said that when people experience positive feelings, the scope expands in thought, action and relationship building <sup>[12]</sup>. This shows that positive feelings can affect spectators' loyalty to the club. With regard to the relationship of these feelings with identification, Gim, Kim, & Zhuo (2017) said that positive feelings have a positive effect on loyalty <sup>[13]</sup>. This shows that feelings toward a club can affect loyalty to the club. Therefore, the following hypothesis was established:

Hypothesis 4. Club emotion will have a significant impact on club loyalty.

The following figure 1 shows a model built around the hypothesis of this study



**Figure 1. study model**

### 3. Research method

#### 3.1 Research subjects

The subjects of this study are spectators of professional volleyball. A survey was conducted on 300 people who were aware of the club's CSV activities among the home spectators of Hyundai Capital SkyWalkers. Of the collected data, data processing was carried out on 294 responses selected as the final effective samples, excluding 6 responses that looked insincere. Data processing was performed using SPSS 23 and AMOS 18 for the analysis of confirmed factors, correlation analysis, reliability analysis, and structural equation model analysis.

#### 3.2 Research tools

The research tool of this study is questionnaire. To measure all concepts, the questions used in the preceding studies were modified and supplemented to the purpose of this study. In the questionnaire, CSV comprises 19 questions consisting of 4 sub-factors. Club identification consists of 3 questions, and club emotion consist of 6 questions. club loyalty consists of 4 questions

### 4. Results

#### 4.1 Validity and reliability analysis

The confirmatory factory analysis was done for the testing of convergent validity and discriminant validity. The maximum likelihood(ML) method which assumes multivariate normality was used for substantial analysis. The fit of the confirmatory factor analysis was evaluated for the confirmation of the optimal condition of the construct and the variation configuration and the results are shown in Table 1.

Based on the opinion that the fit index in a structural equation model can be judged together with other indexes by a relative index instead of an absolute criteria <sup>[14]</sup>, the fit was verified with the TLI and CFI suggested by Netemeyer, Boles, McKee &McMurrian <sup>[15]</sup> and the  $X^2/df$  value (less than standard 3) and RMSEA proposed by Kim though the  $X^2$  value did not meet the standard <sup>[16]</sup>. The results of TLI=.915, CFI=.926.  $X^2/df=1.468$  and RMSEA=.048 show that the fit was relatively satisfactory. In addition, all the scores of the standardized regression weights (over .5), the value of average variance explained (AVE) and construct reliability (over .7) were more than the standard value showing the satisfactory convergent validity.

**Table 1. Confirmatory factory analysis & reliability**

Factors	S.E.	M.E.	<i>t</i>	C. R	AVE	Cronbach's $\alpha$
utilize core ability	.738	.175	-	.926	.757	.846
	.738	.199	10.044			
	.800	.176	10.876			
	.768	.195	10.456			
social problem resolution	.722	.171	-	.901	.666	.793
	.649	.205	8.410			
	.652	.217	8.447			
	.662	.223	8.571			
	.614	.277	7.971			

	.516	.256	-			
value creation	.585	.219	6.738	.872	.634	.734
	.727	.196	6.200			
	.636	.219	5.864			
long term orientation	.639	.245	-	.888	.665	.759
	.704	.216	8.084			
	.627	.235	7.396			
club identification	.687	.194	7.939	.933	.781	.730
	.768	.105	-			
	.551	.297	7.128			
club emotion	.764	.145	9.564	.910	.670	.765
	.618	.295	-			
	.650	.207	7.410			
	.726	.190	8.019			
club loyalty	.674	.212	7.609	.868	.624	.703
	.679	.204	7.649			
	.568	.207	-			
	.519	.340	6.684			
	.685	.179	6.559			
	.600	.132	6.087			

$\chi^2=519.550(df=354, p=.000)$ ,  $\chi^2/df=1.468$ , TLI=.915, CFI=.926, RMSEA=.048

Fornell & Larcker stated that there is discriminant validity between the two constructs if the value of AVE of each construct is more than the squared value of the correlation coefficient [17]. Therefore, the value of AVE presented in Table 2 was compared with the squared value of the correlation coefficient of each concept in the correlation analysis. As the value of AVE is more than the squared value of the correlation coefficient, the scales used in this study have discriminant validity.

