

Corporate Social Responsibility in Professional Team Sports Organizations: An Integrative Review

Stefan Walzel

German Sport University Cologne

Jonathan Robertson

Deakin University

Christos Anagnostopoulos

Molde University College

Professional team sports organizations (PTSOs) are highly influential in our society. They can both positively and negatively shape the public discourse around responsible norms of behavior. The purpose of this article is to describe and critically review the literature on PTSOs' corporate social responsibility (CSR) to develop a comprehensive understanding of current and future research directions in the field. Our analysis reviewed articles on CSR within PTSOs and identified publication year; geographical dispersion; journal type; sports contexts; social issues investigated; research approaches and methods; and how CSR was conceptualized, defined, and theoretically supported. The findings indicate that CSR within PTSOs has primarily been investigated in community programs, using qualitative research methods and pragmatically conceptualizing CSR on the basis of return on investments to the organization in European and North American contexts. Our discussion provides a critical review of the literature before outlining avenues for future research and practice.

Keywords: CSR, community, governance, philanthropy, sustainability

Over the last four decades, the notion of corporate social responsibility (CSR) has attracted considerable interest in both scholarship and practice (Aguinis & Glavas, 2012). In the field of sports, the application of socially responsible programs has gained momentum over the past decade or so, while scholarly research activity on CSR is also gathering pace (Breitbarth, Walzel, Anagnostopoulos, & van Eekeren, 2015; Paramio-Salcines, Babiak, & Walters, 2013). This increased interest in CSR engagement has manifested both by (or in) and through sports (Kent, 2016). Indeed, CSR by sports has been an ongoing matter for sports managers and researchers, revolving around economic, legal, social, and ethical issues sports organizations should constantly address and strategically incorporate in their business activities. Notwithstanding the importance of economic viability and legitimacy from various legal and ethical stakeholders in the wake of scandals, the very social nature of sports organizations ordains social initiatives and outreach programs (Anagnostopoulos & Kolyperas, 2016). Moreover, sports have a strong socially responsible, community-embedded nature that has grown in importance within and outside the sporting sphere (Trendafilova, Ziakas, & Sparvero, 2017). This may explain the ever increasing number of corporations that see sports organizations, events, or athletes as

appropriate vehicles (CSR through sport) to achieve their own social and commercial ends (Bason & Anagnostopoulos, 2015; Smith & Westerbeek, 2007).

Within the particular context of professional team sports organizations (PTSOs), the literature on CSR has started to generate a rich body of knowledge on a broad range of issues. These include: (a) the strategic implementation of CSR (Breitbarth, Hovemann, & Walzel, 2011; Heinze, Soderstrom, & Zdroik, 2014), (b) the financial benefits (or otherwise) derived from implementing CSR (Inoue, Kent, & Lee, 2011), (c) the charitable foundation governance model of delivering CSR (Bingham & Walters, 2013; Kolyperas, Anagnostopoulos, Chadwick, & Sparks, 2016), (d) different forms of CSR engagement, such as environmental sustainability (Inoue & Kent, 2012a, 2012b; Trendafilova, Babiak, & Heinze, 2013) and community development (Trendafilova et al., 2017), and (e) perceptions and attitudes of key stakeholders, such as consumers (Blumrodt, Bryson, & Flanagan, 2012), as well as CSR program beneficiaries and partners (Kihl, Babiak, & Tainsky, 2014; Walker, Hills, & Heere, 2017).

Despite the invaluable empirical insights that these indicative studies have offered, the literature on PTSOs vis-à-vis CSR seems to be theoretically diverse, conceptually varied, and deeply scattered between different CSR-related features and manifestations. Although none of these assumptions should be read as unwelcomed, let alone problematic, there have been no attempts to synthesize this body of work. Given the growth of the topic in the last decade or so, it is now timely to review the extant literature and offer the first broad-ranging review on CSR in the context of PTSOs. Therefore, this study provides an integrative review of the

Walzel is with the Institut für Sportökonomie und Sportmanagement, German Sport University Cologne, Köln, Germany. Robertson is with Deakin Business School, Faculty of Business & Law, Deakin University, Geelong, Australia. Anagnostopoulos is with Molde University College, Molde, Norway. Address author correspondence to Christos Anagnostopoulos at christos.anagnostopoulos@himolde.no.

published literature on CSR in PTSOs to identify what might be priorities for future research and best practices in the organizational context under examination.

CSR: Conceptual Development

Although it is axiomatic that we do not define a given CSR construct in this type of integrative review, it is necessary to describe the conceptual development of CSR in general and PTSOs in particular. At its most expansive, CSR is one of several concepts that help us to understand the perceived obligations of businesses to society (Carroll, 1999). Thematically, CSR is located at the disciplinary intersection of sociology and management and thus is simultaneously concerned with the study of critical societal problems by practical managerial processes and outcomes (Whetten, Rands, & Godfrey, 2002). Schwartz and Carroll (2008) synthesized preeminent frameworks within the field of business and society scholarship and found that CSR, as part of the broader business-society field of study, was underpinned by three core concepts: the outcome of value (i.e., creating goods and services of worth for society); the process of balance (i.e., suitably meeting stakeholder needs); and the principle of accountability (i.e., a concern for the organizations impact on society).

Reviews of the CSR concept in general management identified more conceptual (53%) than empirical (47%) papers over the last 40 years, with a particular focus on the institutional and organizational levels of analysis (Aguinis & Glavas, 2012). One of the most widely utilized conceptualizations is Carroll's (1979) framework of corporate social performance, which states that a business considers the economic, legal, ethical, and discretionary responsibilities it has to a range of social issues and when to address them. Wood (1991) offers a more expansive model which introduces the need to consider the principles of CSR at the institutional, organizational, and individual level of analysis; the processes of managing social issues within, and external to, an organization; and the outcomes from socially responsible actions (i.e., impacts, programs, and policies). Further meta-analyses have reviewed the link between social and financial performance, finding a small positive relationship (Margolis & Walsh, 2003; Orlitzky, Schmidt, & Reynes, 2003), despite these results not finding support within the growing literature on CSR in the context of PTSOs (Inoue et al., 2011). Based on the proposition that social performance can influence, or even improve financial performance, a significant area of research has developed that considers the business case for CSR (McWilliams & Siegel, 2001) and subsequent strategies to produce win-win scenarios for the firm and society (Porter & Kramer, 2006).

The nature of CSR in practice is contingent on the context that an organization operates within (Beschorner & Hajduk, 2017; Campbell, 2007). Godfrey, Hatch, and Hansen (2010) found that organizations in one industrial sector (e.g., mining) implemented CSR differently to organizations in another (e.g., financial services). In practical terms, the Global Reporting Initiative (2014a) offers sector-specific guidance to account for variations between organizations in different sectors. For example, in the major events sector, organizations are distinctively responsible for hard and soft event legacies, while freedom of expression is an important area of social responsibility distinctive to the media sector (Global Reporting Initiative, 2014b). In the sporting context, Walker and Parent (2010) identified that PTSOs discharge their CSR practices differently to leagues and international companies/governing bodies. Consequently, the scope of this review is

delimited to PTSOs in order not to conflate heterogeneous CSR practices across the sport industry, and by doing so provide a more coherent review of CSR within a single organizational context.

Paradoxically, while we have argued that it is axiomatic that we do not define the CSR construct, to develop an integrative review requires a form of a priori criteria from which to categorize phenomena for the reader. Two existing frameworks were adopted for this purpose: (a) the most widely utilized practical measure of responsibility and sustainability in organizations globally (Global Reporting Initiative, 2014a) and (b) a more critical abstraction of differential approaches to conceptualizing CSR (Windsor, 2006). The former provides a basis from which to categorize social action in organizations, while the latter establishes criteria to categorize varying approaches to the phenomenon of study, CSR. We do not make claims regarding the relative propriety of these frameworks in comparison with others available, but instead, we look to these works as appropriate tools to adopt to frame our integrative review for the reader.

It is beyond the scope of this study to either trace the conceptual evolutionary path of CSR or to list all definitions of CSR in management literature (for this, see Carroll, 1999). Such an exercise would be of questionable worth, given that the intention of this review is not to position itself in any particular conceptual, theoretical, or definitional box. This skepticism regarding adopting such an approach (making a definition of, or theoretical stance about CSR the starting point for the study) is based upon the scope and nature of this study. Rather, our intention is to delineate how CSR is interpreted by the scholarly community that has examined the concept in the context of PTSOs.

Method

The purpose of this research is to describe and critically review the current literature on CSR in the context of PTSOs. To do so, Whittemore and Knaff's (2005) five-step process for managing an integrative review was adopted. The process consists of problem identification, literature search, data evaluation, data analysis, and presentation. Recently, this process has been applied in the related field of sports for development research (Schulenkorf, Sherry, & Rowe, 2016). The problem identification stage identifies the variables of interest (i.e., social responsibility in PTSOs) and general scope of the review (i.e., peer-reviewed academic journals) as well as the general purpose of the research that framed the introduction section. Here, the literature search, data evaluation, and data analysis stages are outlined. Finally, the discussion section presents the findings of the integrative review.

The literature search stage establishes clearly defined search criteria, strategies, and processes essential for developing a rigorous integrative review. Comprehensive reviews contain multiple strategies to identify literature from a variety of sources. Two databases (EBSCO Host and SCOPUS) were searched using the inclusive search terms "social* respons*" AND "sport*," enabling semantic variations to be captured in the initial search (such as responsibility, responsibilities, and responsible). The literature search included all papers that met the search criteria to November 2017. To further delimit our search, we applied additional constraints of English language and only peer-reviewed academic journal articles. Any duplicates were removed. Following the consideration of language, article type, and the removal of duplicates, the initial item list was reduced from 548 (EBSCO Host: 224, SCOPUS: 324) to 458.

Then, the research team iteratively moved between the data evaluation and literature search stages to ensure that a relevant, inclusive review was conducted. Unlike systematic or meta-analyses, the data evaluation stage within integrative reviews is not reliant on a single methodological feature or construct, allowing both empirical and conceptual papers to be included (Whittemore & Knafl, 2005). Consequently, given the diversity of data sources and types, quality judgments were made on the basis of the journal possessing a double-blind peer review process and meeting the specified search criteria.

Boundary-spanning issues inevitably arise when attempting an integrative review of a concept such as CSR that has been described as “vague and ambiguous, both in theory and in practice” (Coelho, McClure, & Spry, 2003, p. 15). Consequently, it is important to outline some of the assumptions and areas of judgment the research group used to determine the inclusion and exclusion of appropriate articles for this review. Table 1 provides an overview of the inclusion and exclusion criteria used during the literature search stage. First, to delimit the scope of this review, only articles that were explicitly described as addressing CSR in PTSOs were included. This pragmatic decision excluded articles in which the authors of manuscripts did not explicitly identify the phenomenon of study as related to the concept of social responsibility, despite arguably investigating a phenomenon considered as a component of the broader CSR concept. For example, articles on player health and well-being in regards to concussion fall under responsible labor practices (e.g., Benson, 2017). However, these articles were excluded when not directly related to, or described in terms of, CSR. The result of this decision limited the set of included papers to only those that explicitly articulated the phenomenon of study in social responsibility language.

Professional team sports organizations were selected as a class of organizations for investigation on the basis that they are (a) highly socially relevant (i.e., embedded in communities, highly visible etc. [Smith & Stewart, 2010; Smith & Westerbeek, 2007]); (b) likely to possess distinctive characteristics of social responsibility that are context specific (Beschoner & Hajduk, 2017; Campbell, 2007; Godfrey et al., 2010); and (c) the social responsibility phenomenon of study occurred within, or under the control of a PTSO (e.g., a PTSO-funded foundation, community engagement, or environmental initiative, stakeholder perceptions of organizational actions such as fans or consumers) and not a third-party organization (e.g., a sponsor, facility, or event). To construct an analysis that was valuable for both practitioners and academics, we chose to focus on literature within a limited identifiable group of

organizations (i.e., PTSOs) rather than dilute our findings by conflating multiple types of CSR practices into a single review.

The specific focus on PTSOs meant a variety of related sport organizations were excluded from the analysis, including leagues (e.g., the National Football League), major events (e.g., the Super Bowl), and sport facilities (e.g., Lambeau Field). United States college sport was excluded on the basis that it is by definition an amateur pursuit, athletes are not paid, and the teams are not an identifiable organization in and of themselves, but more often a part of a larger university whole. Manuscripts on cause-related marketing and fan perceptions of CSR activities were included in cases in which ownership of the activity was held by the PTSO, rather than by a third party (such as an external sponsor). Finally, the search revealed a number of articles linked to sports for development, education, public health, participation, and on field performance issues. When the focus of the manuscript was not clearly on PTSOs and CSR, these articles were excluded.

Based on the above criteria outlined in Table 1, the authors independently reviewed the sample of 458 articles. Any conflicts were discussed and resolved, based on these criteria. The result of this process was a total of 62 peer-reviewed academic journal articles that referred to PTSO- and CSR-related concepts. Following this data-evaluation stage and in line with recent reviews in sport management (e.g., Filo, Lock, & Karg, 2015), a purposeful search of sport management journals was conducted. This search was based on Shilbury’s (2011) selection of seven journals that were influential to the development of the field over the past three decades: *Journal of Sport Management*, *Sport Management Review*, *European Sport Management Quarterly*, *Sport Marketing Quarterly*, *International Journal of Sport Marketing and Sponsorship*, *International Journal of Sport Management and Marketing*, and *International Journal of Sport Management*. The purposeful search was restricted to articles from January 2006 to November 2017, and revealed 756 articles. Following the same procedure as in the first evaluation stage, three additional publications that met the search criteria were identified (see Appendix I).

In line with the above stages, the third evaluation stage in the literature search process ensured that the inclusiveness of the integrative review was maximized. This process involved an ancestry search of the citation lists in the 65 journal articles identified to that point in the review. A further 1,158 publications were identified. The data evaluation process was repeated, and after removing duplicates and previously included papers, four additional articles were added. This took the final number of articles included in the review to 69 articles (62 from the database search,

Table 1 Inclusion/Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
<p>Articles were <i>included</i> in the review if they focused on one or more of the following areas:</p> <ul style="list-style-type: none"> • Social responsibility within the organizational context of a PTSO. • These could include but were not limited to: <ul style="list-style-type: none"> ○ charitable foundations ○ community development ○ environmental initiatives ○ team-owned facilities ○ philanthropy <p>Stakeholder perceptions of PTSO social responsibility activities (e.g., fans, consumers)</p>	<p>Articles were <i>excluded</i> from the review if they were focused on one or more of the following areas:</p> <ul style="list-style-type: none"> • Organizational contexts outside PTSOs, including: <ul style="list-style-type: none"> ○ sports events, leagues or stadia, college sports, individual sports, sporting goods manufacturers, etc. • Did not explicitly refer to social responsibility, but focused primarily on related concepts, including: <ul style="list-style-type: none"> ○ sport-for-development ○ physical education of pedagogy ○ conceptual papers in sport, but not linked to PTSOs ○ public health, play, on-field performance, etc.

Note. PTSOs = professional team sports organizations.

three from the purposeful search, and four from the ancestry search). The moderate proportion of manuscripts identified as meeting the search criteria in the initial database search (62 manuscripts out of 458, approximately 14% conversion) compared with the relative to the low proportion for the purposive and ancestry searches (seven manuscripts out of 1914, approximately 0.4% conversion), gave the researchers confidence that they had reached saturation within the available extant literature.

The data analysis stage was framed around a review of content-related (management-focused) CSR reviews (Aguinis & Glavas, 2012; Margolis & Walsh, 2003; Orlitzky et al., 2003) and contemporary systematic, meta, and integrative reviews within the sport management field (Abeza, O'Reilly, Séguin, & Nzindukiyimana, 2015; Filo et al., 2015; Schulenkorf et al., 2016). Categories were developed based on the respective articles' descriptive meta-data (year, journal name, and type) and thematic categories (conceptualization of CSR [Windsor, 2006], definition, theoretical support, data collection [Denzin & Lincoln, 2000], data analysis, and social issues [Global Reporting Initiative, 2014a]) to help analyze the selected articles. To develop the database, each member of the research team was responsible for a third of the initial data analysis across all variables. Subsequent to this process, each variable was individually coded in its entirety by a single member of the research team to ensure internal consistency. A second team member cross-checked the initial coding and where disagreement arose all three team members collectively discussed the item and paper to resolve any outstanding issues. The resulting findings from the analysis of this database are presented latter.

Findings: Descriptive Analysis

The findings were split into two parts. The first part descriptively answers questions of when (years), where (journal type and location of research), what (type of sports context and social responsibility issues studied), and how (methods and data collection) research was completed on CSR and PTSOs. The second part delves more deeply into how the field constructed knowledge about CSR in PTSOs by investigating the manner in which the papers conceptualized CSR, how CSR was defined, and the theories used to underpin the research.

When and Where was CSR Research on PTSOs Published?

In analyzing the year of publication, we found that the number of published papers increased over the past decade, starting from one paper in 2008 to 11 in 2017, with an average of nearly seven publications per year (see Figure 1).

The majority of articles were published in sport management journals (45%), followed by journals on general management (26%), sports science (17%), and other topics (12%) such as *Voluntas* and the *Indian Journal of Science and Technology* (Figure 2). In looking at the sport management journals in more depth, eight of 31 articles were from the *Journal of Sport Management*, which had a special issue devoted to the matter in 2009. Five articles were published in the *Sport Management Review*, and another four were in the *European Sport Management Quarterly*. The remaining papers were published in the *International Journal of Sport Management and Marketing* ($n = 3$; which also devoted a special issue to CSR in 2011), *Sport Marketing Quarterly* ($n = 3$), *Sport, Business and Management* ($n = 3$), and the remaining five articles were published in various other sport management journals. In addition, 18 papers in this area were found in 14 management journals (such as *Journal of Consumer Marketing* and *Journal of Management & Organization*).