After the verification of convergent validity and discriminant validity, Cronbach's  $\alpha$  testing was conducted for the verification of the reliability of the internal consistency of each factor. As shown in Table 1, the values of Cronbach's  $\alpha$  in all factors are over .7 suggested by Nunnally & Bernstein [18] thus proving the internal consistency of all the factors

**Table 2. correlation analysis**

Factors	1	2	3	4	5	6	7
utilize core ability	1						
social problem resolution	.763***	1					
value creation	.592***	.744***	1				
long term orientation	.794***	.703***	.682***	1			
club identification	.606***	.546***	.495***	.728***	1		
club emotion	.599***	.567***	.599***	.617***	.717***	1	

club loyalty	.628***	.655***	.466***	.662***	.630***	.754***	1
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\*\*\* $p < .001$

#### 4.2 Validity and reliability analysis

To verify the hypotheses established in this study, an SEM analysis was performed using AMOS 18. The results show that Figure 2, Table 3. The results are as follows: First, the sub-factors of CSV, social problem resistance and long term orientation has a positive effect on club identification. Second, club identification has a positive effect on club emotion and club loyalty. Third, club emotion has a positive effect on club loyalty.

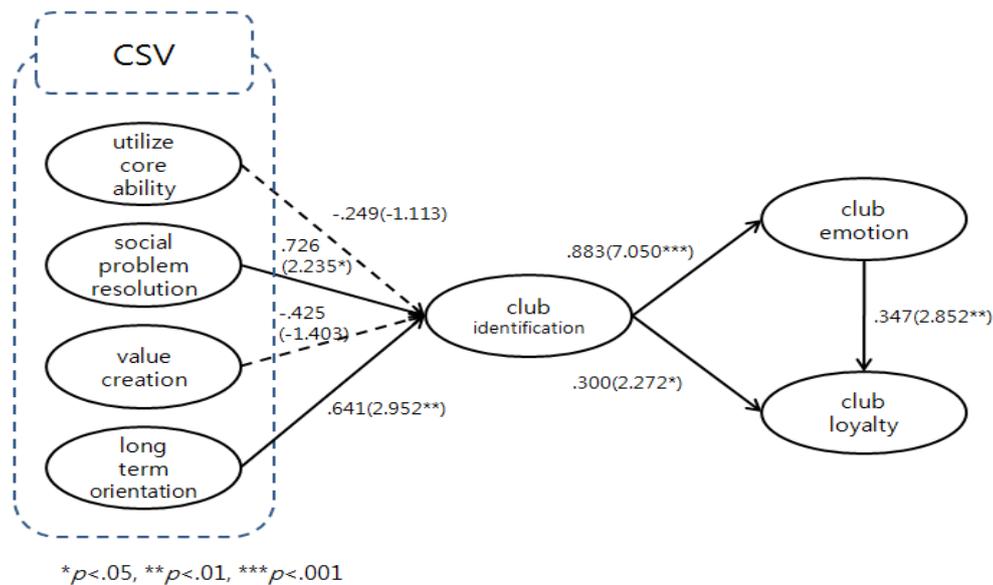


Figure 2. Result model

Table 3. Hypothesis verification result

Hypothesis	Estimate	S.E.	t
H1-1 utilize core ability → club identification	-.249	.224	-1.113
H1-2 social problem resolution → club identification	.726	.325	2.235*
H1-3 value creation → club identification	-.425	.303	-1.403
H1-4 long term orientation → club identification	.641	.217	2.952**
H2 club identification → club emotion	.883	.125	7.050***
H3 club identification → club loyalty	.300	.132	2.272*
H4 club emotion → club loyalty	.347	.122	2.852**

$\chi^2=540.188(df=358, p=.000)$ ,  $\chi^2/df=1.509$ , TLI=.907, CFI=.918, RMSEA=.050

## 5. Conclusion

We came up with these results of this study which showed that the social problem resolution and long-term orientation among the CSV activities of professional volleyball clubs affect the club identification, and the identification formed within the clubs of spectators through CSV affects club loyalty directly or through the

medium of club emotion. Therefore, marketers of professional volleyball clubs need to identify the problems the community has in planning and proceeding with CSV activities and seek strategies to address them together, and approach them from a long-term oriented perspective. Especially since members of the local community are current and potential spectators, clubs should try to identify and solve the difficulties they face. And they should try to actively promote these efforts through various promotional strategies so that they can be known to community members. For this, we suggest that it is very important to inform what the clubs are conducting to the local community members and the visitors of CVS activities through SNS.

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