The dataset was analyzed to identify the geographic scope of CSR research in PTSOs. Articles predominately came from North American and European countries (77%). The majority of the research papers came from Europe ($n = 30$). Looking closer at European countries, most research was conducted in the United Kingdom ($n = 13$), followed by Spain ($n = 4$), Turkey ($n = 3$), France ($n = 2$), Germany ($n = 2$), and Greece ($n = 1$). Five studies examined CSR in PTSOs across two or more European countries (Breitbarth et al., 2011; Hovemann, Breitbarth, & Walzel, 2011; Kolyperas & Sparks, 2011; Paramio-Salcines & Kitchin, 2013; Schyvinck & Willem, 2018), but no research in Scandinavian or Eastern European countries was found. One-third of articles ($n = 23$) in our sample were published in North America. This research primarily occurred in the United States ($n = 17$), or in major sport leagues that have teams in both the United States and Canada ($n = 6$). There were no articles that only focused on CSR in Canadian PTSOs. Thirteen articles each had research originating in

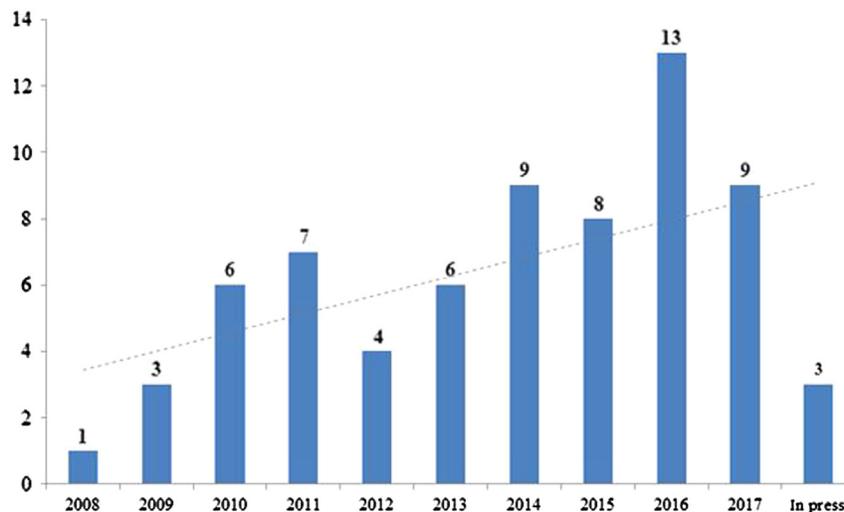


Figure 1 — Year of publication by number of articles.

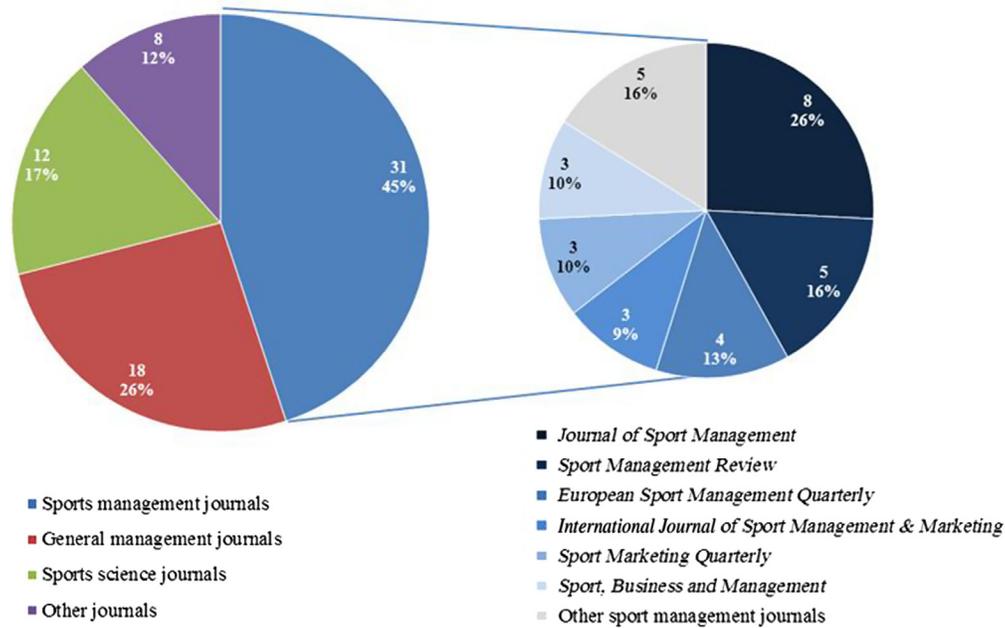


Figure 2 — Where CSR research on PTSO has been published. CSR = corporate social responsibility; PTSO = professional team sports organization.

either Oceania ($n = 7$) or Asia ($n = 6$). There was one study from South America, but none from Africa. Breitbarth and Harris (2008) as well as Cobourn and Frawley (2017) were the only two articles with an intercontinental research scope.

What was Researched?

Soccer was by far and away the most investigated single sports context for CSR research in PTSOs ($n = 28$), followed by basketball ($n = 6$), baseball ($n = 5$), Australian football ($n = 4$), American football ($n = 2$), and ice hockey ($n = 1$). Eight articles did not focus on one particular sports context, and 15 publications conducted CSR research in more than one sport.

Based on the Global Reporting Initiative’s (2014a) categorization of social issues, community development and community programs ($n = 40$) accounted for more than half of the social issue contexts in CSR-PTSO-related studies. Subsequent contexts for research included environmental initiatives ($n = 7$), labor practices ($n = 5$), human rights ($n = 4$), economic ($n = 3$), and one governance-specific paper. An additional category included nine studies focused on conceptual or theoretical advancement, rather than primarily on a social issue (Figure 3).

How was Research Conducted on CSR in PTSOs?

Tables 2 and 3, respectively, show the proportion of research approaches (or types) and data collection methods (or techniques) employed by empirical studies in the CSR-PTSO literature. To position each study, we drew on Denzin and Lincoln’s (2000) distinction between quantitative and qualitative types of research. As such, studies were placed under the qualitative approach when emphasizing processes and meanings that were not rigorously examined or measured (if at all) in terms of quantity, amount, intensity, or frequency. In contrast, quantitative-oriented studies emphasized measuring and analyzing the causal relationship between variables, rather than processes. With this distinction in

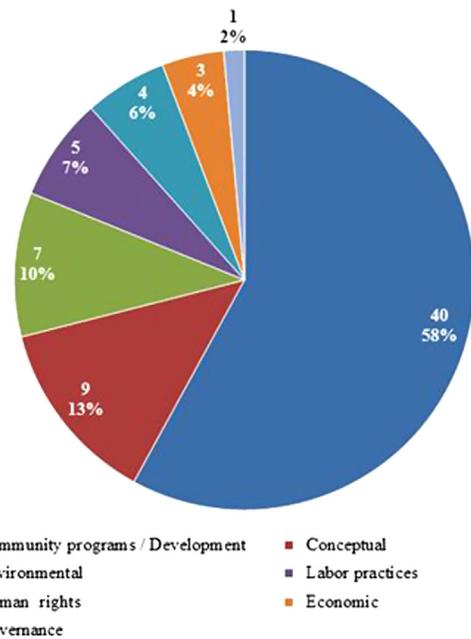


Figure 3 — Social issues addressed in the studies based on the categories of the Global Reporting Initiative (2014a).

mind, Table 2 reports that the qualitative approach ($n = 37$) was the most popular approach found in the dataset, followed by the quantitative approach ($n = 20$). Given that the majority of work on CSR in the context of PTSOs has appeared in the past decade, one could assume that authors opted more for a qualitative approach to describe how the CSR notion unfolds in various national contexts and team sports settings. However, it is interesting to note that the use of quantitative approaches is increasing. (There were more studies of this type in 2016 than qualitative ones.)

Table 2 Research Approaches in CSR and PTSOs Scholarship

Approach	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	In press ^a	Total
Qualitative	1	2	4	5	-	4	7	4	5	3	2	(37) 54%
	Breitbarth and Harris	Babiak and Wolfe; Walters	Hamil and Walker; Parent; Walker et al.; Walters and Tacon	Breitbarth et al.; Hamil and Morrow; Kolyperas and Sparks; Athanasopoulou et al.; Hovemman et al.	-	Anagnostopoulos and Shilbury; Paramio-Salcines and Kitchin; Trendafilova and Babiak; Trendafilova et al.	Anagnostopoulos et al.; Heinze et al.; Douvis et al.; Kellison and Kihl et al. (a); Reiche; Walters and Panton	Banda and Gultresa; Douvis et al.; Manoli; Kolyperas et al.	Banda and Choi; Çoknaz et al.; Hull and Kolyperas et al.; Paramio-Salcines et al.	Anagnostopoulos et al.; Cobourn and Frawley; de-San-Eugenio et al.	López Frías; Schyvinck and Willem	
Quantitative	-	-	1	1	3	-	1	3	7	4	-	(20) 29%
			Lacey and Kennett-Hensel	Inoue et al.	Blumrodt et al.; Inoue and Kent(a); Inoue and Kent(b)		Kihl et al. (b)	Kim et al.; Zhang and Sunijlal; Lacey et al.	Chang et al.; Kulezycki and Koenigstorfer; Kennett-Hensel; Nyadzayo et al.; and Rivera-Camino; Plewa et al.	Chang et al.; Inoue et al.; Jarvis et al.; Yi et al.		
Mixed approach	-	1	1	1	1	2	1	-	-	1	-	(8) 11%
		Walker and Kent	Sheth and Babiak	Babiak and Trendafilova	Alonso and O'Shea	Blumrodt et al.; Bingham and Walters	Sparvero and Kent			Walker et al.		
Conceptual/ Essay	-	-	-	-	-	-	-	1	1	1	1	(4) 6%
								Bouchet et al.	Mazanov	Trendafilova et al.	McNealy	
Total	1	3	6	7	4	6	9	8	13	9	3	(69) 100%

Note. CSR=corporate social responsibility; PTSOs = professional team sports organizations.

^aPublication "2018" is only to November 2017 'online first' or/and 'In Press'.

Table 3 Proportions of Data Collection Methods

Data Collection Methods	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	In press ^a	Total
Mixed methods	-	3	2	5	2	4	4	2	2	2	-	(26) 38%
		Babiak and Wolfe; Walker and Kent; Walters	Sheth and Babiak; Walters	Athanasopoulou et al.; Babiak and Trendafilova; Breitbarth et al.; Hamil and Morrow; Hovenman et al.	Alonso and O'Shea; Blumrodt et al.	Bingham and Walters; Blumrodt et al.; Paramio-Salcines and Kitchin; Trendafilova et al.	Anagnostopoulos et al.; Heinze et al.; Kihl et al.(a); Kihl et al.(b)	Banda and Gultresa; Kolyperas et al.	Çoknaz et al.; Paramio-Salcines et al.	de-San-Eugenio et al.; Walker et al.		
Interviews	-	-	-	-	-	2	3	2	2	2	1	(12) 18%
						Anagnostopoulos and Shilbury; Trendafilova and Babiak	Douvis et al.; Kellison and Kim; Walters and Panton	Douvis et al.; Manoli	Choi; Kolyperas et al.	Anagnostopoulos et al.; Cobourm and Frawley	Schyvinek and Willem	
Questionnaire/Survey	-	-	1	-	2	-	-	3	7	4	-	(17) 24%
			Lacey and Kennett-Hensel		Inoue and Kent (a); Inoue and Kent (b)			Kim et al.; Lacey et al.; Zhang and Sunujlal	Chang et al.; Kulczycki and Koenigstorfer; Lacey and Kennett-Hensel; Nyadzayo et al.; Salguero and Riverac Camino; Plewa et al.	Chang et al.; Inoue et al.; Jarvis et al.; Yi et al.		
Observations	-	-	-	-	-	-	-	-	-	-	-	(0) 0%
Focus groups	-	-	-	-	-	-	-	-	-	-	-	(0) 0%
Content analysis of secondary data	1	-	2	2	-	-	2	-	1	-	1	(9) 13%
	Breitbarth and Harris		Walker and Parent; Walker et al.	Inoue et al.; Kolyperas and Sparks		Reiche; Sparvero and Kent			Hull and Kim		López Frias	
Literature search and review	-	-	1	-	-	-	-	1	1	1	1	(5) 7%
			Hamil et al.			Bouchet et al.		Mazanov et al.	Trendafilova et al.	McNealy		
Total	1	3	6	7	4	6	9	8	13	9	3	(69) 100%

Note. ^aPublication "2018" is only to November 2017 'online first' or/and 'In Press'.

A possible explanation of this indicative shift rests in the effort to move beyond the perception of PTSOs' personnel regarding the benefits of their teams using a CSR-oriented mindset and philosophy, toward offering evidence that is more concrete on elements associated with the business side of PTSOs. Mixed approaches and conceptual and/or essay studies did not attract much interest of scholars within the sport management community ($n = 8$ and $n = 4$, respectively).

Mixed methods were the most commonly reported ($n = 26$) data collection technique (see Table 3). The combination of interviews and document/website analyses from a qualitative approach mainly explained the emphasis on this method. However, the vast majority of the sampled studies did not explicitly report details of how documents/websites were analyzed, so this technique was used to supplement (as opposed to complement) the use of interviews. The relative low number of articles that used survey as a data collection method ($n = 17$) reflects the number of quantitative-based research approaches. Any discrepancy between the two is explained by the fact that research approaches include quantitative approaches to content analysis of secondary data. Interviews alone ($n = 12$) have been a relatively popular technique, but interestingly, there have been no studies employing only focus groups or observations for data collection. Only a few studies ($n = 5$) examined the CSR–PTSO topic by drawing on the existing literature alone.

How has Knowledge on CSR in PTSOs Been Developed?

This research analyzed how knowledge was produced in three thematic areas: conceptual, definitional, and theoretical. These analyses collectively provide an overview of how CSR research has dealt with an inherently broad topic.

Building on Orlitzky, Siegel, and Waldman's (2011) research that found economists, social scientists, and management scholars differentially assessed the relationship between a firm's financial and social performance, this section seeks to classify how CSR has been conceptualized within the context of PTSOs. To do so, Windsor's (2006) four conceptual approaches to CSR were adopted, including economic responsibility, instrumental citizenship, ideal citizenship, and ethical responsibility (Figure 4). The findings indicate that the predominate conceptual grouping, or school of thought, regarding CSR in PTSTO research has occurred

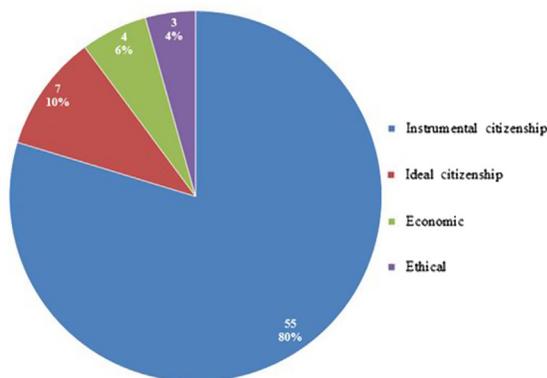


Figure 4 — Classification of approaches to CSR research based on Windsor (2006). CSR indicates corporate social responsibility.

by what Windsor (2006) terms instrumental citizenship, or the expansion of “philanthropy as a strategic lever for increasing corporate reputation and market opportunities while retaining managerial discretion” (p. 93). Four in five papers ($n = 55$) adopted the instrumental citizenship perspective that conceptualizes CSR in functional terms as a mean to achieve organizational ends. Seven papers focused on issues of ideal citizenship (e.g., voluntary managerial action concerned with the human rights of stakeholders). These studies tended to focus on the voluntary actions of organizations to cater for people with a disability (e.g., Paramio-Salcines & Kitchin, 2013); community rather than organizational value generation (e.g., Trendafilova et al., 2017; Walker et al., 2017); peace and diplomacy (e.g., de-San-Eugenio, Ginesta, & Xifra, 2017); or human rights in player development pathways (e.g., Bouchet, Troilo, & Spaniel, 2015). A minority of papers ($n = 4$) investigated economic responsibilities linked to CSR (e.g., focusing on wealth creation). These studies explicitly examined the link between CSR and financial performance (Inoue et al., 2011), the value of brand equity changes linked to CSR (Blumrodt et al., 2012), or the financial performance/sustainability of non-profit sports organizations (Bingham & Walters, 2013). The least-represented approach was ethical conceptual approaches that “advocate strong corporate self-restraint and altruism duties and expansive public policy strengthening stakeholder rights” (Windsor, 2006, p. 93). Only three papers referred to ethical approaches to CSR: Mazanov's (2016) harm-minimization approach to drug control in elite sports, López Frías' (2018) critique of the lack of moral responsibility demonstrated by team owners in soccer transfers, and McNealy's (2018) study on the use of disparaging trademarks in PTSTO communications.

Definitions were identified as sentences that either directly defined CSR or paraphrased a central definition in the authors' own words. Overlapping definitions by a single individual or group of individuals were collated when a researcher or group of researchers developed their definitions iteratively over time (e.g., European Commission). Despite multiple rounds of rechecking, the most significant finding was that about one-third of studies did not clearly define CSR ($n = 21$). Instrumental definitions of CSR were prevalent in 20 papers that either focused on neoliberal approaches to CSR within the marketplace ($n = 10$; McWilliams & Siegel, 2001; McWilliams, Siegel, & Wright, 2006) or the cocreation of social and organizational value from strategic CSR opportunities ($n = 10$; Porter & Kramer, 2002, 2006). Integrative theories were also prevalent, including Carroll's (1979) definition of CSR in terms of economic, legal, ethical, and discretionary responsibilities ($n = 7$); and the European Commission's (2001, 2011) continuing refinement of its broad, inclusive definition of socially responsible organizational behavior ($n = 6$). Mohr, Webb, and Harris' (2001) definition toward maximizing the long-term benefit to society from an organization was also prevalent ($n = 4$). Eleven definitions were only identified once throughout the analysis.

Our review identified 15 theories that were explicitly referenced in 30 (44%) of the 69 articles examined in our dataset. The remaining 39 articles (56%) were not explicitly framed around any theoretical approach, but rather draw on various conceptual models (predominantly Carroll's [1979] three-dimensional model of corporate social performance) to position themselves. As Table 4 shows, stakeholder theory ($n = 9$) is by far the most used theoretical approach in the examined dataset. Institutional theory was used in five studies, as it has also been part of the two multitheory-informed studies (Anagnostopoulos & Shilbury, 2013; Babiak & Wolfe, 2009).

Table 4 References to Theories

Theoretical Approach	No. of Studies (%) ^b	Studies in Which the Theories Applied
Unspecified explicit theoretical approach ^a	39 (56%)	Anagnostopoulos et al. (2014, 2017); Athanasopoulou et al. (2011); Blumrodt et al. (2012); Breitbarth et al. (2011); Chang et al. (2017); Choi (2016); Cobourn and Frawley (2017); Çoknaz et al. (2016); de-San-Eugenio et al. (2017); Douvis et al. (2014); Douvis et al. (2015); Hamil et al. (2010); Heinze et al. (2014); Hovemann et al. (2011); Hull and Kim (2016); Inoue et al. (2017); Inoue and Kent (2012b); Kellison and Kim (2014); Kim et al. (2016); Kim et al. (2015); Kolyperas et al. (2015); Kolyperas and Sparks (2011); Lacey and Kennett-Hensel (2010); López Frías (2018); Manoli (2015); McNealy (2018); Paramio-Salcines et al. (2016); Reach (2014); Salguero and Rivera-Camino (2016); Sheth and Babiak (2010); Sparvero and Kent (2014); Trendafilova and Babiak (2013); Trendafilova et al. (2017); Walker et al. (2017); Walker and Kent (2009); Walker and Parent (2010); Walters (2009); Walters and Panton (2014)
Stakeholder theory	9 (14%)	Banda and Gultresa (2015); Blumrodt et al. (2013); Breitbarth and Harris (2008); Hamil and Morrow (2011); Inoue et al. (2011); Mazanov (2016); Schyvinck and Willem (2018); Walker et al. (2010); Walters and Tacon (2010)
Institutional theory	3 (4%)	Babiak and Trendafilova (2011); Paramio-Salcines and Kitchin (2013); Trendafilova et al. (2013)
Attribution theory	3 (4%)	Kulczycki and Koenigstorfer (2016); Plewa et al. (2016); Zhang and Surujlal (2015)
Multitheoretical	2 (2%)	Anagnostopoulos and Shilbury (2013); Babiak and Wolfe (2009)
Program evaluation theory	2 (2%)	Kihl et al. (2014)
Social identity theory	2 (2%)	Chang et al. (2016); Yi et al. (2017)
Resource dependency theory	1 (1.5%)	Bingham and Walters (2013)
Game theory	1 (1.5%)	Bouchet et al. (2015)
Motivator hygiene theory	1 (1.5%)	Lacey et al. (2015)
Internalization theory	1 (1.5%)	Inoue and Kent (2012a)
Consumer culture theory	1 (1.5%)	Kolyperas et al. (2016)
Social exchange theory	1 (1.5%)	Nyadzayo et al. (2016)
Utility theory	1 (1.5%)	Jarvis et al. (2017)
Social anchor theory	1 (1.5%)	Alonso and O'Shea (2012)
Expectation confirmation theory	1 (1.5%)	Lacey and Kennett-Hensel (2016)

Note. CSR = corporate social responsibility.

^aAs elaborated further (see "Discussion" section), many of these authors draw on various conceptual models (e.g., Carroll's pyramid of CSR) to theoretically frame their studies. ^bPercentages have been rounded off to whole numbers and therefore do not add up to hundred percentage.

Attribution theory informed three studies, whereas the two studies by Kihl et al. (2014) used program-evaluation theory. Resource-dependency theory and social identity theory were two theoretical approaches that were also used twice, whereas the remaining 11 theories were each used once.

Findings: Critical Review

The purpose of this integrative review was to describe and critically review the research carried out on the subject of CSR in PTSOs. From the detailed account of related studies reported in this article, it becomes evident that the topic has attracted significant interest from the scholarly community. Although the 69 articles analyzed in this review offer some valuable insights into the current state of knowledge on CSR in PTSOs, there are also core areas in need of attention that offer opportunities for further research. This section elaborates on these areas, which epigrammatically are (a) the scale and scope of CSR research in PTSOs, (b) challenging the underlying instrumental assumptions of CSR in sport management, (c) shifting CSR research beyond its current community myopia, (d) more rigorous application of theory, and (e) more diverse application of research approaches and methods.

Scale and Scope of CSR Research in PTOS

Over the past decade, the issues for PTSOs seem to no longer be about whether or not to engage in CSR, but rather on how to strategically and operationally plan, implement, monitor, and control CSR, as well as demonstrate its impact on the organization and society. CSR research in PTSOs is a relatively new area in sport management research compared with other industries. However, the increasing number of CSR-PTSO publications in the last 10 years can be interpreted as a tendency that is prevalent across a range of organizational contexts, as the concern for business-society relationships expand in a number of management fields (e.g., Wang, Tong, Takeuchi, & George, 2016).

At present, the scope of CSR research in PTSOs is very much limited to Europe and North America, comprising 53 (77%) of the papers in the dataset. Seven papers from Australia, six from South Korea, and one from Peru represented the geographical contexts for the remainder of the studies in Asia, Africa, Oceania, and South America. In particular given Asia is a rising sporting continent, with ambitious plans and the two largest populations in the world, we expect more research in this area in the upcoming years.

One outcome from the highly concentrated field of knowledge on social responsibility in PTSOs is the need to expand the future

research contexts. Considering the number of multinational ($n = 14$) and intercontinental ($n = 2$) studies, we see potential for more research across various cultural settings and national borders to explore how concepts translate and vary between contexts (e.g., do consumer responses and behaviors to CSR initiatives vary between countries). Transferring this knowledge to different cultural and social settings where sport is less highly commercialized, mediated, and supported by government funding might not lead to the same outcomes. Investigating the notion of social responsibility outside of postindustrial Western economies can only add to the social responsibility discourse. For example, what happens to the notion of philanthropy, team foundations, and community development when teams cannot fully support themselves and have little front office support? It is clear that there is much work to be done.

Challenging the Underlying Instrumental Assumptions of CSR in Sport Management

A major part of our analysis concerned how knowledge had been constructed over a decade of research on CSR in PTSOs. Adopting Windsor's (2006) conceptual groupings of CSR approaches, papers were classified into thematic categories: economic responsibility, instrumental citizenship, ideal citizenship, or ethical responsibility. From the 69 papers analyzed, 55 (80%) adopted the instrumental citizenship approach, which views CSR as a strategic tool for managers to use to improve their market position. Critically, Windsor (2006) describes these approaches as *theoretically pragmatic* or *realpolitik*. A *realpolitik* approach to CSR describes how it is done in practice but does not challenge the ethical and moral foundations for doing so. These approaches tend to describe how CSR is operationalized in practice (e.g., Kihl et al., 2014; Trendafilova & Babiak, 2013) and pragmatically, in terms of the benefits the organization can expect to accrue from such actions (e.g., Blumrodt et al., 2012; Lacey & Kennett-Hensel, 2016; Walker & Kent, 2009). The prevalence of instrumental approaches to PTISO–CSR research has meant that alternate conceptualizations of CSR appear underdeveloped.

Definitions that reinforce the dominant instrumental CSR ideology help normalize pragmatic and neoliberal views of CSR within the sport management discipline. About one-third of papers did not clearly define or paraphrase the CSR concept. From those papers that did, a further 20 manuscripts (29%) collectively used definitions steeped in neoliberal terminology (McWilliams & Siegel, 2001; McWilliams et al., 2006) and the utility of CSR to gain a competitive advantage (Porter & Kramer, 2002, 2006). The remainder of the papers generally utilized more integrative definitions that treated CSR as a broad multidisciplinary concept (Carroll, 1979; European Commission, 2001, 2011). However, many of these papers strategically delimited themselves to focus on ethical and discretionary actions therefore aligning with the approaches described previously (for notable exceptions, see Breitharth et al. [2011] or Walker and Parent [2010]).

Combined, these *realpolitik* definitions and conceptualizations of CSR in PTSOs present a number of limitations for CSR. For example, McWilliams and Siegel (2001, p. 117) provide a widely used definition of CSR as “actions that appear to further some social good, beyond the interests of the firm and that which is required by law.” It is worth mentioning that these authors are economists and approached CSR from a supply-and-demand perspective, with the hope of determining the ideal level of CSR by using a cost-benefit analysis. They concluded that “to maximize profit, the firm should offer precisely that level of CSR for which

the increased revenue (from increased demand) equals the higher cost (of using resources to provide CSR)” (McWilliams & Siegel, 2001, p. 125). *Realpolitik* approaches to responsibility in PTSOs are problematic for a number of reasons. First, such approaches conflate morality and market forces. The market does not determine if safety, equality, and fairness are valuable attributes and actions for an organization to pursue. These are questions for moral reflection and may require a degree of self-restraint to be shown by an organization, the value of which is not likely to be captured within a market system. Second, many PTSOs are not (or at least, do not consider themselves as) for-profit enterprises. Those that are, do not work within a free-market system in the same way as a typical company (see Smith & Stewart, 2010). Third, even if CSR was undertaken for the purpose of economic value maximization, it may be of questionable worth for PTSOs. Inoue et al. (2011) found that, unlike previous reviews indicating a small positive relationship between CSR and financial performance in general management literature (e.g., Margolis & Walsh, 2003), CSR had a nonpositive effect on PTSOs in four major U.S. sport leagues. Fourth, the majority of ethical breaches within sports have occurred within legal and economic domains, so responsibility for PTSOs cannot begin beyond economic and legal concerns but must include these issues. Consequently, overt social responsibility actions that PTSOs implement to demonstrate CSR (such as community programs) are not commensurate with the socially irresponsible actions that have plagued many PTSOs (such as concussion, corruption, and discrimination). CSR logically includes economic and legal considerations so cannot be constrained only to actions beyond these considerations. The idea that a PTISO that possesses a community program is somehow socially responsible and no more logical than a drug dealer who recycles. One action or program does not represent general responsibility of an organization, particularly when that action is not core to operational functions. Future research should carefully consider the definitions chosen and the conceptual implications of choosing certain approaches. Economic-based definitions of CSR make sense when investigating the relationship between CSR and PTSOs' financial performance (e.g., Inoue et al., 2011) or the brand effects of consumer relationships (e.g., Lacey & Kennett-Hensel, 2016). However, the utility of such definitions of CSR diminish when questions of morality or ethics come into play.

Beyond Community Myopia

Our results indicate that the development of CSR research within PTSOs has suffered from a degree of myopia toward discretionary community activities. More than half of the papers in our sample related specifically to community programs as a form of responsibility (58%) or environmental programs (10%). Relatively few studies framed nondiscretionary issues as part of a PTISO's responsibility. The lack of research in this area is perplexing given centrality of these issues in conceptualizations (e.g., Carroll, 1979; European Commission, 2011) and industry measures (e.g., Global Reporting Initiative, 2014a) of organizational responsibility.

In aggregate, we believe the combination of instrumental conceptualizations of CSR, the utilization of pragmatic definitions of CSR, and an overrepresentation of community-oriented papers in PTSOs is leading to the development of two distinct schools of thought in CSR research. Drawing on the work of Matten and Moon (2008, p. 409), we can label these as implicit (integrative) and explicit (strategic). The former category represents the traditional view of CSR (i.e., Carroll, 1979) as a multidimensional

construct that “consists of values, norms, and rules that result in (mandatory and customary) requirements for corporations to address stakeholder issues and that define proper obligations of corporate actors in collective rather than individual terms.” Within this school of thought, occupational health and safety of players and staff (such as concussion, mental health, and postcareer transition); breaching fair-operating practices (such as corruption and match fixing); PTSOs’ economic viability (such as introduction of new financial regulations in European football); and legal concerns around employment processes and freedom of movement (such as the Bosman ruling and Rooney rule) are central aspects to the social responsibility of PTSOs. Nevertheless, no papers in our review were found that specifically related these phenomena to the concept of CSR.

Conversely, the second school of thought regarding explicit (strategic) CSR has gained significant exposure in the field of PTSOs. Matten and Moon (2008, p. 409) identified this explicit CSR which “consist[s] of voluntary programs and strategies by corporations that combine social and business value and address issues perceived as being part of the social responsibility of the company.” The framing of this research tended to favor CSR as a set of activities that the PTSOs may choose to undertake if the benefits to the organization outweighed the cost of doing so. Typically, these included philanthropic and community activities, which have been the most common research contexts for CSR in PTSOs to date.

As such, the context in which CSR has been investigated in PTSOs has remained steeped in utilitarian language predominantly focused on how community activities (such as youth, education or health programs, and philanthropy) can be leveraged for organizational gain (Porter & Kramer, 2006). Despite a small subset of studies beginning to investigate how benefits of CSR may accrue to community stakeholders (Trendafilova et al., 2017) such as pro-environmental (Inoue & Kent, 2012a, 2012b) and employability behaviors (Walker et al., 2017), research in this area is heavily skewed toward organizational rather than stakeholder benefits. Although instrumental approaches may help to answer practical questions regarding CSR effectiveness and efficiency, they fall short on normative lines of reasoning regarding moral reflection and self-restraint. The latter line of questioning asks more subjective questions regarding what should be done and the extent of organizational responsibility. Further ethical framing which introduces critical questions regarding the responsibility of PTSOs may provide a rich stream of future research. For example, to what extent, and on what grounds, do PTSOs accept sponsorship from socially detrimental sources, such as tobacco, gambling, and alcohol? What are PTSOs’ moral responsibilities toward their players’ welfare? What mechanisms can a PTISO use to balance competing stakeholder demands (such as winning, profit, and community impact)? Addressing these questions requires a more holistic conception of CSR beyond select discretionary activities.

More Rigorous Application of Theory

Concerning the theoretical approaches that underpin the existing body of research on CSR–PTSOs, there are two areas in need of attention. First, more than half of the articles (56%) did not explicitly mention a theoretical approach. A small number of well-designed studies (e.g., Sheth & Babiak, 2010) are framed around Carroll’s (1979) four responsibilities. However, Carroll’s work does not have the theoretical power to explain why things (may) happen the way they do. Even more problematic for

advancing theoretical knowledge on the subject matter is that a good number of empirical studies are limited to a descriptive account of the conceptual development of CSR, rather than placing this development in and around one (or more) specific theoretical approaches. This leaves CSR remaining largely a theoretical (see Table 4). Furthermore, only a handful of studies use a clear, conceptual framework to answer the research questions they pose, although not being explicitly related to any specific theory (so categorized under “unspecified theoretical approaches”; e.g., Inoue & Kent, 2012a, 2012b; Trendafilova & Babiak, 2013; Walker & Kent, 2009).

The second point of concern relates to those studies that report a theoretical approach, but poorly incorporated it into both the research design and the presentation of the results. For example, almost one-third of the theoretically informed studies drew on stakeholder theory. However, there was a disconnection between stakeholder theory and how it informed the overall research design. The derived findings of these studies seemed to fail to push the boundaries and offer novel theoretical insights that set them apart and made their (stakeholder based) theoretical contribution more substantive.

Therefore, it is safe to suggest that, similar to Abeza et al.’s (2015) and Filo et al.’s (2015) observations, theory utilization on CSR in PTISO research mostly falls under Bryant and Miron’s (2004) categories of “theoretical framework” and “mere references.” In other words, there have been few attempts toward supporting, expanding (or testing a new) theory in the context of CSR in PTSOs (for two notable exceptions in that regard, see the studies by Anagnostopoulos et al., 2014; Babiak & Wolfe, 2009). Performing such an exercise would help develop new theoretical knowledge.

From a theoretical point of view, we posit that the individual level of analysis still involves major gaps in our understanding of how organizational actors within PTSOs create, maintain, or disrupt the formulation and implementation of CSR. In particular, PTSOs see themselves going through organizational changes that manifest in areas, such as adopting (good) governance mechanisms (e.g., Hamil, Walters, & Watson, 2010); creating charitable foundations (e.g., Kolyperas et al., 2016); refining their internal structure and building formal partnerships for CSR delivery (e.g., Heinze et al., 2014); or placing more emphasis on ethical issues at the internal and external levels (e.g., López Frías, 2018; Mazanov, 2016). Although current research tends to approach these changes that PTSOs go through from an organizational level of analysis, it is the organizational actors “who actually strategize, make decisions and execute CSR initiatives” (Aguinis & Glavas, 2012, p. 953). Future research avenues and questions could include which factors help PTSOs’ organizational actors to make strategic and operational decisions about their franchise’s social involvement within a CSR landscape in which institutional “recipes” at the mesolevel (the leagues that broadly govern PTSOs) and macrolevel (national and regional governments that set social and environmental political agendas) must be followed. From the opposite angle, how do PTSOs’ organizational actors overcome the constraints and challenges associated with formulating and implementing CSR-related programs? How do these actors manage possible tensions (such as the charitable foundation’s [social] objectives vis-à-vis the parent team’s [business] objectives)? Which type of programs are key players who are required for realizing CSR (such as foundation trustees, team executives, commercial partners, and state funders) using to turn altruistic devotion into strategic engagement, with meaningful outcomes for all involved parties?

Theoretical approaches, such as institutional work (see Lawrence & Suddaby, 2006) and/or social exchange (see Blau, 1964) could offer interesting, well-needed theoretical insights about what Aguinis and Glavas (2012) call, the “microfoundational mechanisms of CSR” (the foundations of CSR that are based on individual action and interactions). This is because concepts like power, reciprocity, influence tactics, and/or leadership can offer a more critical approach by unpacking potentially idiosyncratic characteristics of PTSOs (see Cunningham, Fink, & Doherty, 2016) in relation to CSR. Therefore, we suggest moving away from examining CSR, per se, and considering it as a contextual platform upon which concepts and processes from organization theory (organizational level) and organizational behavior (individual level) are examined. The hope is that such theoretically informed research will indirectly lead to a better understanding of CSR itself in the broad field of sport management and, specifically, PTSOs.

Finally, these theoretical gaps offer opportunities associated with methodological approaches. For example, just eight (11%) of the 69 reviewed studies used a mixed-method approach, despite the fact that more than one-third of the total sample used more than one data collection technique. Moving forward, mixed method approaches will allow researchers to explicitly acknowledge the nonindependence (such as different team sports or geographical regions) at both the conceptual and analytical levels, and convey both multitheoretical and multilevel empirical insights (Aguinis & Glavas, 2012). That being said, various scholars have posited that the CSR concept itself is culturally and temporally bound, so carries different meanings across time and geography (Beschoner & Hajduk, 2017). Consequently, the question is if accurate generalizations can be made about the best modus operandi through which CSR in PTSOs can achieve the best possible results at the different focus areas of CSR. In other words, does a universal model run the risk of being either a historical (without taking a historical perspective on how CSR evolves) or a contextual (treating CSR independently of its social context, or only defining the social context very narrowly) if culture is neglected at the institutional, organizational, and individual levels?

What’s more, further qualitative approaches may better capture the processes behind CSR and the variety of organizational theory and behavior concepts therein. In-depth case studies or longitudinal approaches, such as ethnographies, can potentially better address process-related research questions and identify (new) factors that either facilitate or constrain the enhancement of CSR in the wide, multistakeholder context in which PTSOs exist and operate. For this to happen, access must be granted to PTSOs, which is often difficult. However, personnel in these organizations have already started seeing the topic of CSR as an opportunity to talk about the good, positive things these PTSOs do, shifting the discussion away from research findings associated with questionable management practices, poor financial performances, and problematic models of governance that have arguably dominated sport management research (Anagnostopoulos & Papadimitriou, 2017).

Limitations and Future Research

The present integrative review has empirically shown the depth and breadth of the sport management scholarly work with regards to CSR–PTSO relationships. As research in this domain reaches adolescence, it is of consequence to reflect on some seminal works from the literature presented from which to launch the next

generation of scholarship for CSR practice and theoretical grounding within PTSOs. We have developed a conceptual understanding of how internal resources and external pressures determine socially responsible practice in PTSOs (Babiak & Wolfe, 2009) and the comparative differences in responsible behaviors between types of sports organizations (Walker & Parent, 2010). With particular reference to external pressures, there is a developing area of research that has investigated the management of PTSTO stakeholders, who make legitimacy judgments regarding the conduct of the organization (e.g., Breitbarth & Harris, 2008; Walters & Tacon, 2010). Theoretically, a small number of studies investigated the adoption of CSR initiatives at the institutional level (Paramio-Salcines & Kitchin, 2013; Trendafilova et al., 2013), while even fewer investigated the microfoundations of CSR at the individual level (Anagnostopoulos, Byers, & Kolyperas, 2017; Anagnostopoulos et al., 2014). Similar to the broad study of CSR in management studies, more attention could be paid to the individual and institutional levels of analysis when studying CSR in PTSOs in the future.

Fans and consumers are the prevailing stakeholder group of interest. The largest identifiable group of research has focused on marketing-based questions regarding the communication of CSR programs and the resulting effects these programs have on fans and consumers in areas, such as brand equity, donation intent, and attitudes toward the PTSTO (Inoue & Kent, 2012a; Lacey & Kennett-Hensel, 2016; Walker & Kent, 2009). Future research may wish to build on context-specific and validated scales, such as Walker and Heere’s (2011) Consumer Attitudes to Responsible Entities in Sport (CARES) scale to replicate findings across contexts and form more generalizable assertions regarding the awareness–effect relationship between fans and PTSOs’ CSR initiatives. Of course, there are several areas that are external to the PTSTO–consumer marketing dyad which lack a critical mass of papers, but nevertheless may provide rich lines for future research. Along the lines of early corporate social performance discussions, we see the pragmatic issue of PTSOs’ social performance and measurement as an overlooked area of research for an academic field focused on the management of sport organizations. Breitbarth et al. (2011) provided a practically orientated conceptual framework for social performance by building on Kaplan and Norton’s (1992) balanced scorecard. This approach took an integrative view that included economic, ethical, and political considerations within a broad strategic approach to measuring CSR.

However, it is apparent that scant research has built on this foundation, either theoretically (e.g., to what extent is social responsibility rationally bounded in PTSOs? What roles do issues of power, politics, and culture have on PTSOs’ CSR practice?), or in practice (what is measured, for how long, and by whom?). Complementary to developing social performance of the organization, CSR must seriously address organizational misconduct and the broader issue of social impact measurement for the stakeholder groups it espouses to be benefiting, if it is to be seen as more than a fig leaf solution for PTSOs (Levermore, 2013). Efforts regarding the evaluation of CSR programs (Kihl et al., 2014) and assessing the community value of such programs (Trendafilova et al., 2017; Walker et al., 2017) may provide a starting point to investigate what benefits external stakeholders accrue from CSR.

The discussion on future research directions is underpinned by a common thread of mutual, albeit mild, ambivalence between CSR research in sport and general management. Although we acknowledge sport management as possessing distinctive features, we do not believe these justify the current lack of integration between the two academic fields. For example, the *Academy of Management*

Journal released a thematic issue of CSR in 2016 stating that “the dialog has shifted from simplistic justifications of financial outcomes related to core businesses to sophisticated views and measures of societal outcomes” (Wang et al., 2016, p. 534). As our analysis showed (with limited exceptions), sport management has yet to scratch the surface of sophisticated societal outcome measurement built from the concept of CSR. Furthermore, the authors suggest four avenues for future research: (a) stakeholder claims and interdependencies; (b) mechanisms and motives behind CSR; (c) institutional environments and the shaping of CSR; and (d) individual roles in CSR (Wang et al., 2016). These themes and the broader CSR discourse in general management may act as a good starting point to further integrate theory into CSR in PTSO setting.

Although we are critical of the low levels of engagement with general management, sport management scholars should also consider the unique features that our field can offer the broader management discourse. Smith and Stewart (2010) suggest that sport has four distinctive features: unstable performance quality, anticompetitive practices, heightened media scrutiny, and restricted labor markets for employees (i.e., a draft and salary cap). Drawing links between these features and current issues in the general management discourse in CSR may lead to further strengthening the dialog between the two fields, for example, Does high media visibility influence CSR antecedents, outcomes, and processes (e.g., Chiu & Sharfman, 2011)? How does CSR translate into nonprofit organizations? In what ways do institutionalized labor practices in sport conflict with individual labor practices and human rights (e.g., Solow, Solow, & Walker, 2011)? Recognizing the distinctiveness of the sport management field and the breadth and quality of leading management journals can only strengthen future research within the discipline.

In pursuing these future research directions, the limitations within this study need to be considered. Prime among these is that this review is an integrative review, of an integrated-multidimensional concept that has been termed CSR. Social responsibility is the aggregate of multiple, independent bodies of literature, each with their own terminologies, epistemes, and subsequent theoretical and conceptual foundations. This study only reviewed papers from within these disciplines when authors explicitly referred to their phenomenon of study within the predefined search terms. Future research may wish to delve deeper into a single component of CSR to investigate the interrelationships between PTSOs and economic impact, labor practices, or governance for example. In addition, only one type of sport organization, the PTSO, was reviewed. Future comparative research could investigate the differences in CSR practices between different types of organizations, such as leagues, companies, and governing bodies (Walker & Parent, 2010) and across industries (Godfrey et al., 2010).

The search parameters of the review were limited to English language and peer-reviewed journals limiting the scope of the research to those articles written in English. It is possible that substantial bodies of literature exist in languages other than English, and/or knowledge is distributed by means that are more accessible to practitioners such as industry reports and nonacademic “gray” literature. Furthermore, the sport industries in North America and Europe have historically been more commercialized and professionalized leading to a stronger orientation toward “corporate” social responsibility. Extending on the former two points, sport management education has had a longer historical development within these geographic regions, which may have led to higher concentration of sport management scholars and hence publications from these locations (e.g., the creation dates and

locations of leading sport management journals). The restriction of our search criteria to English language also limits the inclusion of studies written in non-English settings. A multilingual review of the literature may uncover differing perspectives and draw from different cultural foundations that could provide valuable insight for future scholarship in this area (e.g., the long-term orientation of Southeast Asian cultures in comparison with the short-term consumerism present in many postindustrial Western economies may shape the way PTSOs understand their responsibilities to society [Beschorner & Hajduk, 2017; Hofstede & Minkov, 2010]).

Conclusion

After a decade of developing CSR research in PTSOs, the state of the field can be best described by the parable of the five blind men and the elephant. None of the blind men could agree on what the elephant actually was, and each had strong opinions based on their experience of touching different parts of the animal. CSR research within the PTSO setting can be thought of as analogous to the man who touched the brushy tail. Our research has predominately focused on community development programs within English-speaking, postindustrial Western economies. The research mainly uses qualitative approaches to data collection, infrequently utilizes specified theoretical approaches, and conceptualizes CSR as a programmatic phenomenon beyond the economic and legal concerns of the organizational whole. To push our field forward, we must embrace the multidisciplinary of the phenomenon we are studying in the same way as the seminal authors and industry measures have done in academia and practice.

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Appendix I Dataset of the Included Studies

No	Authors	Year	Title	Journal	Identified by
01	Alonso and O'Shea	2012	"You only get back what you put in": Perceptions of professional sport organizations as community anchors	<i>Community Development</i>	Database search
02	Anagnostopoulos, Byers, and Kolyperas	2017	Understanding strategic decision-making through a multiparadigm perspective: The case of charitable foundations in English football	<i>Sport, Business and Management</i>	Database search
03	Anagnostopoulos, Byers, and Shilbury	2014	Corporate social responsibility in professional team sport organisations: Towards a theory of decision-making	<i>European Sport Management Quarterly</i>	Database search
04	Anagnostopoulos and Shilbury	2013	Implementing corporate social responsibility in English football: Towards multi-theoretical integration	<i>Sports, Business and Management</i>	Database search
05	Athanasopoulou, Douvis, and Kyriakis	2011	Corporate social responsibility (CSR) in sports: Antecedents and consequences	<i>African Journal of Hospitality, Tourism and Leisure</i>	Ancestry search
06	Babiak and Trendafilova	2011	CSR and environmental responsibility: Motives and pressures to adopt green management practices	<i>Corporate Social Responsibility and Environmental Management</i>	Database search
07	Babiak and Wolfe	2009	Determinants of corporate social responsibility in professional sport: Internal and external factors	<i>Journal of Sport Management</i>	Database search
08	Banda and Gultresa	2015	Using global south sport-for-development experiences to inform global north CSR design and implementation: A case study of Euroleague basketball's one team program	<i>Corporate Governance</i>	Database search
09	Bingham and Walters	2013	Financial sustainability within UK charities: Community sport trusts and corporate social responsibility partnerships	<i>Voluntas</i>	Database search
10	Blumrodt, Bryson, and Flanagan	2012	European football teams' CSR engagement impacts on customer-based brand equity	<i>Journal of Consumer Marketing</i>	Database search
11	Blumrodt, Desbordes, and Bodin	2013	Professional football clubs and corporate social responsibility	<i>Sports, Business and Management</i>	Database search
12	Bouchet, Troilo, and Spaniel	2015	International sourcing, social responsibility and human assets: A framework for labor procurement negotiations in baseball's talent supply chain	<i>Corporate Governance</i>	Database search
13	Breitbarth and Harris	2008	The role of corporate social responsibility in the football business: Towards the development of a conceptual model	<i>European Sport Management Quarterly</i>	Database search
14	Breitbarth, Hovemann, and Walzel	2011	Scoring strategy goals: Measuring corporate social responsibility in professional European football	<i>Thunderbird International Business Review</i>	Database search
15	Chang, Kang, Ko, and Connaughton	2017	The effects of perceived team performance and social responsibility on pride and word-of-mouth recommendation	<i>Sport Marketing Quarterly</i>	Database search
16	Chang, Ko, Connaughton, and Kang	2016	The effects of perceived CSR, pride, team identification, and regional attachment: The moderating effect of gender	<i>Journal of Sport and Tourism</i>	Database search
17	Choi	2016	Going green in baseball—a case study of the SK Wyverns	<i>International Journal of Sport Marketing and Sponsorship</i>	Purposive search
18	Cobourn and Frawley	2017	CSR in professional sport: An examination of community models	<i>Managing Sport & Leisure</i>	Database search
19	Çoknaz, Sönmezoglu, Eskicioğlu, and Pehlivan	2016	Corporate Social Responsibility and Sports Clubs: A Case from Turkey	<i>International Journal of Sport Management, Recreation & Tourism</i>	Database search
20	de-San-Eugenio, Ginesta, and Xifra	2017	Peace, sports diplomacy and corporate social responsibility: A case study of Football Club Barcelona Peace Tour 2013	<i>Soccer and Society</i>	Database search
21	Douvis, Kyriakis, Kriemadis, and Vrontou	2014	How do Greek sport organizations promote and communicate their corporate social responsibility (CSR) efforts?	<i>Gymnasium: Scientific Journal of Education, Sports & Health</i>	Database search
22	Douvis, Kyriakis, Kriemadis, and Vrontou	2015	Corporate social responsibility (CSR) effectiveness in the Greek professional sport context	<i>International Journal of Sport Management, Recreation & Tourism</i>	Database search
23	Hamil and Morrow	2011	Corporate social responsibility in the Scottish premier league: Context and motivation	<i>European Sport Management Quarterly</i>	Database search
24	Hamil, Walters, and Watson	2010	The model of governance at FC Barcelona: Balancing member democracy, commercial strategy, corporate social responsibility and sporting performance	<i>Soccer and Society</i>	Database search

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Appendix I (continued)

No	Authors	Year	Title	Journal	Identified by
25	Heinze, Soderstrom, and Zdroik	2014	Toward strategic and authentic corporate social responsibility in professional sport: A case study of the Detroit Lions	<i>Journal of Sport Management</i>	Database search
26	Hovemann, Breitbarth, and Walzel	2011	Beyond sponsorship? Corporate social responsibility in English, German and Swiss top national league football clubs	<i>Journal of Sponsorship</i>	Ancestry search
27	Hull and Kim	2016	How major league baseball teams are demonstrating corporate social responsibility on Instagram	<i>The Sport Journal</i>	Database search
28	Inoue, Funk, and McDonald	2017	Predicting behavioral loyalty through corporate social responsibility: The mediating role of involvement and commitment	<i>Journal of Business Research</i>	Database search
29	Inoue and Kent	2012a	Sport teams as promoters of pro-environmental behavior: An empirical study	<i>Journal of Sport Management</i>	Purposive search
30	Inoue and Kent	2012b	Investigating the role of corporate credibility in corporate social marketing: A case study of environmental initiatives by professional sport organizations	<i>Sport Management Review</i>	Database search
31	Inoue, Kent, and Lee	2011	CSR and the bottom line: Analyzing the link between CSR and financial performance for professional teams	<i>Journal of Sport Management</i>	Database search
32	Jarvis, Ouschan, Burton, Soutar, and O'Brien	2017	Customer engagement in CSR: A utility theory model with moderating variables	<i>Journal of Service Theory and Practice</i>	Database search
33	Kellison and Kim	2014	Marketing pro-environmental venues in professional sport: Planting seeds of change among existing and prospective consumers	<i>Journal of Sport Management</i>	Purposive search
34	Kihl, Babiak, and Tainsky	2014	Evaluating the implementation of a professional sport team's corporate community involvement initiative	<i>Journal of Sport Management</i>	Database search
35	Kihl, Tainsky, Babiak, and Bang	2014	Evaluation of a cross-sector community initiative partnership: Delivering a local sport program	<i>Evaluation and Program Planning</i>	Database search
36	Kim, Kim, Lee, and Kim	2016	Analysis of corporate social responsibility (CSR) activity types of Korean professional sports team: Application of coorientation model	<i>Indian Journal of Science and Technology</i>	Database search
37	Kim, Kwak, and Babiak	2015	Gender differences on the effect of CSR engagement on team attitude and loyalty: A case study of a professional soccer club in Korea	<i>International Journal of Sport Management and Marketing</i>	Database search
38	Kolyperas, Anagnostopoulos, Chadwick, and Sparks	2016	Applying a communicating vessels framework to CSR value co-creation: Empirical evidence from professional team sport organizations	<i>Journal of Sport Management</i>	Database search
39	Kolyperas, Morrow, and Sparks	2015	Developing CSR in professional football clubs: Drivers and phases	<i>Corporate Governance</i>	Database search
40	Kolyperas and Sparks	2011	Corporate social responsibility (CSR) communications in the G-25 football clubs	<i>International Journal of Sport Management and Marketing</i>	Database search
41	Kulczycki and Koeningstorfer	2016	Doing good in the right place: City residents' evaluations of professional football teams' local (vs. distant) corporate social responsibility activities	<i>European Sport Management Quarterly</i>	Database search
42	Lacey and Kennett-Hensel	2010	Longitudinal effects of corporate social responsibility on customer relationships	<i>Journal of Business Ethics</i>	Database search
43	Lacey and Kennett-Hensel	2016	How expectations and perceptions of corporate social responsibility impact NBA fan relationships	<i>Sport Marketing Quarterly</i>	Database search
44	Lacey, Kennett-Hensel, and Manolis	2015	Is corporate social responsibility a motivator or hygiene factor? Insights into its bivalent nature	<i>Journal of the Academy of Marketing Science</i>	Ancestry search
45	López Frías	In press	Football transfers and moral responsibility	<i>Soccer and Society</i>	Database search
46	Manoli	2015	Promoting corporate social responsibility in the football industry	<i>Journal of Promotion Management</i>	Database search
47	Mazanov	2016	Beyond antidoping and harm minimisation: A stakeholder-corporate social responsibility approach to drug control for sport	<i>Journal of Medical Ethics</i>	Database search
48	McNealy	2018	Disparaging trademarks and social responsibility	<i>Sport, Ethics and Philosophy</i>	Database search

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Appendix I (continued)

No	Authors	Year	Title	Journal	Identified by
49	Nyadzayo, Leckie, and McDonald	2016	CSR, relationship quality, loyalty and psychological connection in sports	<i>Marketing Intelligence and Planning</i>	Database search
50	Paramio-Salcines, Downs, and Grady	2016	Football and its communities: The celebration of Manchester United FC's ability suite	<i>Soccer & Society</i>	Database search
51	Paramio-Salcines and Kitchin	2013	Institutional perspectives on the implementation of disability legislation and services for spectators with disabilities in European professional football	<i>Sport Management Review</i>	Database search
52	Plewa, Carrillat, Mazodier, and Qvester	2016	Which sport sponsorships most impact sponsor CSR image?	<i>European Journal of Marketing</i>	Database search
53	Reiche	2014	Drivers behind corporate social responsibility in the professional football sector: A case study of the German Bundesliga	<i>Soccer and Society</i>	Database search
54	Salguero and Rivera-Camino	2016	CSR serves to compete in the sport industry? An exploratory research in the football sector in Peru	<i>Corporate Ownership and Control</i>	Database search
55	Schyvinck and Willem	2018	A typology of cause-related marketing approaches in European professional basketball	<i>Sport Management Review</i>	Database search
56	Sheth and Babiak	2010	Beyond the game: Perceptions and practices of corporate social responsibility in the professional sport industry	<i>Journal of Business Ethics</i>	Database search
57	Sparvero and Kent	2014	Sport team nonprofit organizations: Are sports doing well at "doing good?"	<i>Journal of Applied Sport Management</i>	Database search
58	Trendafilova and Babiak	2013	Understanding strategic corporate environmental responsibility in professional sport	<i>International Journal of Sport Management and Marketing</i>	Database search
59	Trendafilova, Babiak, and Heinze	2013	Corporate social responsibility and environmental sustainability: Why professional sport is greening the playing field	<i>Sport Management Review</i>	Database search
60	Trendafilova, Ziakas, and Sparvero	2017	Linking corporate social responsibility in sport with community development: An added source of community value	<i>Sport in Society</i>	Database search
61	Walker, Hills, and Heere	2017	Evaluating a socially responsible employment program: Beneficiary impacts and stakeholder perceptions	<i>Journal of Business Ethics</i>	Database search
62	Walker and Kent	2009	Do fans care? Assessing the influence of corporate social responsibility on consumer attitudes in the sport industry	<i>Journal of Sport Management</i>	Database search
63	Walker, Kent, and Vincent	2010	Communicating socially responsible initiatives: An analysis of U.S. professional teams	<i>Sport Marketing Quarterly</i>	Database search
64	Walker and Parent	2010	Toward an integrated framework of corporate social responsibility, responsiveness, and citizenship in sport	<i>Sport Management Review</i>	Database search
65	Walters	2009	Corporate social responsibility through sport: The community sports trust model as a CSR delivery agency	<i>Journal of Corporate Citizenship</i>	Ancestry search
66	Walters and Panton	2014	Corporate social responsibility and social partnerships in professional football	<i>Soccer and Society</i>	Database search
67	Walters and Tacon	2010	Corporate social responsibility in sport: Stakeholder management in the UK football industry	<i>Journal of Management and Organization</i>	Database search
68	Yi, Jeong, Kim, Kim, and Lee	2017	A study on the analysis of club official's intention of continuous implementation according to the CSR (levels and types) of professional sport team	<i>Journal of Engineering and Applied Sciences</i>	Database search
69	Zhang and Surujlal	2015	Willingness of sport fans to participate in socially responsible community programmes of professional sport organisations	<i>South African Journal for Research in Sport, Physical Education and Recreation</i>	Database search